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Plan Expiration Date: 12/31/2020
Plan Reporting Date: 03/01/2021

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

Approved by: Christina Brogdon
Vice Chancellor Human Resources

Establishment’s Name: NC Agricultural & Technical State University

Establishment’s Address: 1601 E. Market St.
Greensboro, NC 27411
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B. Program Elements

   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.

[Signature]
01/21/2021
Agency Head/University Chancellor Signature
Date

[Signature]
02/18/2021
EEO Officer Signature
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.
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 (A&T) 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.

With the 2011 creation of the university’s strategic plan, A&T Preeminence 2020: Embracing Our Past, Creating Our Future, North Carolina A&T committed itself to improving four- and six-year graduation rates. The 2018 refresh of that plan, A&T Preeminence: Taking the Momentum to 2023, seeks to build on institutional momentum around those goals through heightened emphasis on academic advising, tutoring, mentoring, supplemental instruction, and structured learning assistance programs guided and committed by its core values of Responsibility, Excellence, Integrity, Inclusiveness and Learning.
4. University EEO Achievements

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

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 Agricultural and Technical State University 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, and diversity and inclusiveness that highlight individual responsibilities in these areas. In 2019, the Management Development Program was implemented for middle managers. This program continued in 2020 training middle managers on University, State and federal laws and policies, effective communication and diversity and inclusion. This is an ongoing program for middle managers to enhance their efficacy in knowledge and performance regarding their responsibilities expected in compliance with University policies and State and federal laws, and diversity and inclusion.

In 2020, the Diversity and Inclusion Committee made up of twenty-six University’s stakeholders of various demographics and gender continued to strategize to enhance employment and educational programs that promotes diversity and inclusion regarding employment and academia programs for all employees and students that ensure equitable processes and create a campus free of discrimination and harassment and provides a campus where everyone feels respected, valued and welcomed. The Committee attended various professional diversity and bias trainings during the year to acquire practical strategies on building and maintaining a culture of diversity and inclusion for the campus.

North Carolina A&T held town hall meetings throughout the year for all students and employees on various topics to deepen the awareness of diversity and inclusion and develop cultural competency. As a follow up to specific information disclosed from the meetings, new initiatives will be created to continue the University’s efforts regarding diversity and inclusion on campus. Following the social unrest in this country, a climate survey was disseminated to assess the diversity perspectives of faculty, staff and
students. The responses will be assessed to further improve the climate at the University. To be more intentional about diversity and inclusion, the University is hiring an Executive Diversity and Inclusion Officer.

The EEO Officer continues to facilitate online and classroom trainings on Unlawful Workplace Harassment, Workplace Violence, Equal Employment Opportunity and Diversity Fundamentals (EEODF). Newly hired and promoted managers and supervisors are assigned Equal Employment Opportunity and Diversity Fundamentals (EEODF) training after their new employee orientation. In addition, the EEO Office 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. 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, code of conduct, and diversity. 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 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/Inclusion Officer 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. Each member has completed EEODF.

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 Chancellor shall:

- Adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor;

- Designate a management-level official responsible to oversee the EEO program;

- 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 and the EEO Officer meet several times a year to accomplish the tasks outlined below, as well as advised the Vice Chancellor of Human Resources/Inclusion Executive on recommendations regarding policies, programs, trainings, and action-oriented goals are realistic, measurable, and adhere to federal regulations as it relates to the EEO Plan. All members have completed EEODF. 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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Race/Ethnicity</th>
<th>Gender</th>
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<tbody>
<tr>
<td>Allison Chisholm</td>
<td>Staffing Services Manager, Division of Human Resources</td>
<td>African American</td>
<td>Female</td>
</tr>
<tr>
<td>Sharon Mitchell</td>
<td>Administrative Support Associate, College of Agriculture and Environmental Sciences</td>
<td>African American</td>
<td>Female</td>
</tr>
<tr>
<td>Anita Wright</td>
<td>Executive Assistant, College of Agriculture and Environmental Sciences</td>
<td>African American</td>
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<tr>
<td>Todd Simmons</td>
<td>Associate Vice Chancellor, University Relations</td>
<td>Caucasian</td>
<td>Male</td>
</tr>
<tr>
<td>Samuel Richardson</td>
<td>Interim Title IX Coordinator, Legal Counsel</td>
<td>African American</td>
<td>Male</td>
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<tr>
<td>Jose A. Bravo De Rueda</td>
<td>Professor, College of Arts, Humanities and Social Sciences</td>
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<td>Jacqueline Powers</td>
<td>Interim Associate Vice Provost for Enroll Management, Student Affairs</td>
<td>African American</td>
<td>Female</td>
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<td>Robert Cobb</td>
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<td>Carolyn Booth</td>
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<td>Melissa Holloway</td>
<td>General Counsel, Legal Affairs</td>
<td>African American</td>
<td>Female</td>
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<tr>
<td>Sherrice Allen</td>
<td>Diversity Officer</td>
<td>African American</td>
<td>Female</td>
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d. **EEO Officer**

• Interpret and apply Federal laws, state statues, 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 EEODF training in accordance with 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 Agency/University EEO Plan. To ensure hiring managers and supervisors are knowledgeable of their EEO responsibilities, and 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 State University 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. The EEO Plan will be posted on the website.
7. Program Activities

The North Carolina A&T State University has identified goals and objectives for each of the program activities listed below.

a. Recruitment

**GOAL:** 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 (formerly Localjobnetwork) 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
GOAL: 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

GOAL: 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

**GOAL:** 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. Inform employees of promotional/upward mobility opportunities within the University.
2. Review and analyze 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

**GOAL:** Enhance employee development and advancement opportunities to be demographically inclusive at all levels.

The University’s development and training programs and opportunities are provided to all employees on a non-discriminatory basis. All employees are encouraged to use the LMS system and the University’s development and training center. Newly and promoted supervisors and managers are informed to complete within one year of their onboarding the Equal Employment Opportunity and Diversity Fundamentals (EEODF) training. Other training opportunities are available to all employees through LinkedIn Learning and EverFi, an eLearning tool. North Carolina A&T invests time and money in acclimating employees to the job and workforce. The EEO Officer and the University’s employee development program 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.

**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 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.

2. North Carolina A&T’s training and development programs include a Supervisor Development Program developed to train potential promotion for qualified employees in a supervisory role. The Executive Leadership Development Program allows those on the executive level to receive training on various development opportunities and to effectively fulfill their EEO responsibilities. The Management Develop Program is designed for middle managers to set the standard and expectations for their roles. The elements of such a 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’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 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.


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

GOAL: A structured and uniform process is used to determine the primary reasons for voluntary transfers and/or separations. An online exit interview is provided for all exiting employees. The information collected is 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

The North Carolina A&T’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 (EEODF)

It is North Carolina A&T’s goal to enroll managers and supervisors in the Equal Employment Opportunity and Diversity Fundamentals (EEODF) within one-year of their appointment. A refresher training will be implemented for all managers and supervisors.

North Carolina A&T State University enrolls new managers and supervisors in the EEODF program offered through the university during onboarding, as well as assign them to other OSHR approved diversity programs. The status of completion is monitored of all managers and supervisors to ensure training is completed. This training is coordinated through the Office of Employee Relations/EEO in the Division of Human Resources.

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 regularly 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 Workplace Harassment 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 Workplace Harassment policy is provided to employees in conjunction with Harassment Prevention training. It is communicated through newsletters and offer quarterly online sessions on harassment prevention.

3. The EEO Officer offers training on Unlawful Workplace Harassment and Sexual Harassment 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.nctate.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 the 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 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 in 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.
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.

Veterans

North Carolina State Government uses employment objectives that are consistent with federal standards for veterans. OSHR lists the employment objective 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 assist in this effort, the University contracted CircaWorks (formerly Localjobnetwork), a recruiting firm that publishes our job advertisements to agencies that represent veteran hiring. The University will continue to achieve the required benchmark.

c. **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, other males and other females was achieved. The white female goal was not achieved in this job category. There will be continued good faith efforts to seek, attract, select and retain for occupational groups that were underrepresented.

Management Relations

The goal for white males and females and other females was 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 females and other females were met. The white female goal was not met in this job category; however, 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 and females were met. The goals for other males and females were not met. 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 met for other females and not for white males and other males. 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 females and other females. There was achievement for other females. There will be continued efforts to attain recruitment and selection where there is underrepresentation in this category.

d. Job Estimate Forms
# 2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Combined Demographic) AS OF 12/31/2020

<table>
<thead>
<tr>
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<th># Expected</th>
<th># Over/Under</th>
<th># Goal</th>
<th>% Employed</th>
<th>% Expected</th>
<th>% Difference</th>
<th>% Goal</th>
<th>Action Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXAMPLE</strong></td>
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<td></td>
<td></td>
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<td># Expected</td>
<td># Over/Under</td>
<td># Goal</td>
<td>% Employed</td>
<td>% Expected</td>
<td>% Difference</td>
<td>% Goal</td>
<td>Action Steps</td>
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<td>5.10%</td>
<td>12.50%</td>
<td>-7.40%</td>
<td>8.50%</td>
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<td>Established contract with Circa and HERC for posting positions.</td>
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<tr>
<td>Total Veteran</td>
<td>2</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>7.00%</td>
</tr>
</tbody>
</table>
### 2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Combined Demographic) AS OF 12 / 2020

**AGENCY/UNIVERSITY:** North Carolina Agricultural and Technical State University  
**DIVISION:**  
**SOC CATEGORY:** Professional Specialty  
**SUB-CATEGORY:**  
**RECRUITMENT AREA:** Statewide  
(Nationwide, Statewide, or specific counties)  
**AVAILABILITY STANDARD:** Two-Factor Analysis  
(Population, Labor Force Compromise, or Two-Factor Analysis)

<table>
<thead>
<tr>
<th></th>
<th># Employed</th>
<th># Expected</th>
<th># Over/Under</th>
<th># Goal</th>
<th>% Employed</th>
<th>% Expected</th>
<th>% Difference</th>
<th>% Goal</th>
<th>Action Steps</th>
</tr>
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<tbody>
<tr>
<td><strong>EXAMPLE</strong></td>
<td>7</td>
<td>11</td>
<td>-4</td>
<td>2</td>
<td>5.10%</td>
<td>12.50%</td>
<td>-7.40%</td>
<td>8.50%</td>
<td>Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.</td>
</tr>
<tr>
<td>White Male</td>
<td>16</td>
<td>70</td>
<td>-54</td>
<td>1</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>Established a contract with CircaWorks (formerly Localjobnetwork) and HERC to post positions.</td>
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<tr>
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<td>27</td>
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<td>0.00%</td>
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</tr>
<tr>
<td>Other Minority Female</td>
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<td>4</td>
<td>-1</td>
<td>1</td>
<td>0.00%</td>
<td>0.00%</td>
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<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Ethnicity Unknown</td>
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</tr>
<tr>
<td><strong>TOTAL EMPLOYEES</strong></td>
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<tr>
<td>Total Male(s)</td>
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<tr>
<td>Total Veteran</td>
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<td>6.70%</td>
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<td>AVAILABILITY STANDARD: Two-Factor Analysis</td>
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| AGENCY/UNIVERSITY: North Carolina Agricultural and Technical State University | DIVISION: Two-Factor Analysis |

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<tr>
<th># Employed</th>
<th># Expected</th>
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<th>% Employed</th>
<th>% Expected</th>
<th>% Difference</th>
<th>% Goal</th>
<th>Action Steps</th>
</tr>
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<tbody>
<tr>
<td>EXAMPLE</td>
<td>7</td>
<td>11</td>
<td>-4</td>
<td>2</td>
<td>5.10%</td>
<td>12.50%</td>
<td>-7.40%</td>
<td>8.50%</td>
</tr>
<tr>
<td>White Male</td>
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</tr>
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<td>0.00%</td>
<td>0.00%</td>
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<td>0.00%</td>
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</tr>
<tr>
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<tr>
<td>Total Minority</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total Veteran</td>
<td>7</td>
<td>6</td>
<td>1</td>
<td>0.00%</td>
<td>6.70%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disabled</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7.00%</td>
<td></td>
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</tr>
</tbody>
</table>
### 2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Combined Demographic)

**AGENCY/UNIVERSITY:** North Carolina Agricultural and Technical State University  
**SOC CATEGORY:** Service  
**RECRUITMENT AREA:** (Nationwide, Statewide, or specific counties)  
**AVAILABILITY STANDARD:** Two-Factor Analysis  
(Population, Labor Force Compromise, or Two-Factor Analysis)

<table>
<thead>
<tr>
<th></th>
<th># Employed</th>
<th># Expected</th>
<th># Over/Under</th>
<th># Goal</th>
<th>% Employed</th>
<th>% Expected</th>
<th>% Difference</th>
<th>% Goal</th>
<th>Action Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXAMPLE</strong></td>
<td>7</td>
<td>11</td>
<td>-4</td>
<td>2</td>
<td>5.10%</td>
<td>12.50%</td>
<td>-7.40%</td>
<td>8.50%</td>
<td>Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.</td>
</tr>
<tr>
<td>White Male</td>
<td>3</td>
<td>44</td>
<td>-41</td>
<td>2</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>Contracted with Circa formerly Localjobnetwork and HERC for posting positions.</td>
</tr>
<tr>
<td>White Female</td>
<td>2</td>
<td>30</td>
<td>-28</td>
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</tr>
<tr>
<td>Black Male</td>
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<td>36</td>
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<td>0.00%</td>
<td>0.00%</td>
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<td>Black Female</td>
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<td>34</td>
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<td>0.00%</td>
<td>0.00%</td>
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</tr>
<tr>
<td>Other Minority Male</td>
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<td>8</td>
<td>-5</td>
<td>2</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Other Minority Female</td>
<td>3</td>
<td>5</td>
<td>-2</td>
<td>2</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Ethnicity Unknown</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>4</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL EMPLOYEES</strong></td>
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<td>115</td>
<td>0</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
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<tr>
<td>Total Male(s)</td>
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<td>66</td>
<td>-10</td>
<td>2</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Total Female(s)</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
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<tr>
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<td>0</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Total Veteran</td>
<td>5</td>
<td>41</td>
<td>63</td>
<td>0</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Disabled</td>
<td>5</td>
<td>41</td>
<td>63</td>
<td>0</td>
<td>6.70%</td>
<td>0.00%</td>
<td>6.70%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**DIVISION:**

**SUB-CATEGORY:**

**AVAILABILITY STANDARD:** Two-Factor Analysis
(Population, Labor Force Compromise, or Two-Factor Analysis)

**HIGHLIGHTS:**

- **TOTAL EMPLOYEES:** 115
- **TOTAL MALE(S):** 56
- **TOTAL FEMALE(S):** 53
- **TOTAL MINORITY:** 104
- **TOTAL VETERAN:** 5
- **DISABLED:** 7.00%
- **ETHNICITY UNKNOWN:** 0.00%
**2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Combined Demographic)**

**AGENCY/UNIVERSITY:** North Carolina Agricultural and Technical State University

**SOC CATEGORY:** Skilled Craft

**RECRUITMENT AREA:** Statewide

**AVAILABLE STANDARD:** Two-Factor Analysis

<table>
<thead>
<tr>
<th># Employed</th>
<th># Expected</th>
<th># Over/Under</th>
<th># Goal</th>
<th>% Employed</th>
<th>% Expected</th>
<th>% Difference</th>
<th>% Goal</th>
<th>Action Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXAMPLE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7</td>
<td>11</td>
<td>-4</td>
<td>2</td>
<td>5.10%</td>
<td>12.50%</td>
<td>-7.40%</td>
<td>8.50%</td>
<td>Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.</td>
</tr>
<tr>
<td>White Male</td>
<td>12</td>
<td>54</td>
<td>-42</td>
<td>1</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>Established a contract with Circa formerly Localjobnetwork and HERC to post positions.</td>
</tr>
<tr>
<td>White Female</td>
<td>0</td>
<td>7</td>
<td>-7</td>
<td>1</td>
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<td>0.00%</td>
<td>0.00%</td>
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<tr>
<td>Black Male</td>
<td>49</td>
<td>9</td>
<td>40</td>
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<td>0.00%</td>
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<td></td>
</tr>
<tr>
<td>Black Female</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
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<td>Other Minority Male</td>
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<td>6</td>
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<td>0.00%</td>
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<td>0</td>
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<td>0.00%</td>
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<tr>
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</tr>
<tr>
<td>Total Male(s)</td>
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<td>0.00%</td>
</tr>
<tr>
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<td>4</td>
<td>10</td>
<td>-6</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
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<tr>
<td>Total Minority</td>
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<td>18</td>
<td>43</td>
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<td>0.00%</td>
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<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total Veteran</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td>6.70%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disabled</td>
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<td></td>
<td></td>
<td>7.00%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
e. Attainment of Employment Objectives

During 2020, the Covid-19 pandemic created many challenges to the recruitment process at N.C. A&T due to a hiring freeze. However, there were some increases in the recruitment for demographics in various job categories during the year. Work continues 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 N.C. A&T to accomplish and to exceed all employment objectives set forth in the 2021 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 is areas of statistical evaluation include performance management, recruitment and selection and discipline and dismissals.
f. Additional Areas of Statistical Evaluation

1. 2020 EEO Quantitative Analysis Form

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<th>North Carolina Agricultural and Technical State University</th>
<th>Date: December 31, 2020</th>
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<td></td>
<td>WM</td>
<td>WF</td>
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<tr>
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<td>11</td>
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<tr>
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<tr>
<td>Services</td>
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2. Performance Management

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<th>WM</th>
<th>WF</th>
<th>BM</th>
<th>BF</th>
<th>OMM</th>
<th>OMF</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Does Not Meet</td>
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<td>0</td>
<td>11</td>
<td>8</td>
<td>2</td>
<td>1</td>
<td>23</td>
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<tr>
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<td>Expectations</td>
<td>25</td>
<td>22</td>
<td>144</td>
<td>257</td>
<td>31</td>
<td>38</td>
<td>517</td>
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<tr>
<td></td>
<td>Meets Expectations</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</table>
3. **Discipline and Dismissal**

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<th>WF</th>
<th>BM</th>
<th>BF</th>
<th>OMM</th>
<th>OMF</th>
<th>TOTAL</th>
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<td>9</td>
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<td>17</td>
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<td>3</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>4</td>
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<tr>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
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<td>2</td>
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4. **Recruitment and Selection**

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<th>WF</th>
<th>BM</th>
<th>BF</th>
<th>OMM</th>
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<td>15</td>
<td>11</td>
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<td>2</td>
<td>8</td>
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<td>0</td>
<td>12</td>
</tr>
</tbody>
</table>
g. **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 (formerly Localjobnetwork), 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

3. SHRA Employee Grievance Policy
4. Unlawful Harassment and Discrimination Policy