



Plan Effective Date: 01/01/2022

Plan Expiration Date: 12/31/2022

Plan Reporting Date: 03/01/2022

AAP Administrator: Linda Mangum  
Director of Employee Relations/Affirmative Action Officer

Approved by: Dr. Veronica Sills  
Interim Chief Human Resources Officer

Establishment's Name: N.C. Agricultural & Technical State University

Establishment's Address: 1601 E. Market St.  
Greensboro, NC 27411

Table of Contents

- A. Table of Contents.....2
- B. Program Elements.....4
  - 1. EEO/Affirmative Action Plan Certification Statement.....4
  - 2. The State EEO Policy.....5
  - 3. Agency/University Overview.....6
    - a. Vision.....6
    - b. Mission.....6
    - c. Purpose.....6
  - 4. Agency/University EEO Achievements.....7
  - 5. Assignment of Responsibility and Accountability.....8
    - a. Agency Head/University Chancellor.....8
    - b. Manager and Supervisor.....9
    - c. EEO Committee.....9
    - d. EEO Officer.....10
  - 6. Dissemination Procedures.....12
    - a. Internal.....12
    - b. External.....12
  - 7. Program Activities.....13
    - a. Recruitment.....13
    - b. Selection.....13
    - c. Onboarding.....14
    - d. Promotion.....15
    - e. Training and Development.....15
    - f. Compensation and Benefits.....17
    - g. Performance Management.....17
    - h. Transfers and/or Separation.....18
    - i. Disciplinary Procedures.....19
    - j. Grievance Process.....18
  - 8. Equal Employment Opportunity and Diversity Fundamentals (EEODF).....20
  - 9. Employment First and Reasonable Accommodation.....20
  - 10. Religious Accommodation.....20
  - 11. Program Evaluation and Reporting.....21
  - 12. Harassment Prevention Strategies.....21

13. Reduction in Force Procedures.....	23
14. Pregnancy Workplace Adjustments (EO #82).....	24
15. Prohibiting the use of Salary History (EO #93).....	25
C. Data Elements.....	26
a. Workforce Availability.....	26
b. University Occupational Classifications.....	27
c. Race and Ethnicity.....	28
d. Veterans.....	28
e. Disability.....	29
f. Program/Employment Objectives.....	29
g. Attainment of Employee Objectives.....	30
h. Additional Areas of Statistical Evaluation.....	31
1. EEO Quantitative Analysis Form.....	31
2. Performance Management.....	32
3. Discipline and Dismissal.....	32
4. Recruitment and Selection.....	33
i. Identification and Correction of Issues.....	34
D. Attachments.....	35
1. North Carolina State Equal Employment Opportunity Policy	
2. Job Estimate Forms	
3. SHRA Employee Grievance Policy	
2. North Carolina A&T Unlawful Harassment and Discrimination Policy	

**B. Program Elements**

**1. Equal Employment Opportunity/Affirmative Action Plan  
Certification Statement**

This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents the North Carolina Agricultural and Technical State University commitment to provide equal employment opportunities to all applicants and employees. I attest that the North Carolina Agricultural and Technical State University follows the North Carolina Equal Employment Opportunity Policy along with all applicable federal and state laws, including current executive orders governing equal employment opportunities.

Harold L. Mentia  
Agency Head/University Chancellor Signature

02/22/2022  
Date

Linda Mangum

02/22/2022  
Date

## **2. The State of North Carolina EEO Policy**

The State of North Carolina recognizes that an effective and efficient government requires the talents, skills, and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of State government's workforce through equal employment opportunity (EEO) workforce planning initiatives. The State is committed to ensuring there administration and implementation of all human resources policies, practices and programs are fair and equitable without unlawful discrimination, harassment or retaliation on the basis of race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. State agencies, departments and universities shall be accountable for administering all aspects of employment, including hiring, dismissal, compensation, job assignment, classification, promotion, reduction-in-force, training, benefits, and any other terms and conditions of employment in accordance with federal and State EEO laws.

**The State of North Carolina Equal Employment Opportunity Policy can be found in the Attachment section.**

### 3. Agency/University Overview

#### Vision

North Carolina Agricultural and Technical State University is a preeminent land-grant institution where high-achieving scholars are engaged in transformative teaching and learning, civic outreach, interdisciplinary research and innovative solutions to global challenges.

#### North Carolina A&T State University's Mission

North Carolina Agricultural and Technical State University advances knowledge through scholarly exchange and transforms society with exceptional teaching, learning, discovery and community engagement. An 1890 land-grant doctoral research institution with a distinction in STEM and commitment to excellence in all disciplines, North Carolina A&T creates innovative solutions that address the challenges and economic needs of North Carolina, the nation and the world.

#### The University's Purpose

Established in 1891, North Carolina Agricultural and Technical State University is an 1890 land-grant institution and is currently ranked as a doctoral higher research activity University by the Carnegie Classifications of Institutions of Higher Education. With an enrollment of 12,142 students (Fall 2018), North Carolina A&T is the largest historically black University in the nation. Throughout its history, A&T has maintained a rich tradition of excellence in academics, research and outreach. Today, the University is committed to fulfilling its fundamental purpose through exemplary undergraduate and graduate instruction, scholarly and creative research, and effective public service and engagement. A&T is accredited by the Southern Association of Colleges and Schools Commission on Colleges.

North Carolina A&T State University Preeminence: Taking the Momentum to 2023 is a reflection of the early attainment of multiple goals from the previous strategic plan of 2020 and takes into account changing environment factors and recognizes opportunities that lie within the University's grasp, input, measurement and analysis by University leadership, faculty, staff, students, community and local government leaders and the University of North Carolina System. It expresses a revised mission, vision and core values for A&T, as well as reimagined goals and A&T strategies approved by the North Carolina A&T Board of Trustees in the summer of 2018 that will serve as the University's roadmap going forward. The aspirations for the upcoming years include greater performance in graduation rates, retention and other measures of student success, growth in interdisciplinary, collaborative research and entrepreneurial innovation and new standards of public service and community engagement. A&T's progress will be further marked by development of a more diverse and inclusive culture and gains in operational effectiveness and efficiencies.

#### **4. University EEO Achievements**

North Carolina A&T State University is committed to building a culture and community that actively supports and promotes diversity and inclusion for its students, faculty, staff, and members of the general public who access our programs, services, and facilities. North Carolina A&T's strategic plan continues to set diversity and inclusion as one of its priority goals.

The University is firmly committed to Equal Employment Opportunity (EEO) and to comply with all Federal, State and local laws that prohibit employment discrimination on the basis of race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. This policy applies to all employment decisions including, but not limited, to recruiting, hiring, training, promotions, pay practices, benefits, disciplinary actions and terminations.

All other personnel matters such as compensation, benefits, transfers, layoffs, training, education, tuition assistance, and related programs have been administered in accordance with the University's policy. All employment decisions have been based on job related standards and must comply with the principles of equal employment opportunity.

North Carolina A&T is committed to maintaining a workplace that is free from all forms of unlawful harassment and discrimination. In order to maintain a workplace free from unlawful harassment and discrimination, several training programs throughout the year are offered to educate employees on unlawful harassment, discrimination, bias, diversity and inclusiveness that highlight individual responsibilities in these areas.

The Diversity and Inclusion Committee made up of twenty-seven University's stakeholders of various demographics and gender continues to strategize to enhance employment and educational programs that promotes diversity, inclusion and belonging for all employees and students to ensure equitable processes are created and the campus is free of discrimination and harassment promoting a campus where everyone feels respected, valued and welcomed.

In June 2021, an Executive Director of Diversity and Inclusion was hired and the Office of Diversity, Equity, Inclusion, and Belonging (ODEIB) was established. The primary responsibility of this position provides strategic leadership and administrative oversight for researching, developing, implementing, and maintaining a range of successful practices for supporting and prioritizing equity, diversity, and inclusiveness. The Executive Director of Diversity and Inclusion works closely with the Diversity and Inclusion Committee and the EEO Officer. In 2021, the ODEIB, with the support of the D&I Committee, drafted four priorities for the diversity, equity, inclusiveness and belonging work on campus. The four priorities are to ensure an inclusive community through education, training, and intercultural awareness, support diversity, equity and inclusive research, scholarship, teaching, and learning, to ensure equitable environments for the success of all, and provide accountability. These priorities are being used to create a holistic five-year diversity and inclusive action plan for the University.

A Queer Coalition Taskforce was developed within the D&I Committee and the taskforce is campus-based for a growing need on campus. The taskforce is conducting literature reviews and best practice reviews of other higher education institutions to identify where our campus is currently and the opportunity to make progress. The taskforce will provide a final report with recommendations in March 2022. Lastly, the ODEIB will support the EEO Officer through participation on the EEO Committee, supporting the development and implementation of equity-focused priorities, and partnering on research and studies associated with examining equity in the workplace.

The EEO Officer continues to facilitate online and classroom trainings on Unlawful Workplace Harassment, Workplace Violence, and Equal Employment Opportunity and Diversity Fundamentals (EEODF). Newly hired and promoted managers and supervisors are assigned EEODF training after their new employee orientation. In 2021, all managers and supervisors completed EEODF as a refresher course. In addition, the EEO Officer conducts search committee training as a requirement for anyone who serves on a search committee to ensure that those members who are interviewing and selecting candidates are trained on best EEO practices, biases, diversity and inclusion. The EEO Officer utilizes EverFi, an online training tool, as a supplement to assist in providing compliance training on preventing unlawful workplace harassment and discrimination. The Title IX Office provides online and classroom trainings to staff and students. The Title IX Coordinator and the EEO Officer are responsible for conducting prompt, thorough and impartial investigations regarding protected class complaints.

## **5. Assignment of Responsibility and Accountability**

The Chancellor has the ultimate responsibility for ensuring the EEO policy and programs specific to N.C. A&T are fully developed and successfully implemented. This position is charged with the responsibility for ensuring that all employment practices and all aspects of employment function within the University are implemented in a manner which is equal for all applicants and employees.

The EEO Officer is appointed by the Chancellor and is ultimately responsible for the development and implementation of the EEO Program. The EEO Officer reports to the Chancellor and Vice Chancellor of Human Resources regarding EEO related matters. The EEO Committee is appointed to serve in an advisory capacity on matters relating to equal employment opportunity and affirmative action in the operation of this Plan. Committee members are comprised of various gender and race. The EEO Committee shall report to the EEO Officer.

The expected roles and responsibilities for the Chancellor, managers/supervisors, EEO Officer, and the EEO Committee are detailed below:

### **a. Chancellor**

In accordance with the State EEO Policy, the University Chancellor shall:

- Adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor,
- Designate an EEO Director as the management-level official responsible to oversee the EEO program who will have access to the University Chancellor;



- Ensure each manager and supervisor has, as a part of his or her performance plan, the responsibility to comply with EEO laws and policies, and assist in achieving EEO goals established by the agency, department or University;
- Communicate the agency or University's commitment to EEO to all employees, applicants and the general public;
- Provide necessary resources to ensure the successful implementation of the EEO program; and
- Ensure the development and implementation of HR policies, procedures, and programs necessary to achieve a diverse workforce in each occupational category; and
- Take measures to ensure the work environment is consistent with the intent of this policy and supports equal opportunity.

#### **b. Managers and Supervisors**

- Assist in the development and implementation of the EEO plan and program and establish program objectives;
- Maintain a diverse workforce for the department, division, work unit, or section;
- Assist the EEO officer in periodic evaluations to determine the effectiveness of the EEO program; and
- Provide a work environment and management practices with support equal opportunity in all terms and conditions of employment.

#### **c. EEO Committee**

The EEO Committee is vital to the success and acceptance of the University's EEO program. The Committee and the EEO Officer meet several times a year to accomplish the tasks outlined below, as well as advise the Vice Chancellor of Human Resources on recommendations regarding policies, programs, trainings, and action-oriented goals that are realistic, measurable, and adhere to federal regulations as it relates to the EEO Plan. All members have completed EEO training. The EEO Committee shall:

- Serve as a communication link between managers and employees and the EEO staff on aspects of the EEO Plan and Program;

- Review and evaluate the equal employment opportunity plan and program;
- Review workforce representation data in each occupational category;
- Survey the organizational climate and employee attitudes and evaluate the resultant data;
- Meet with the University Chancellor in conjunction with the EEO Officer to discuss EEO Programs, report on the employees’ concerns, and recommend changes or additions to the EEO Policy, Plan or Program;
- Identify recruitment resources and other activities designed to strengthen the EEO Program, and
- Best practice is that the EEO Committee meets quarterly, but it is important that the group remain engaged and active if meetings are less frequent.
- Once appointed, all members should attend the EEODF training, if they have not already completed the course.

Name	Title	Race/Ethnicity	Gender
Del Ruff	Executive Director of Diversity and Inclusion	African American	Male
Lonnie Crotts	Talent Solutions Specialist	Caucasian	Male
Sharon Mitchell	Administrative Support Associate, College of Agriculture and Environmental Sciences	African American	Female
Todd Simmons	Associate Vice Chancellor, University Relations	Caucasian	Male
Samuel Richardson	Director of HR for Academic Affairs	African American	Male
Deloris Gee	Interim Vice Provost, Office of Strategic Planning and Institutional Effectiveness (OSPIE)	African American	Female
Natalie Jacobs	Temporary Talent Solutions Manager	Asian	Female
Carolyn Booth	Associate Professor, College of Education	Caucasian	Female
Melissa Holloway	General Counsel, Legal Affairs	African American	Female
Stephanie Crisp	Executive Assistant	African American	Female

**d. EEO Officer**

- Interpret and apply Federal laws, state statutes, and policies related to equal employment opportunity;

- Ensure the EEO Plan is submitted by March 1 annually in accordance with the EEO Plan Requirements and Program Guidelines as specified by the Office of State Human Resources;
- Ensure hiring recommendations are reviewed for compliance with EEO program objectives prior to the final agency/University hiring decision;
- Ensure all employees are made aware of the EEO policy including the Annual EEO Plan, EEO Policy, Reasonable Accommodation Policy, and Unlawful Workplace Harassment Policy and develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
- Maintain and analyze data on workforce utilization and employment practices, including records of all complaints and grievances alleging discriminatory practices;
- Advise management of the EEO program's impact and effectiveness;
- Provide or coordinate EEO training for management and employees;
- Provide confidential consultation for management and employees in matters involving EEO concerns;
- Ensure federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
- Establish and maintain effective working relations with groups concerned with EEO and Diversity & Inclusion;
- Coordinate programs to achieve program objectives;
- Present information on the EEO plan and program to management and employees on a regular basis; and
- Ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with N.C. G.S. 126-16.1.

## **6. Dissemination Procedures**

### **a. Internal**

The North Carolina A&T State University's EEO Plan is available for review in Human Resources during normal business hours for all employees. All employees have access to a hard or electronic copy of the EEO Plan. The plan is also posted to the Human Resources/Employee Relations website. The plan ensures hiring managers and supervisors are knowledgeable of their EEO responsibilities, and are trained annually on their responsibilities to the equal employment opportunity program and relevant University's policies. The EEO Policy statement is posted on bulletin boards in common areas and other areas where employees and/or the public may congregate. The University's newsletters and other in-house publications are used to communicate information about the EEO Plan, program and policy on a regular basis; and as part of our ongoing efforts to improve our EEO programs, we seek input from employees on the EEO/AA plan, policy, and/or programs.

### **b. External**

North Carolina A&T provides written notification of its policies related to its affirmative action efforts to all subcontracts, including subcontracting vendors and suppliers, requesting appropriate action on their part. The University provides a copy of the University's vacancy list, job announcements and any other pertinent material to the appropriate recruitment resource(s); and maintains regular and routine contact with recruitment resources.

## **7. Program Activities**

The North Carolina A&T State University has identified goals and objectives for each of the program activities listed below to further its commitment to equal employment opportunity.

### **a. Recruitment**

The University recruitment process is to recruit and attract a diverse pool of applicants to each occupational category, including veterans and persons with disabilities.

#### ACTIVITIES:

1. Conduct outreach efforts to expand pool of qualified, diverse applicants.
2. Review and monitor recruitment procedures to abolish any discriminatory practices which exist to ensure individuals with disabilities are not inadvertently eliminated from qualified pools.
3. Review all recruitment process to ensure measures are incorporated recruit and attract a diverse pool of applicants.
4. Actively recruit underutilized groups, using known resources such as CircaWorks and Higher Education Recruitment Consortium (HERC) to maintain a diverse recruitment on our postings, including veterans and individuals with disabilities.
5. Ensure contact is maintained with diverse recruitment resources and that they are informed of employment opportunities, particularly in management, professional, and technical level positions.
6. Specify measures for maintaining contact with recruitment resources and informing these resources of employment opportunities, particularly in management, professional and technical level positions.
7. Participate, when applicable career fairs on and off campus.
8. Ensure search committees are diverse regarding race and gender.
9. Ensure that hiring managers and search committees are trained regarding diversity and inclusion and bias.

### **b. Selection**

There is a commitment to follow the State's recruitment and selection guidelines, and ensure that all steps in the selection process are non-discriminatory and job-related.

ACTIVITIES:

1. Ensure that job analyses are conducted to establish job-related qualifications statements, selection criteria, training needs, and/or career ladders.
2. Analyze the flow of applicants through the selection and appointment processes, determining reasons for the rejection of qualified applicants from underutilized groups in areas where program objectives have been set or underrepresentation exists, and monitoring the employment of individuals to ensure the assignment of work and workplace is nondiscriminatory.
3. Review and ensure the validity of interview questions, written tests, or other selection devices.
4. Train those who screen applications and interview applicants in proper techniques to eliminate any potential bias;
5. Establish sign-off procedure to ensure that the selection process in underrepresented occupations reflects established program objectives and timetables;
6. Ensure reasonable accommodations are made available to persons with disabilities.
7. Develop and implement structured interview procedures that have been approved by the EEO Officer are followed and documented.

**c. Onboarding**

The goal is to provide the same level of orientation to all new employees, to ensure their understanding of the agency's organizational structure and their role.

ACTIVITIES:

1. Ensure each selected candidate receives a written employment letter outlining the terms and conditions of his/her employment; and
2. Inform new employees about the University EEO Plan and program during orientation.

#### **d. Promotion**

The University's goal is to enhance upward mobility and fully utilize the skills of the existing workforce in a nondiscriminatory manner to assure that all employees who are qualified for promotion or other forms of upward mobility are not adversely affected by the process of selecting employees for these opportunities. The EEO plan incorporates an upward mobility program that includes provisions for:

1. Informing employees of promotional/upward mobility opportunities within the University.
2. Reviewing and analyzing promotion processes, procedures and selections.
3. Enhance upward mobility and fully utilizing the skills of the existing workforce.
4. Encourage employees to apply for promotional opportunities where they are qualified.
5. Encourage employees to participate in training opportunities that will prepare them for promotion.

#### **e. Training and Development**

The University continues to provide development and training programs to all employees on a non-discriminatory basis. The Center for Leadership and Organizational Excellence (CLOE) provides development training programs to enhance employee development and advancement opportunities to be demographically inclusive at all levels. Some of the trainings offered in 2021 were Reimagining Equity: Implicit Bias In The Workplace, Components of a Good manager, Ethics and Social Responsibility, and Understanding Personality Types with MBTI, and much more.

All employees are encouraged to utilize CLOE, as well as the University's Learning Management System (NEO), LinkIn Learning, and Ever-FI, an eLearning tool. These programs are free to all employees. The EEO Officer facilitates search committee training for hiring managers and other individuals who will serve on a search committee regarding bias, underrepresented groups, and recruiting and selection. Employees may take advantage of trainings offered through the Office of State Human Resources, tuition waivers, and educational leave.

North Carolina A&T invests time and money in acclimating employees to the job and workforce. The EEO Officer and CLOE collaborate to provide development programs that are significant to the EEO Plan to ensure that training opportunities are available to all employees and appropriate modifications are made to meet the training needs of its employees. All trainings are available to all employee regardless of their race, color, age, gender, gender expression, gender identity,

genetic information, national origin, religion, sex, pregnancy, sexual orientation, veteran, and National Guard status.

#### ACTIVITIES:

1. Analyze the performance requirements for all job classes in which underutilization exist for identifying the University training needs.
2. Ensure training opportunities are accessible to all employees and that all employees are notified of all training opportunities for which they qualify.
3. The Learning and Development Office is constantly reviewing trainings that can enhance employees to be successful and to be prepared for promotional opportunities.
4. EEO Officer works with the Learning and Development Office to target trainings that will support the University's EEO goals and values.
5. Implement online and in-person trainings on diversity and inclusion.

#### **Management Training**

1. Managers are trained on what is EEO, legal basis for EEO, interpreting and applying EEO policies and guidelines, the guidelines for valid and legal selection procedures, identifying and eliminating artificial barriers which can lead to discrimination, implementing the EEO program and managing diversity in the workplace. The EEO Officer provides training to newly and existing supervisors and managers on Equal Employment Opportunity and Diversity Fundamentals (EEODF) at the university. Additional trainings are offered such as performance management, workplace violence, and unlawful workplace discrimination and harassment, and grievance policies.
2. Several management trainings have been developed through the training and development department. Management trainings, include but not limited to, preparing employees who desire to become a supervisor through the Supervisor Development Program. The Management Development Program affords middle managers opportunity to enhance upward mobility to senior leadership roles, framework management styles, improve productivity and efficiency, increase employee retention, improve succession planning, and managerial responsibilities. An Executive Leadership Program offers training on coaching, organizational excellence, core values, and managerial responsibilities. All programs include diversity and inclusive topics. The elements of the training programs include:

- the legal basis for EEO;



- the definition of equal employment opportunity;
- interpreting and applying EEO policies and guidelines;
- the guidelines for valid and legal selection procedures;
- identifying and eliminating artificial barriers which can lead to discrimination;
- implementing the EEO Program; and
- managing diversity in the workforce.

## **f. Compensation and Benefits**

North Carolina A&T State University’s goal is to ensure that all employees receive compensation and benefits without discrimination by analyzing practices to determine patterns and trends.

### ACTIVITIES:

1. Review University procedures for SHRA employees to ensure they align with the State of North Carolina's compensation systems for graded positions, including criteria for approval of all salary recommendations above the hiring rate and align with the State of North Carolina’s compensation systems. This process includes a systematic method to determine salaries, including, but not limited to evaluating related education, training, and experience (paid and volunteered) as well as the salaries of current employees performing similar duties and responsibilities.
2. Ensure that all benefits and conditions of employment are equally available without discrimination to all employees; including leave policies, retirement plans, insurance programs and other terms, conditions and privileges of employment.
3. Review and monitor the salary approval process for equity and address any disparities in compensation.

## **g. Performance Management**

North Carolina A&T State University administers a performance evaluation to all employees without bias and free from discrimination. Managers and supervisors are held accountable for the progress of the University's EEO program by including it as an expectation in their performance evaluations. Ensure the performance management system, including employee performance standards, are free from bias.

### ACTIVITIES:

1. Review managers and supervisors performance in accomplishing the EEO goals in their respective areas.
2. Monitor performance ratings of all covered employees for trends and patterns.
3. Provide training for all managers and supervisors on best practices for managing the performance management process.
4. Analyze trends and data based on race and gender in the occupational categories in order to address any disparities.

#### **h. Transfers and/or Separations**

A structured and uniformed process is used to determine the primary reasons for voluntary transfers and/or separations. An online exit survey is provided for all exiting employees. The information is collected and reviewed in human resources and analyzed for awareness of any conditions that need immediate attention and to identify trends and measure impact on underutilized groups.

##### ACTIVITIES:

1. Ensure a structured and uniform procedure is maintained for determining the primary reasons for voluntary transfers and/or separations.
2. Conduct exit interviews with departing employees.
3. Review exit interviews for trends and data based on race and gender in the occupational categories to determine any disparities.

#### **i. Disciplinary Procedures**

The goal is to provide equitable treatment for all employees in accordance with the State's Employee Disciplinary policy.

##### ACTIVITIES:

1. Ensure procedures are in place to provide equitable treatment for all employees in accordance with the State's Employee Disciplinary Policy and the University's SHRA Employee Grievance Policy.
2. Analyze disciplinary data to identify trends and potential bias.

**j. Grievance Process**

North Carolina A&T State University's goal is to ensure fair and equitable review of complaints in accordance with the University's SHRA Employee Grievance policy. The EEO Plan will include provisions for:

- a. Ensuring the grievance process is administered equitably and without bias;
- b. The EEO Officer is essential in the EEO Informal Inquiry process and is familiar with the grievance procedure established for the University.
- c. The EEO Officer has the authority to informally examine the situation with the employee, discuss the employee's concerns, and suggest solutions and/or recommend others to the appropriate authority, and offer sound advice.
- d. Prohibiting retaliation against employees and applicants who file complaints or participate in a grievance procedure.
- e. Reviewing and monitor program data to identify trends and patterns by race and gender in the occupational categories and address any disparities.

## **8. Equal Employment Opportunity and Diversity Fundamentals (EEOF)**

North Carolina A&T State University is committed to enrolling managers and supervisors in the Equal Employment Opportunity and Diversity Fundamentals (EEOF) within one-year of their appointment. The requirement for all new and promoted managers to complete EEOF is introduced during onboarding to inform managers and supervisors of the needed training. This training is coordinated and monitored for the status of completion through the Office of Employee Relations/EEO in the Division of Human Resources.

A refresher training is provided every three years for managers and supervisors to complete.

## **9. Employment First and Reasonable Accommodation**

In March 2019, Governor Roy Cooper signed Executive Order (EO) #92 (Employment First for North Carolinians with Disabilities). The EO makes Employment First the policy of state agencies to reflect the state's goals to be a leader in recruiting workers with disabilities and making an inclusive job climate for those workers. The Employee Relations/Affirmative Action Officer complies with federal and state laws governing reasonable accommodation (i.e. ADA, ADAAA, Title VII of the Civil Rights Act as amended, etc.). North Carolina A&T State University is committed to making reasonable accommodation to the known physical or mental limitations of qualified individuals with disabilities unless such accommodation would impose an undue hardship.

## **10. Religious Accommodation**

North Carolina Agricultural & Technical State University also complies with regulations to reasonably accommodate an employee's religious beliefs or practices. The University provides reasonable accommodations to applicants and employees.

## **11. Program Evaluation and Reporting**

### **a. Program Evaluation**

North Carolina A&T State University uses Banner, DataMart, and PeopleAdmin regularly as its data sources to assesses the following areas;

- Review of recruitment practices to ensure vacancy announcements are disseminated to a diverse network of job recruiters;
- Hiring and promotion practices are reviewed to ensure decisions are based on job-related abilities using standardized processes;
- Discipline, grievance, compensation, and performance management data are reviewed to evaluate any trends and to ensure that bias is not a factor in decision-making;

- Data collected in the exit interview program is regularly analyzed and shared with senior management; and
- Employees are regularly encouraged to provide feedback on their workplace environment.

### **b. Program Reporting**

The EEO Officer provides reports to the senior management on a regular basis and to the Office of State Human Resources, as requested. Reports generated by race, sex, age and disability status, as applicable, from applicant tracking systems, performance management systems, and other HR systems/tracking methods.

## **12. Harassment Prevention Strategies**

North Carolina A&T State University has the following strategies in place aimed at preventing harassment throughout its organization, and to strategically communicate its anti-harassment expectations to employees and supervisors through multiple venues.

1. The Equal Employment Opportunity Policy Statement is posted on the internet for easy access to all employees, applicants and third parties to review. The University's Equal Employment Opportunity Policy Statement states employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities: (1) Filing a complaint; (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of Section 503, VEVRAA, or any other Federal, State or local law requiring equal opportunity for disabled persons or protected veterans; (3) Opposing any act or practice made unlawful by Section 503, VEVRAA, or implementing regulations in this part or any other Federal, state or local law requiring equal opportunity for disabled persons or protected veterans; or (4) Exercising any other right protected by Section 503, VEVRAA or implementing regulations in this part.
2. We ensure all employees understand and are provided easy access to the Unlawful Harassment and Discrimination policy. The policy is reviewed during new employee orientation. It is included in the EEO/AA Plan and shared with employees annually, and the Unlawful Harassment and Discrimination policy is provided to employees in conjunction with Harassment Prevention training. It is communicated through newsletters and offer quarterly online sessions on harassment prevention. Unlawful Harassment and Discrimination training is offered two times during the academic year to all employees. In addition, Workplace Violence Policy and Making It Work trainings are provided throughout the academic year.

3. The EEO Officer facilitates anti-discrimination training for all employees and managers. The EEO Officer follows the University Employee Grievance Policy which provides a clear process for addressing unlawful harassment allegations through the Equal Employment Opportunity Informal Inquiry for SHRA employees. The policy outlines that grievable issues from employees and applicants include unlawful discrimination or harassment based on race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability if the employee believes that he or she has been discriminated against in the terms and conditions of employment. If there is reasonable cause to believe that unlawful discrimination, harassment, or retaliation occurred, management takes appropriate action to resolve the matter.
4. To enhance this training, the University contracted with EverFi, an eLearning tool, to assist in training all employees, managers and supervisors on discrimination and harassment and diversity and inclusion training.
5. Any supervisor who witnesses harassment or is informed of a violation of this policy is directed to bring this to the immediate attention of the EEO Officer or HR Director. Failure of a supervisor (or others) with such knowledge to promptly advise the EEO Office or HR is grounds for disciplinary action up to and including dismissal. The investigation of any such complaint will be carried out promptly and will involve only those persons with a need to know. Any employee who is found to have harassed another employee in violation of this policy is subject to disciplinary action up and including dismissal, depending on the severity of the offense.

- a. Potential Action Items

- North Carolina A&T State University will continue its commitment to prohibit unlawful workplace harassment, sexual harassment and retaliation.
- Communicate the process for disseminating information prohibiting unlawful workplace harassment and retaliation to all University employees.
- Continue to provide a refresher program for training EEO, diversity and unlawful harassment.
- Communicate to management that quick and appropriate action must be taken to resolve issues.
- Lunch and Learn series on a variety of EEO and diversity topics, including harassment prevention.
- Require employees to take EEO, diversity and unlawful harassment refresher training every other year or every three years.
- Offer quarterly online sessions on harassment prevention.

### **13. Reduction In Force Procedures**

North Carolina Agricultural and Technical State University has the authority to separate an employee whenever it is necessary due to shortage of funds or work, abolishment of a position, or other material change in duties or organization.

North Carolina Agricultural and Technical State University complies with the Office of State Human Resources Reduction In Force and Reduction In Force Priority Reemployment policies. Retention of employees in classes affected shall be based on systematic consideration, at a minimum of the following factors:

- type of appointment
- relative efficiency
- actual or potential adverse impact on the diversity of the workforce
- length of service

North Carolina Agricultural and Technical State University shall notify the employee in writing of separation as soon as possible and in any case not less than 30 calendar days prior to the effective date of separation. The written notification shall include the reasons for the reduction in force, expected date of separation, the employee's eligibility for priority reemployment consideration, applicable appeal rights, and other benefits available. An employee separated through a reduction in force may appeal the separation only on the grounds listed in the University SHRA Employee Grievance Policy.

Pursuant to Office of State Human Resources policy, employees with career status (as defined by G.S § 126-1.1), who have received official written notification of imminent separation due to reduction in force, are eligible for priority consideration under the provisions outlined in the policy. An employee shall receive priority consideration for a period of 12 months from the date of the official written notification.

## 14. Pregnancy Workplace Adjustments (EO #82)

In December 2018, Executive Order #82 (Promoting Health and Wellness by Clarifying Protections Afforded to Pregnant State Employees) was issued by Governor Roy Cooper. This Executive Order required that state agencies extend workplace protections and modifications to pregnant employees upon request, unless doing so would impose significant burdens or costs.

This Order specifically required that state agencies post written notice of the rights afforded to pregnant state employees under OSHR policies and this Order, as well as, provide OSHR information in its annual EEO Plan the number of content of the notices and information regarding educational initiative(s) carried out by the agency.

North Carolina Agricultural and Technical State University since the inception of the Order informed all employees of the Order through campus communications, staff forums, new employee orientation, posted on the website, employee handbook, and various campus communications.

### a. Potential Education Initiatives

The University will continue to have an educational initiative that may include, but not be limited to:

- the inclusion of this requirement in new employee orientation materials;
- posting of the requirement on the agency website and in conspicuous area in each office maintained by the agency;
- discussion on the requirement at the University's staff meetings, or
- modifications to and dissemination of internal procedures to support EO.
- collect and compile information regarding efforts to educate management and staff of their obligations and employee rights under OSHR policies and EO.



## **15. Prohibiting The Use of Salary History (EO #93)**

In April 2019, Executive Order #93 was issued by Governor Roy Cooper. The Order prohibited state agencies from requesting salary history from applicants or relying on previously obtained prior salary information in determining an applicant's salary. OSHR was required to remove the employment history fields from the state application. This Order required that state agencies;

- Collect and compile information regarding their efforts to educate relevant staff about this Order.
- Provide this information to OSHR in their annual EEO Plan.

North Carolina A&T State University has removed the employment history fields from its applications and all recruiters have been informed of the requirement, as well as all human resources personnel.

### **a. Potential Education Initiatives**

Education initiatives include, but not limited to

- number of HR staff trained in the new salary administration requirements;
- posting of the requirement on the agency website;
- discussion of the requirement at agency-wide staff meetings; or
- modifications to and dissemination of internal procedures to support EO.

## C. Data Elements

### a. Workforce Availability

Workforce availability in equal employment opportunity planning is determined by the Two-Factor Analysis Method (OFCCO- Office of Federal Contract Compliance Programs.)

The required source data reports for the universities are found in UNC DataMart, under the Custom Report tab and specific report is the B0170.

The Two-Factor Analysis method requires that evaluation of data concerning a) the percentage of minorities or women with requisite skills in the reasonable recruitment area; and b) the percentage of minorities or women among those promotable, transferable, and trainable within the organization.

Agencies and universities electing to utilize Two-Factor Analysis for determining availability are required to use the most current and discrete statistical information available. Possible sources for the information include:

- U.S. Census Bureau (<http://www.census.gov>);
- Local Job Service Offices (<https://www.nccommerce.com/workforce>);
- College or other training institutions;
- State Data Center (<http://sdc.tate.nc.us>); or the
- State Library (919-733-3270).

## b. University Occupational Classifications

The Standard Occupational Classification (SOC) system, or equivalent, is used by the State of North Carolina when evaluating workforce availability. Detailed occupations in the SOC with similar job duties, and in some cases skills, education, and/or training, are grouped together.

The major categories used in the State of North Carolina include:

- a. **Officials and Administrators** – Occupation in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency’s operations, or provide specialized consultation on a regional, district or area basis.
- b. **Professionals** – Occupations which require specialized and theoretical knowledge which is usually acquired through college training or though work experience and other training which provides comparable knowledge.
- c. **Management Related** – Occupations which support he internal operations of an agency, department or facility.
- d. **Technicians** – Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.
- e. **Administrative Support** – Occupations in which workers are responsible for internal and 10 external communication, recording and retrieval of data and/or information and other paperwork required in an office.
- f. **Law Enforcement** – Occupations in which workers are entrusted with public safety, security and protection from destructive forces.
- g. **Service and Maintenance** – Occupations in which workers perform duties which result n or contribute to the comfort, convenience, hygiene or safety of the public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.
- h. **Skilled Craft** – Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

### **c. Race and Ethnicity**

For the purposes of the workforce availability analysis, the following race/ethnicity categories are used in accordance with the expectations of the State of North Carolina:

- a. **White** (Non-Hispanic or Latino) – All persons having origins in any of the original peoples of Europe, North Africa or the Middle East.
- b. **Black or African American** (Non-Hispanic or Latino) – A person having origins in any of the black racial groups of Africa.
- c. **Hispanic or Latino** – A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
- d. **Asian (Non-Hispanic or Latino)** – A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- e. **American Indian or Alaska Native** (Non-Hispanic or Latino) A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

North Carolina A&T State University combines Hispanic, Asian, and American Indian or Alaska Native together into a single group called “Other Minority.” Each racial group is presented by both male and female.

### **d. Veterans (41 CFR Part 60-300)**

North Carolina State Government uses employment objectives that are consistent with federal standards for veterans. Office of State Human Resources lists the employment objectives annually in the EEO Plan Requirement Letter. The University will continue to undertake appropriate outreach and positive recruitment efforts in order to effectively attract protected veterans to contain an overall employment objective of 5.6%. To assist in this effort, the University contracted CircaWorks, a recruiting firm that publishes our job advertisements to agencies and entities that represent veterans. The University will continue to achieve the required benchmark. Veterans are allowed to self-identify their status without discriminatory scrutiny. The University agrees to take affirmative action to employ, advance in employment and otherwise treat qualified veterans without discrimination based upon their disability or veteran status in all employment practices. The University will recruit, hire, train and promote persons in all job titles, and ensure that all other employment actions are administered without regard to veteran status; and ensure that all employment decisions are based only on valid job requirements. In the search

committee training, hiring managers are encouraged to consider veteran who are qualified considering only their qualifications, skills, work history, and work experience of the applicant. Reasonable accommodation is provided to applicants and employees regarding mental and physical limitations to fulfill the essential functions of their job. Determination the extent of accommodation obligations is based on business necessity and financial cost and expense to the University.

**e. Disability (41 CFR Part 60-741)**

North Carolina A&T will not discriminate against any employee or applicant for employment because of a physical or mental disability regarding any position for which they are otherwise qualified. The University agrees to take affirmative action to employ, advance in employment and otherwise treat qualified individuals with disabilities and qualified veterans without discrimination based upon their disability or veteran status in all employment practices. The University will recruit, hire, train and promote persons in all job titles, and ensure that all other employment actions are administered without regard to disability or veteran status; and ensure that all employment decisions are based only on valid job requirements. Individual with disabilities are encouraged to self-identify of their status without discriminatory scrutiny. CircaWorks is used as a tool to attract individuals with a disability. In the search committee training, hiring managers are encouraged to consider individuals with disabilities and to focus on the qualifications, skills, work history, and work experience of the applicant. Reasonable accommodation is provided to applicants and employees regarding mental and physical limitations to fulfill the essential functions of their job. Determination the extent of accommodation obligations is based on business necessity and financial cost and expense to the University.

**f. Program/Employment Objectives**

The job estimate forms are completed for each occupational category in which underutilization has been identified and in which five or more workers are employed. Employment objectives at North Carolina A&T State University have been established by whole number increase using the Job Openings Estimate Form – Combined Demographic, which can be found under attachments.

Professional Specialty

The goal for white males and white females were achieved. There will be continued good faith efforts to seek, attract, select and retain for occupational groups as underrepresentation may occur.

### Management Relations

The goal for white males and white females were achieved. We will continue a good faith effort to seek, attract, select and retain those occupational groups that were underrepresented.

### Administrative Support

The goal for white males and other males were not achieved. The white female and other females were achieved. Continuous efforts are being exerted to successfully recruit and select within this category where there is underrepresentation.

### Protected Services

The occupational goal for white males was achieved. The goal for white females and other males was not achieved. Due to this underrepresentation, we will put forth good effort to continue in the recruiting and selection within this category.

### Skilled Craft

In this job category, the goal was not met for other white males and females. There will be continued effort to attain recruitment and selection where there is underrepresentation in this category.

### Service

There was no achievement in this category for white males and white females. There will be continued efforts to attain recruitment and selection where there is underrepresentation in this category.

## **g. Attainment of Employment Objectives**

Work is continuing on the development and implementation of workforce planning, strategy, including but not limited to, establishing diversity goals and recruitment plans with the colleges and divisions. Over the years, a number of action-oriented programs or specific actions have been taken to accomplish the campus' commitment to equal employment opportunity and affirmative action. These programs are aligned with the University's strategic priorities to accomplish employment objectives described in this plan. It is the intent of the University to accomplish and to exceed all employment objectives set forth in the 2022 Equal Employment Opportunity and Affirmative Action Plan. N.C. A&T will continue to track and inform management of the areas where under representation exists. Recruitment and selective efforts will continue with an emphasis in the areas of underrepresentation. In addition to representation data, additional

supplemental statistical data in areas of statistical evaluation include performance management, recruitment and selection, discipline and dismissals.

**h. Additional Areas of Statistical Evaluation**

**1. 2021 EEO Quantitative Analysis Form**

SOC Category	North Carolina Agricultural and Technical State University								Date: December 31, 2021			
	WM		WF		BM		BF		OMM		OMF	
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
Management Relations	5	6	6	2	2	6	15	13	0	9	1	5
Professional	4	3	5	2	6	3	15	7	2	12	3	5
Administrative Support	0	0	3	2	6	1	22	13	1	0	3	2
Protective Services	1	2	1	0	1	2	1	0	0	0	0	0
Skilled Crafts	0	0	1	0	5	4	8	1	0	0	1	0
Services	0	0	0	0	0	0	0	0	0	1	0	0

## 2. 2021 Performance Management

Performance Management								
Overall Rating:	WM	WF	BM	BF	OMM	OMF	Unknown	TOTAL
Does Not Meet Expectations			6	2		1	2	11
Meets Expectations	28	18	133	239	11	9	36	474
Exceeds Expectation	22	14	61	158	10	5	20	290

## 3. Discipline and Dismissal

	WM	WF	BM	BF	OMM	OMF	TOTAL
Written Warning	2	1	7	6	1	1	18
Suspended	0	1	0	0	0	0	1
Demoted	0	0	0	0	0	0	0
Dismissed	1	0	3	3	0	0	7



#### 4. Recruitment and Selection

Recruitment and Selection							
	WM	WF	BM	BF	OMM	OMF	TOTAL
Representation	58	42	214	408	33	29	784
Hired	4	4	8	20	1	2	39
Promoted	0	2	5	5	1	0	13

**i. Identification and Correction of Issues**

The University continues to recruit actively in occupational groups where underrepresentation occurs. Last year, we focused on several outreach efforts to increase representation of minorities in all job categories. We are continuing to use CircaWorks, a recruitment vendor that publishes our job advertisements to agencies that represents minorities, females, veterans, and individuals with a disability, and our outreach efforts will include job fairs and other methods of advertising.

**D. ATTACHMENTS**

1. North Carolina State Equal Employment Opportunity Policy
2. Job Estimate Forms
3. SHRA Employee Grievance Policy
4. Unlawful Harassment and Discrimination Policy