UNC General Administration

Equal Employment Opportunity/
Affirmative Action
Program

UNIVERSITY OF
NORTH CAROLINA
A SYSTEM OF HIGHER LEARNING

January 1, 2014 – December 31, 2014
UNIVERSITY OF NORTH CAROLINA
A SYSTEM OF HIGHER LEARNING

UNC GENERAL ADMINISTRATION

EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION PLAN

January 1, 2014 to December 31, 2014

PART 1
WOMEN AND MINORITIES

PART 2
WORKERS WITH DISABILITIES, SPECIAL DISABLED VETERANS, VETERANS OF THE VIETNAM ERA, AND OTHER COVERED VETERANS

Administrative Information

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IPEDS Number: 199175
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Plan approved by: Thomas Ross, President

[Signature]
Date: 2/28/2014
TABLE OF CONTENTS PART I

WOMEN AND MINORITIES

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Commitment to Equal Employment Opportunity</td>
<td>5</td>
</tr>
<tr>
<td>II</td>
<td>Dissemination of Policy</td>
<td>6</td>
</tr>
<tr>
<td>III</td>
<td>Designation of Responsibility</td>
<td>7</td>
</tr>
<tr>
<td>IV</td>
<td>Identification of Potential Problem Areas</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>by Job Group and Organizational Unit</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Identification of Potential Problem Areas–Personnel Activity</td>
<td>11</td>
</tr>
<tr>
<td>VI</td>
<td>Identification of Potential Problem Areas–Compensation Systems</td>
<td>14</td>
</tr>
<tr>
<td>VII</td>
<td>Identification of Potential Problem Areas–Personnel Procedures</td>
<td>17</td>
</tr>
<tr>
<td>VIII</td>
<td>Action-Oriented Programs</td>
<td>20</td>
</tr>
<tr>
<td>IX</td>
<td>Internal Audit and Reporting Systems</td>
<td>21</td>
</tr>
<tr>
<td>X</td>
<td>Methodology for EEO Numerical Analyses and Establishment of Goals</td>
<td>22</td>
</tr>
</tbody>
</table>

TABLE OF CONTENTS PART II

WORKERS WITH DISABILITIES, SPECIAL DISABLED VETERANS, VETERANS OF THE VIETNAM ERA, AND OTHER COVERED VETERANS

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Inspection of this EEO/AA Plan</td>
<td>28</td>
</tr>
<tr>
<td>II</td>
<td>Persons Covered by this EEO/AA Plan</td>
<td>29</td>
</tr>
<tr>
<td>III</td>
<td>Invitation to Self-Identify</td>
<td>31</td>
</tr>
<tr>
<td>IV</td>
<td>Policy Statement</td>
<td>32</td>
</tr>
<tr>
<td>V</td>
<td>Internal Dissemination of Policy</td>
<td>33</td>
</tr>
<tr>
<td>VI</td>
<td>External Dissemination of Policy, Outreach and Positive Recruitment</td>
<td>34</td>
</tr>
</tbody>
</table>
VII Responsibility for Implementation .........................................................35
VIII Training of Personnel Involved in Selection ........................................36
IX Review of Personnel Processes, Proper Consideration of Qualifications........37
X Review of Physical and Mental Qualifications .........................................38
XI Reasonable Accommodations .................................................................39
XII Harassment .........................................................................................40
XIII Mandatory Job Listing ........................................................................41
XIV Audit and Reporting System .................................................................42
XV Other Matters ......................................................................................43
XIV Exhibits .............................................................................................44
PART I

UNC GENERAL ADMINISTRATION

AFFIRMATIVE ACTION PLAN

for

WOMEN AND MINORITIES
SECTION I

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY

No citation; voluntarily included in this EEO

It is the policy of UNC General Administration to provide equal opportunity in employment for all qualified persons and to prohibit discrimination in employment because of race, color, religion, sex, national origin, age, disabling condition, sexual orientation*, genetic information, or veteran status. The Code of the Board of Governors for the University of North Carolina statement on Equality of Opportunity in the University is referenced in Exhibit 1.

UNC General Administration has been and will continue to be an equal opportunity employer. A copy of the UNC General Administration Equal Employment Opportunity Policy is included as Exhibit 2.

In keeping with this policy, UNC General Administration will continue to recruit, hire, train, and promote the most qualified persons without regard to race, color, religion, sex, national origin, age, disabling condition, sexual orientation, genetic information, or veteran status. Similarly, all other personnel matters such as compensation, benefits, transfers, layoffs, UNC General Administration-sponsored training, education, tuition assistance, and related programs will continue to be administered in accordance with University policy. All employment decisions are based on job related standards and must comply with the principles of equal employment opportunity.

* UNC General Administration recognizes that the category of sexual orientation is not a protected category under federal or state laws. By extending protection to this category as an internal policy matter it is not the intention of UNC General Administration to create any rights that either may be pursued or enforced at UNC General Administration, that extend to the employee benefits package made available by the State of NC or other entities, or that interfere with UNC General Administration’s relationships with outside organizations, including the federal government, the military or private employers.
SECTION II

DISSEMINATION OF POLICY

No citation; voluntarily included in this EEO

A. Internal Dissemination

UNC General Administration will continue to make its equal employment opportunity policy known internally by:

1. Posting the EEO policy statement on the UNC General Administration Human Resources' web site.

2. Explaining the policy in new employee orientation and supervisor and manager training programs.

3. Conducting meetings with executive, management, and supervisory personnel to explain the intent of the policy, the President's commitment, and individual responsibilities for effective implementation.

4. Conducting meetings with non-supervisory employees to discuss the policy.

5. Making current employees aware of the existence of the EEO/AA Plan and the benefits available to them.

B. External Dissemination

UNC General Administration will make its EEO policy known externally by:

1. Using the State of North Carolina General Contract Terms and Conditions document to accompany all purchase orders, leases, and contracts covered by Executive Order 11246, as amended. This document, which contains an equal employment opportunity clause, is included as Exhibit 3.

2. Making the EEO Policy accessible on the website.

3. Incorporating the equal employment opportunity clause in all recruitment advertising and job postings.
SECTION III

DESIGNATION OF RESPONSIBILITY

41 CFR §60-2.17(a)

The Vice President for Human Resources is the official who has been assigned the responsibility for the implementation of Equal Employment Opportunity and the Affirmative Action plan for all employees of UNC General Administration. The Vice President has the authority and the resources to ensure effective implementation. The Vice President reports to the Chief Operating Officer, having access to and support of executive management at UNC General Administration in the discharge of EEO/AA responsibilities. The Vice President is accountable for compliance with all equal employment opportunity laws and policies, and all UNC General Administration policies and practices with respect to affirmative recruitment, non-discriminatory selection, record keeping, and reporting on compliance activities to the President.

Under the direction of the Vice President for Human Resources, the UNC Center for Public Television HR Manager has been assigned oversight responsibility for the implementation of Equal Employment Opportunity and the Affirmative Action Program for employees of the UNC Center for Public Television. The HR Manager has the resources to ensure effective implementation. The HR Manager reports to the Associate General Manager, having access to and support of executive management of the Center in the discharge of EEO/AA responsibilities.

The Vice President for Human Resources ensures, for example:

1. The EEO/AA Plan is updated annually.
2. The equal opportunity clause is incorporated into the State of North Carolina General Contract Terms and Conditions for purchase orders, leases, and contracts.
3. Employment opportunities are posted in accordance with UNC General Administration policy.
4. Recruitment, including affirmative outreach as appropriate, of potential applicants without regard to race, color, religion, sex, national origin, age, disabing condition, sexual orientation, genetic information, or veteran status.
5. That managers and supervisors at the UNC General Administration understand they are responsible for and will be held accountable for making all employment decisions in accordance with UNC General Administration policy and without regard to unlawful factors.
6. That UNC General Administration uses only job related criteria for selection for hire, promotion, transfer, training, compensation and all other employment opportunities.
7. The identification of potential problem areas or investigation and response to potential problem areas identified by UNC General Administration employees.
8. The establishment and/or review of organizational EEO goals and objectives.
9. Technical compliance; for example, the proper display of EEO/AA posters and EEO/AA policy statements.

10. That facilities that UNC General Administration maintains for the use and benefit of its employees are, in fact, desegregated, both in policy and in use, and that facilities are comparable for both sexes.

11. That all employees, including minority and female employees, are encouraged to participate in all company-sponsored educational, training, recreational, and social activities.

12. That UNC General Administration prohibits and prevents harassment of employees on account of race, color, religion, sex, national origin, age, disabling condition, sexual orientation, genetic information or veteran status.

13. The reporting of any breaches of policy or obstacles to the fulfillment of the above to the appropriate supervisor, up to and including the President, so that appropriate action to resolve such problems can be managed in accordance with UNC General Administration policy and practice.
SECTION IV
IDENTIFICATION OF POTENTIAL PROBLEM AREAS
BY JOB GROUP AND ORGANIZATIONAL UNIT

41 CFR §60-2.17(b) (l)

UNC General Administration has conducted an in-depth analysis of its total employment process to determine whether and where any impediments to equal employment opportunity exist by organizational unit or job group. Included in this analysis are those employment processes that impact both employees subject to the State Personnel Act (SPA) and those exempt from the State Personnel Act (EPA).

The data used for the EEO/AA Plan brings new opportunities for updates. UNC General Administration is now using the 2010 census data to conduct the analysis of its employment. Also, a variety of data sources were used for the analysis of this plan. As a result, UNC General Administration has identified potential problems with minorities or female utilization in some job groups.

Potential problems of minority or female utilization by Job Group:

UNC General Administration has compared the incumbency of minorities and women in each Job Group pursuant to 41 CFR §60-2.15 to determine if the availability for a Job Group is greater than incumbency in an effort to determine if there are any Job Groups in which the percentage of minorities or women employed in the Job Group is significantly less than would reasonably be expected given the availability percentage for that particular Job Group. Such a situation exists for women and minorities in the Executive job group; minorities in the Manager job group; and Hispanics in the Professional job group. UNC General Administration has established a placement goal in accordance with 41 CFR §60-2.16. The methodology employed in this analysis is discussed in detail in Section X of this EEO/AA Plan.

Potential problems of minority or female utilization by Organizational Unit:

We have examined the employment of minorities and women in each organizational unit and have identified no obvious barriers or impediments to employment in any organizational unit. While there is no requirement that UNC General Administration perform an availability analysis equivalent to that done under 41 CFR §60-2.14 nor make an incumbency to availability comparison by organizational unit equivalent to that done under 41 CFR §60-2.15, we understand the OFCCP to be concerned with whether there are impediments to the utilization/employment of minorities and/or women in any organizational unit. Action-oriented programs to address this utilization issue are discussed in Section VIII.
Potential problems of minority or female distribution/placement by Job Group:

We have identified no impediments to equal employment opportunity in the placement of women or minorities in the different positions in any Job Group. To the extent a goal has been established for minorities or women in a few Job Groups, any problem areas will be addressed by our good faith efforts to meet such goal. See also the discussion of action-oriented programs in Section VIII of the EEO/AA Plan and internal monitoring in Section IX of the EEO/AA Plan.

Potential problems of minority or female distribution/placement by Organizational Unit:

We have identified no impediments to equal employment opportunity in the placement of women or minorities in the different jobs in our organizational units. The data does reveal that all organizational divisions at UNC General Administration have female and minorities representation.
SECTION V
IDENTIFICATION OF POTENTIAL PROBLEM AREAS
PERSONNEL ACTIVITY

41 CFR §60-2.17(b) (2)

UNC General Administration has conducted an in-depth analysis of its total employment process to determine whether and where any impediments to equal employment opportunity exist based on its evaluation of HR process. Included in this analysis are those HR processes that impact both SPA and EPA employees.

Applicant Flow:

We do not accept unsolicited applications or résumés. Such job seekers are not applicants. We maintain data on all applicants. Applicants of identifiable race, ethnicity, and sex are those that either 1) voluntarily complete a self-identification form; 2) are visually identified during interview; or 3) are current employees. Records are kept for each selection decision, if any, for which the applicant was considered. This allows us to complete required analyses, by job title, of the selection rates of persons of identifiable race, sex, and ethnic group. These data and analyses are not a part of the written EEO/AA Plan, but they are collected and will be submitted to the OFCCP in response to a request for same during the course of a compliance review.

Furthermore, we regularly compare the percentage of minorities and women who apply, by Job Group, with our estimate of availability for each Job Group. We hope that such a comparison will give us additional information about both the accuracy of our availability estimates and the results of our good faith efforts to invite minorities and women to apply for equal opportunities at UNC General Administration.

Hires, promotions and other personnel actions:

In order to be considered for any opportunity, a job seeker (whether internal or external) must make a timely submission expressing interest in the stated opportunity in the online application form required by UNC General Administration. This may be an online application or an online résumé, depending on the position. In the event an online application is required, it must be electronically signed and completely filled out or it will not be evaluated and no employment decision will be made.

UNC General Administration advertises employment opportunities as required by 41 CFR §60-250.5(a) (2). Positions for which both internal and external applicants may apply are advertised in appropriate media and posted on the UNC General Administration website. Positions that are available only to internal applicants are posted on the UNC General Administration website with an indication that recruitment is limited to current employees of UNC General Administration.
Pursuant to the suggestion in *The Uniform Guidelines on Employee Selection Procedures* and Title VII case law, UNC General Administration performs analyses of employment decisions (whether hire, promotion, lateral or even demotion) on the basis of all persons who sought or were considered for a specific job title. These analyses are performed for all opportunities filled in the EEO Year.

In addition UNC General Administration records other job changes including “in line” or “career ladder” promotions such as movement from Assistant to Associate Vice President. These job changes sometimes constitute advancement (with or without change in pay) to an incumbent. There is no fixed “head count” of Assistant Vice Presidents, for example. Advancement in career progression for one employee does not constitute a “denial” of any opportunity for any other employee.

Similarly, UNC General Administration records, but does not include in an analysis of selections, HR processes, such as reinstatement to the prior job upon return from medical leave (long term or short term), reinstatement or placement as a result of settlement of a grievance, or those transactions that do not involve the selection of one job seeker and the rejection of another or others. Such personnel activities are not “opportunities.”

Based on the business need, UNC General Administration reclassifies employees whose jobs have changed as a result of reorganization, assumption of additional responsibilities, and redistribution of work or learned new competencies (knowledge, skills, and abilities). These reclassifications/career progression adjustments are not from “among” any pool of persons from which we make a selection and they may not be commingled with competitive selections for analytical purposes. Nevertheless, UNC General Administration records and reviews them to ensure that such reclassifications/career progression adjustments are not unlawfully based on race, color, religion, sex, national origin, age, disabling condition, sexual orientation, genetic information or veteran status.

**Terminations:**

*Voluntary Terminations:*  
There is no “pool” of persons who might choose to terminate employment voluntarily. By definition, such terminations do not involve an employer decision or “selection.” These are, therefore, not susceptible to any statistical analysis of “selection disparities.”

*Involuntary Terminations:*  
There are a variety of reasons for which a person might leave the employment of UNC General Administration other than by choice. There is no single “pool” of all persons who are involuntarily terminated. However, UNC General Administration does record them and report them to the OFCCP upon request.

While some involuntary terminations involve employer choice, some do not. For example, some employees die or do not return, as hoped or expected, from long term disability leave. While such terminations may not be “voluntary,” they do not involve a decision by this employer. Some terminations are planned for, such as the completion of
a temporary assignment or expiration of an employment contract. There is no "selection
decision" involved in such circumstances. It would be erroneous to include such
terminations in any statistical computation of "selection disparities." However, UNC
General Administration does record these terminations and report them to the OFCCP
upon request.

Terminations for cause do involve an employer decision. However, there is no "pool" of
persons who are considered for termination for poor attendance, for poor performance, or
for any of the other reasons a person might be discharged. For example, the only persons
who are "considered" for termination for poor attendance are those who do not come to
work when scheduled; the only persons who are considered for termination for poor
performance are those who perform poorly. A disparate treatment analysis or "selection
rate" cannot be computed except with similarly situated people. However, UNC General
Administration does record these events separately by type, and reports them to the
OFCCP upon request.

There is only one kind of involuntary termination for which this employer can do an
analysis of "selection disparities" as required by this section of the regulations: a
reduction in force. Where an employer abolishes jobs and must make selection decisions
about which incumbents will be retained in the remaining jobs, the employer must make
such selection decisions without regard to race, color, religion, sex, national origin, age,
disabling condition, sexual orientation, genetic information or veteran status. The
Reduction in Force Guidelines used for SPA employees at UNC General Administration
is provided as Exhibit 4. If a reduction in force occurs, we can measure any differences
in selection rates to determine if there are statistical indicators of disparate treatment
and/or measure the impact of any neutral selection criteria to determine if there is any
adverse impact of those criteria. UNC General Administration conducts such analyses
whenever we have a reduction in force.

Analyses of HR processes are required to be accomplished as a part of the contractor's
equal employment opportunity and affirmative action program obligations. However, the
regulations do not require that the contractor incorporate such analyses into its written
EEO/AA Plan and we do not. These analyses are, however, submitted to the OFCCP in
response to a compliance evaluation or complaint investigation as an attachment to the
transmittal letter.
SECTION VI
IDENTIFICATION OF POTENTIAL PROBLEM AREAS

COMPENSATION SYSTEMS

41 CFR §60-2.17(b) (3)

UNC General Administration has performed an in-depth analysis of its total employment process to determine whether impediments to equal employment opportunity exist. Specifically, to determine if there are gender, race, or ethnicity-based disparities we have reviewed our compensation systems for both SPA and EPA employees.

The following is a summary analysis of the compensation portion of the total employment process:

For employees Subject to the State Personnel Act (SPA), the State of North Carolina has written pay policies and a comprehensive compensation system. These policies and procedures are outlined in policy statements, which are made available to all employees via the web.

Each SPA position is assigned to a job family for which has been developed a salary pay band that provides contributing, journey and advanced rates that are competitive with rates in the external labor market consistent with the State’s ability to pay; and proper relationships within State government employment to maintain internal equity. For jobs within each pay structure there is no race-, gender- or ethnicity-based disparities. The current State of North Carolina Career Banding Rates are made available to HR Professionals on the Office of State Human Resources website.

The establishment of pay bands and the establishment of salary ranges of various breadths provide tools to the State to manage compensation in such a way as to attract and retain qualified employees. While it is typically more expensive for an employer to attract a new hire than to retain a current employee, these ranges provide sufficient flexibility to meet both these essential needs and produce no disparities based on unlawful considerations.

The position and employee competencies within the pay band are based on our pay factors (financial resources, appropriate market rate, internal pay alignment, and required competencies). Such considerations do not produce gender-, race- or ethnicity-based disparities among similarly situated employees.

All SPA positions are in the career banding compensation system. A Career Banding Employee Advisory Committee will be convened during EEO year 2014 to ensure that employees are being treated fairly in opportunities for career development and compensation levels as indicated in the Career Banding Salary Administration Plan (Exhibit 5) Some decisions affecting compensation are made by the employer, always without regard to race, color, religion, sex, national origin, age, disabling condition, sexual orientation, genetic information or veteran status.
For employees Exempt from the State Personnel Act (EPA), salary ranges are established for President, Chief of Staff, Chief Operating Officer, Vice Presidents, and Secretary of the University. These ranges are reviewed annually and may be adjusted on the basis of peer institution comparison. Salaries for other EPA employees are established based on market and equity factors.

Starting Pay:

The following variables affect the setting of starting salary for any position:

- Financial Resources – UNC General Administration business need (budget)
- Appropriate Market Rate – Journey market rate guidelines/market reference rate guidelines and related market information & market dynamics
- Internal Pay Alignment – Internal pay alignment (equity) & current salary and total compensation
- Required Competencies – minimum qualifications for class; knowledge, skills & competencies; related education & experience; duties and responsibilities; and training, certifications & licenses

NOTE: This list includes variables that, acting collectively and simultaneously, typically determine pay. Of course, this does not mean that there is any “formula” with, for example, relevant education accounting for x% of current compensation or prior experience accounting for 2x% of current compensation. These variables do not operate independently, nor do they operate in the same fashion for each and every job. However, typically each variable will play a role in determining initial pay for most, if not all jobs. In addition, there may be other job-related variables affecting compensation (either starting pay or post-employment) depending on the specific position.

At promotion:

There are two types of promotion for both SPA and EPA employees. The first type involves “reclassification/career progression adjustment” for SPA employees, or job change for EPA employees, as the employee assumes greater responsibilities as a result of demonstrating superior abilities/competencies. All such promotions are recommended by the individual’s supervisor, who also makes recommendations for promotional increases.

The second type of promotion is “competitive,” where an employee moves into a vacant SPA or EPA job or a newly created position. In that case, the new salary of the individual is impacted by the same variables as those described above in the case of a new hire. In addition, there are certain limitations imposed by State policy on the size of promotional increases for SPA employees.

All vacant jobs are posted in accordance with our posting policy and incumbent employees may apply to be considered for any vacancy.
Reorganizations may occur within the organizational structure; staffing changes pursuant to such reorganization may be either competitive or non-competitive.

Legislative increases:

Salary adjustments, if granted, are typically made only once each year, normally on the first of July, as determined by the North Carolina General Assembly. The State of North Carolina has a Comprehensive Compensation System that governs Legislative increases for SPA employees, which may include the following:

Career Growth Recognition Award is an increase that may be given to employees whose final overall performance summary rating is at or above Good and who are not in final disciplinary procedure.

Cost of Living Adjustment is a general salary increase in response to inflation and labor market factors given to employees whose final overall performance summary rating is at or above Below Good and who has not received a suspension or demotion.

Performance Bonus is a lump sum award to an employee whose final overall performance summary rating is at or above the Very Good level and who is not in final disciplinary procedure.

Legislative increases for EPA employees are provided by the North Carolina General Assembly, which determines each year whether the increase, if any, is awarded across the board or based on performance.

UNC General Administration has carefully reviewed all elements of its compensation system; none produce disparities among similarly situated employees on account of race, color, religion, sex, national origin, age, disabling condition, sexual orientation, genetic information or veteran status.

We have reviewed promotional increases, both competitive and non-competitive, and found no selection disparities based on unlawful factors.
SECTION VII
POTENTIAL PROBLEM IDENTIFICATION
PERSONNEL PROCEDURES

41 CFR §60-2.17(b) (4)

As part of UNC General Administration’s ongoing self-audit to identify problems or potential problems, we have conducted an in-depth analysis of the HR procedures component of the total employment process. Included in this analysis are those employment processes that impact both SPA and EPA employees.

1. Requests to Hire, Position Descriptions and Job Specifications

   a. For SPA positions, our recruitment processes are governed by our Merit Based SPA Recruitment and Selection Plan, which is included as Exhibit 6. The instructions and forms necessary to initiate the recruitment process are readily available to supervisors via the website. Prior approval must be obtained before recruiting for any new SPA position or for any vacancy. The Recruitment and Compensation Consultant is responsible for contacting the hiring supervisor to carefully review the job specifications before posting, to ensure that they are congruent with State specifications, the written position description on file, and are otherwise job related.

   For EPA positions, the instructions and forms necessary to initiate the recruitment process are readily available to supervisors via the web. Prior approval must be obtained before recruiting for any new EPA position or for any vacancy. The UNC General Administration HR Director is responsible for contacting the hiring supervisor to carefully review the job specifications before posting to ensure that they are congruent with the job responsibilities and are otherwise job related.

   b. All EPA & SPA position descriptions are reviewed as positions become vacant and/or changes are made where necessary to accurately reflect current job duties. These position descriptions establish job-related and non-discriminatory requirements.

   c. There are no job titles that could be perceived as evidencing a preference for one gender or another.
2. Selection Procedures

a. Applicants for posted opportunities may be either internal employees or jobseekers not currently employed by UNC General Administration. The selection of employees for SPA positions is governed by the Merit-Based SPA Recruitment and Selection Plan. Applicants for SPA positions must submit an online application form. Applicants for EPA positions complete an online EPA Applicant Data Form and are required to submit an online letter of interest and a resume.

Applications for SPA and EPA positions are electronically submitted into the online HR system. Applications are forwarded to hiring official for consideration after the posted deadline and HR review. The hiring official does not have access to individual information on the race, sex or ethnicity, or age of the applicants.

d. The hiring official, with or without the search/screening/selection committee, reviews the online applications and selects the most qualified applicants to interview.

3. Internal Applicant Procedures

a. Internal applicants may apply for a lateral transfer, promotion, or even demotion if this is the desire of the internal applicant. An employee may be transferred involuntarily in the case of a departmental reorganization. If an employee is interested in a lateral move to the same level position in another division or any other sort of change in his or her job, she or he must apply for and be selected for a posted position, in competition with all other applicants for the opportunity. All employees, including women and minorities, are encouraged to take advantage of the opportunity to apply. Hiring supervisors are encouraged, but not required, to interview any internal applicants who meet the minimum qualifications for a position. Selections are made on the basis of competencies (knowledge, skills, and abilities) without regard to race, color, religion, sex, national origin, age, disabling condition, sexual orientation, genetic information or veteran status. We have determined that there are no impediments to equal opportunity in these practices.

b. Employees also may be promoted non-competitively. For SPA employees this typically comes about as a result of reclassifying the position that the employee holds. This reclassification/career progression adjustment may occur as a result of the employee learning new competencies of the job, taking on more responsibility, and/or performing better over time. Or it may come about as the result of the employee assuming some or all of another employee’s duties as a result of a reduction in force, hiring freeze, or reorganization. It would be inappropriate to competitively recruit in these situations, as there is no real “vacancy” or opportunity for anyone but the incumbent. However, we recognize that such ad hoc transitions might operate, intentionally or unintentionally, to the advantage of one group over another. Consequently, we are especially careful to
monitor these transactions to ensure there are no disparities based on race, sex or ethnicity. See our discussion of internal auditing and reporting at Section IX of this EEO/AA Plan.

EPA employees may also be promoted non-competitively in their job series, from Assistant to Associate Vice President as a progression in skills is achieved, for example. These transactions do not involve a selection of one employee over another. For example, there are not a finite number of Associate Vice President positions.

UNC General Administration has evaluated its promotion procedures to determine whether they operate as impediments to equal employment opportunity. Our promotion procedures do not discriminate on the basis of race, sex, ethnicity or other prohibited bases, and are applied in a non-discriminatory fashion.
SECTION VIII
ACTION-ORIENTED PROGRAMS

41 CFR §60-2.17(c)

Job Group Programs:

UNC General Administration has updated the job groups for the 2014 Plan year. As a result, a few job groups have been identified in which the incumbencies of women and/or minorities are less than that which would reasonably be expected based on their apparent availabilities. Responsive goals, equal to availability, have been set. The methodology for this computation and the identification of Job Groups with goals is set out in Section X of this EEO/AA Plan.

Because we have identified some differences in the participation of women and/or minorities in several job groups, we will carefully monitor openings, recruitments and selections for these job groups in this EEO Year.

To address these problems, we will continue to require that all job openings be widely posted and that recruitment efforts include appropriate sources that are likely to enhance the number of women and minorities who apply. We will make arrangements with each such source to receive notices of our openings as they occur, along with information on our application process and deadline requirements.

Organizational Unit Programs:

UNC General Administration has female and/or minority representation in all organizational units at the time the data for this plan were generated.

Compensation Systems:

We continued to use the Career Banding Compensation System for our SPA positions as designated by the NC Office of Human Resources in the EEO/AA Plan year.

HR Procedures:

To assist managers in screening applications and selecting the most qualified applicants for interviews, Human Resources has developed a set of guidelines that are available to hiring supervisors via the web. These guidelines cover such topics as application review, preparing for the interview, conducting the interview, checking references and EEO overview. The manager also has an opportunity when creating a job posting to include questions for the applicants to answer. These questions/answers can be used as a screening tool to determine most qualified candidates.
SECTION IX

INTERNAL AUDITING AND REPORTING SYSTEM

41 CFR §60-2.17(d)

The EEO Officer or Delegate is responsible for the design and implementation of the auditing and reporting system. They audit HR processes on an annual basis in order to measure the effectiveness of the EEO/AA Plan. The following actions are keys to the auditing and reporting system:

1. Monitoring of all HR processes, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out;
2. Reviewing report results with all levels of management;
3. Advising top management of program effectiveness and submitting recommendations to improve unsatisfactory performance and
SECTION X

METHODOLOGY FOR EEO NUMERICAL ANALYSES AND
ESTABLISHMENT OF GOALS

41 CFR §§60-2.11 through 2.16

UNC General Administration herein describes the methodology employed with respect to all analyses and actions required by 41 CFR §§60-2.11, -2.12, -2.13, -2.14, -2.15 and -2.16. In addition, we have annotated the EEO herein as required by 41 CFR §60-2.1(d).

Organizational Profile

UNC General Administration has elected to prepare an Organizational Display (Exhibit 7) in accordance with 41 CFR §60-2.11 (b). Specifically, the Display identifies the name of each organizational unit; the job title, gender, and race of the unit supervisor; the total number of male and female incumbents; and the total number of male and female incumbents in each of the following groups: Alaskan Native or Pacific Islander, Asian, Black, Hispanic, native Hawaiian/Other Pacific Islander, White or other.

This Organizational Display includes 415 employees as of December 31, 2013

"Lines of Progression"

Although the regulations call for identification of "Lines of Progression," such a scheme typically occurs in unionized settings or in other very structured operations, there are no formal "Lines of Progression" for positions in this Plan. To the extent that there is a usual "promotional sequence," it is taken into account in establishing feeder Job Groups in the Availability Analysis. These "career ladders" can be easily identified in the EEO numerical analyses by designations such as "Administrative Support Associate to Administrative Support Specialist". Within Career-Banding, as employees progress and learn new competencies, they can progress within the pay band from contributing to journey to advanced pay levels.

Job Group Analysis

In accordance with 41 CFR §60-2.12 (b), UNC General Administration has combined all job titles into Job Groups, grouping them by similarity of wages, content and opportunity. There are 415 employees in this analysis and there are seven Job Groups.

We are aware that contractors have both the right and the obligation to design Job Groups in accordance with these flexible regulatory criteria. We also are aware that size of incumbency is an appropriate factor to consider in design of Job Groups, since Job Groups should be sufficient in size to permit meaningful analysis of utilization.
We carefully considered several different means of grouping job titles. We took into account usual career paths so as to set up meaningful feeder Job Groups. We strove for the greatest practicable similarity in content and salaries, tempered by resulting size of incumbency.

As required, the Job Group Analysis (Exhibit 8) includes a list of the job titles that comprise each Job Group (CFR §60-2.12(c)). In addition, the Job Group Analysis displays the number of total, female, and minority employees in each job title in the Job Group.

Following is a list of the Job Groups for this EEO/AA Plan:

**Executive, Sr. Administrators**
This job group includes the highest level positions in our organization. These positions have responsibility for setting broad UNC General Administration-wide policies and directing divisions within our organization. Most positions in this group require an advanced degree and significant experience. This grouping includes such titles as President, Senior Vice President, Vice President, Associate Vice President, Secretary of the University, Executive Director, and General Manager to name a few.

**Managers**
This job group is new to the UNC General Administration EEO/AA Plan. Jobs in this group were previously included in the Executives or Professional groups. This job group includes a variety of titles and classifications requiring management expertise as evidenced by highly significant experience in the respective field and preferably an advanced degree and several years of applicable experience. These positions have significant decision-making responsibilities and typically report to one of the high level positions within the Division. This group includes titles such as Senior Director Institutional Research, Senior Director Academic Policy & Funding Analysis, Director of ELearning, Director Education Training & Outreach, Director of Production, Director of Development, Director GEAR UP NC, and numerous others.

**Professional**
This job group includes a variety of titles and classifications requiring professional expertise as evidenced by significant experience in the respective field and a minimum of a bachelor’s degree. These positions have considerable decision-making responsibilities and function with a high level of autonomy. This grouping includes such titles such as Director of Sponsored Programs, Director of State Government Relations, Broadcast & Emerging Media Engineering Manager, Accounting Manager, College Success Services Director and numerous others.

**Technical/Paraprofessional**
This job group includes a variety of titles and classifications typically requiring a two-year degree and/or several years of related experience. These positions typically have an area of expertise and may or may not have guidelines and reference manuals readily available with which to consult. These positions include titles such as University Program Specialist, Public Communications Specialist, HR Specialist, Social/Clinical Research Assistant, Purchasing Specialist, Accounting Technician, and other related titles.
Office/Clerical Staff
This job group includes all clerical/secretarial related positions, whose work is primarily governed by prescribed guidelines and procedures. Positions typically require a high school diploma and minimum of one, two or three years of related experience. These positions include titles such as, Administrative Support Associate, Administrative Support Supervisor and Administrative Support Specialist.

Service/Maintenance
This job group includes a variety of titles and classifications requiring a minimum of high school diploma and two years of related experience. These positions may have a service/administrative/facilities role and/or a specialized maintenance role. These positions include such titles as Building Environmental Services Technician.

Skilled Craft
This job group includes a variety of titles and provides career tracks including, but not limited to, electrical, HVAC, plumbing, welding, cabinetmaking, carpentry, locksmith, masonry, painting, plastering and roofing that perform a variety tasks ranging from routine and unskilled to highly skilled. These positions require a minimum of graduation from high school or equivalent. Experience in the trade(s) areas related to the position’s role may be substituted on a year for year basis. These positions include Facilities Maintenance Technician – Building, Facilities Maintenance Technician – Mechanical and Facilities Maintenance Supervisor.

Availability Analysis
Consistent with regulatory requirements, UNC General Administration has separately determined the availability of minorities and women for each Job Group. [41 CFR §60-2.14(b)]

UNC General Administration has considered two factors for minorities and two factors for women: the percentage of minorities or women with requisite skills in the reasonable recruitment area; and the percentage of minorities or women among those promotable, transferable and trainable in the current workforce. [41 CFR §60-2.14(c)] These data are presented in Factory Availabilities (Exhibit 9).

UNC General Administration has used the most current and discrete statistical information available to derive external availability data. In an effort to estimate availability as accurately as possible, UNC General Administration uses the 2010 census data (the most current available at this time) for occupational classifications for its reasonable recruiting areas. In determining “requisite skills,” UNC General Administration has identified those Standard Occupational Classifications (SOCs) reported in the Census that were most representative of the skills required for the positions being analyzed. [41 CFR §60-2.14(d)]
The reasonable recruiting area for each Job Group [41 CFR §60-2.14(e)] is as follows:

1) The United States for Job Group:
   - Executive, Sr. Administrators
   - Managers

3) The Raleigh-Durham MSA (Metropolitan Statistical Area) for Job Groups:
   - Office/Clerical Staff
   - Professional
   - Technical/Paraprofessional
   - Service/Maintenance
   - Skilled Trades

These reasonable recruitment areas have not been drawn in such a way to effectively exclude minorities or women. In each case the reasonable recruiting area was drawn based on the actual experience of UNC General Administration in attracting applicants. Higher level jobs demand wider searches and a willingness to pay relocation costs. Lower level jobs, or jobs for which there is ample local availability, are not appropriate for state-wide recruitment efforts since UNC General Administration is does not pay relocation costs and job seekers outside the Raleigh-Durham area are typically not willing to relocate at their own expense for jobs in these pay ranges. [41 CFR §60-2.14(e)]

UNC General Administration is committed to a policy of upward mobility for all employees in accordance with university need and employee interest. Internal availability is a significant source of workers for many Job Groups. Promotions can and do occur within any Job Group and the estimated frequency of movement into the Job Group determined the value weight for Internal Availability in our computations. Naturally, at any given time the population of a “feeder” Job Group might include those individuals newly hired/promoted or on probation or with less seniority or otherwise not necessarily “promotable” for every vacancy. However, for purposes of EEO availability estimates only, all individuals in the feeder jobs were counted as “promotable, transferable and trainable” as discussed above. [41 CFR §60-2.14(f)]

For each Job Group we considered which factor or factors represented a genuine source of available workers for the Job Group during the EEO/AA Plan Year, and with what frequency the factor(s) could be expected to represent availability, that is, how often we expect to fill vacancies externally (whether locally, from a state-wide, or national recruitment) or from within. The feeder Job Groups that were used are identified in Factor Availabilities (Exhibit 9). We then weighted each factor in accordance with these judgments and computed our final estimate of availability using any factor(s) having a weight greater than “zero.” These data are provided in Availability Analysis (Exhibit 10). Census data, which serve as a proxy for “requisite skills,” were “weighted” in accordance with the significance of each to the Job Group based on the number of positions in the Job Group requiring such skills. [41 CFR §60-2.14(g)]
Comparing Incumbency to Availability

Comparing incumbency to availability, pursuant to 41 CFR §60-2.15(b), UNC General Administration is required to establish a Goal in any Job Group having fewer women or minorities than might reasonably be expected given their availability. An appropriate measure of "reasonably expected" is statistical probability: that is, if the difference between availability and actual participation is statistically significant, the current incumbency is not "reasonably expected." We have used an appropriate test of statistical significance, relying on the standard for measuring "reasonably expected" approved by the court in Firestone Tire & Rubber Co., Inc. v. Marshall, 507 F. Supp. 1330, 24 FEP 1699 (Eastern District of Texas, 1981, upholding the decision of the Administrative Law Judge) as well as many other federal courts.

The OFCCP had the opportunity in revising the regulations at Part 2 to change the determination of when a goal was required. It did not. Although the December 13, 2000, regulations no longer use the term "underutilization," the circumstances under which a placement goal must be established are the same as under the prior regulations: when the difference between incumbency and estimated availability is so large as not to be "reasonably expected." In the Preamble to these regulations, which is of course not binding on contractors, the OFCCP makes clear its expectation that contractors may use a number of ways to measure "reasonably expected," including statistical significance. Since statistical significance is the interpretation of "reasonably expected" made by the court in Firestone Tire & Rubber Co., Inc. v. Marshall, we have adopted such standard in the comparison of incumbency to availability in our EEO. The measure of statistical significance approved by the Firestone court, as well as many other federal courts, is standard deviation analysis.

We have determined statistical probability using standard deviation analysis and have set a goal wherever the difference between availability and incumbency was 2.0 standard deviations or more. Incumbency verses Estimated Availability (Exhibit 11) provides these data.

Placement Goals by Job Group

In the 2014 EEO/Affirmative Action Plan for General Administration there are several Job Groups in which a placement goal for women and/or minorities exists (Exhibit 12). This placement goal is established and good faith efforts will be made to accomplish it, in accordance with 41 CFR §60-2.16.

In the 2014 EEO/AA Plan year, UNC General Administration will make a good faith effort to fill any vacancies with women and/or minorities. We have set goals for the Executive, Sr. Administrators, Managers, and Professional job groups as identified in Exhibit 11.

It should be noted that our goal for every Job Group, whether there is a placement goal or not, and our objective for every organizational unit, is to continue to take action to ensure that our employment policies and practices are, in fact, non-discriminatory.
PART II

GENERAL ADMINISTRATION
EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION PLAN

for

WORKERS WITH DISABILITIES, SPECIAL DISABLED VETERANS,
VETERANS OF THE VIETNAM ERA, AND OTHER COVERED VETERANS
SECTION I

INSPECTION OF THIS EEO/AA PLAN

41 CFR 60-741.41
41 CFR 60-250.41

The full EEO/AA Plan for Disabled Workers, Special Disabled Veterans, Veterans of the Vietnam Era and Other Covered Veterans shall be available for inspection by any applicant or employee on the website. (Exhibit 13)
SECTION II

PERSONS COVERED BY THIS EEO/AA PLAN

41 CFR §60-741.2
41 CFR §60-250.2

Some Important Definitions

Special disabled veteran means:

A person entitled to disability compensation under laws administered by the Department of Veterans Affairs for a disability
  ▪ rated at 30 percent or more; or
  ▪ rated at 10 percent or 20 percent in the case of a veteran who has been determined to have a serious employment handicap; or
A person who was discharged or released from active duty because of a service-connected disability.

Qualified special disabled veteran means:

A special disabled veteran as defined above who:
  ▪ satisfies the requisite skill, experience, education and other job-related requirements of the employment position such veteran holds or desires, and
  ▪ who, with or without a reasonable accommodation, can perform the essential functions of such position.

Veteran of the Vietnam Era means:

A person who served on active duty for a period of more than 180 days and was discharged or released there from with other than a dishonorable discharge, if any part of such active duty occurred:
  ▪ in the Republic of Vietnam between February 28, 1961, and May 7, 1975; or
  ▪ between August 5, 1964, and May 7, 1975, in all other cases; or

A person who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed:
  ▪ in the Republic of Vietnam between February 28, 1961, and May 7, 1975; or
  ▪ between August 5, 1964, and May 7, 1975, in all other cases.

Other covered veteran means:

Veterans of wars, campaigns, and expeditions for which a campaign badge is authorized. A complete current list can be found on the web at:
**Individual with a disability** means any person who:

- Has a physical or mental impairment which substantially limits one or more of such person’s major life activities;
- Has a record of such impairment; or
- Is regarded as having such impairment.

**Qualified individual with a disability** means:

- An individual with a disability who satisfies the requisite skill, experience, education, and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position, EXCEPT,

- The terms “individual with a disability” and “qualified individual with a disability” do not include individuals currently engaging in the illegal use of drugs, when the employer acts on the basis of such use. These terms also do not include an individual who is an alcoholic whose current use of alcohol prevents such individual from performing the essential functions of the employment position such individual holds or desires or whose employment, by reason of such current alcohol abuse, would constitute a direct threat to property or to the health or safety of the individual or others.

**Substantially limits** means:

- Unable to perform a major life activity that the average person in the general population can perform; or

- Significantly restricted as to the condition, manner, or duration under which an individual can perform a particular major life activity as compared to the condition, manner, or duration under which the average person in the general population can perform that same major life activity.

- With respect to the major life activity of working, “substantially limits” means significantly restricted in the ability to perform either a class of jobs or a broad range of jobs in various classes as compared to the average person having comparable training, skills, and abilities. The inability to perform a single, particular job does not constitute a substantial limitation in the major life activity of working.

**Major life activities** means:

Functions such as caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.
SECTION III

INVITATION TO SELF-IDENTIFY

41 CFR §60-741.42
41 CFR §60-250.42

1. After making an offer of employment to a job applicant and as the applicant begins his or her employment duties, UNC General Administration invites the applicant to identify whether he or she might be covered by the Rehabilitation Act or Vietnam Era Veterans Readjustment Assistance Act, as provided by the applicable regulations, and wishes to benefit under the EEO/AA Plan.

2. UNC General Administration will not make a pre-employment invitation to self-identify except for those Veterans who would like to take advantage of Veteran’s Preference in initial selection as provided under North Carolina State Law.

3. The form of the invitation to self-identify is as prescribed by the regulations. The invitation states that the information is voluntary and will be kept confidential and will be used in a manner consistent with law. The invitation is sent to employees through email.

4. UNC General Administration will maintain a separate file on persons who have self-identified and will provide that file to the OFCCP upon request.
SECTION IV

POLICY STATEMENT

41 CFR §60-741.44(a)
41 CFR §60-250.44(a)

It is the policy of UNC General Administration to seek and employ qualified personnel in all positions, and to provide equal employment opportunities for all applicants and employees in recruitment, hiring, placement, training, compensation, benefits, promotion, transfer, and termination. To achieve this, UNC General Administration will take action to employ and advance in employment qualified individuals with disabilities, disabled veterans, and veterans of the Vietnam Era, and will administer all personnel actions without regard to disability and base all such decisions on valid job requirements.

UNC General Administration will ensure that applicants and employees with disabilities are informed of the contents of its policy statement. Employees and applicants shall not be subject to unlawful harassment.

In keeping with the OFCCP compliance, UNC General Administration will work towards updating the employment practices and information technology systems to come into compliance with VEVRAA and Section 503 during this EEO/AA Plan year.
SECTION V
INTERNAL DISSEMINATION OF POLICY

41 CFR §60-741.44(g)
41 CFR §60-250.44(g)

UNC General Administration will disseminate this EEO/AA Policy internally in the following ways:

1. UNC General Administration’s EEO/AA Plan is posted on the website.

2. UNC General Administration periodically informs all employees of its commitment to engage in action to increase employment opportunities for qualified individuals with disabilities, qualified special disabled veterans, qualified veterans of the Vietnam Era, and qualified veterans of wars, campaigns or expeditions for which a campaign badge has been authorized. This may include scheduling meetings with management employees or all employees to discuss the policy and to explain individual responsibilities.

3. An “Invitation to Self-Identify” as an individual with disabilities or as a covered veteran is provided to all employees as they begin employment and is readily available to all current employees.

5. UNC General Administration’s Equal Opportunity/Affirmative Action Policy is reviewed in new employee orientation and in management training programs.

6. The EEO/AA Plan for Disabled Workers, Special Disabled Veterans, Veterans of the Vietnam Era and Other Covered Veterans are available on the website.

7. Management and other employees engaged in employment, placement, and transfer or promotion processes receive additional training on applicable opportunity laws for the disabled and covered veterans.
SECTION VI

EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND POSITIVE RECRUITMENT

41 CFR §60-741.44(f)
41 CFR §60-250.44(f)

1. UNC General Administration enlists the assistance and support of recruiting sources that are capable of referring qualified individuals with disabilities, special disabled veterans, Vietnam Era veterans and other covered veterans for employment opportunities with UNC General Administration.

UNC General Administration has its plan on the website which is available to the North Carolina Employment Security Commission, North Carolina Employment Security Commission Local Office, District Veterans Service Office, North Carolina State Director of Veterans Affairs Office, North Carolina State Approving Agency for Veterans Education, Department of North Carolina Disabled American Veterans, Governor’s Advocacy Council for Persons with Disabilities, North Carolina Vocational Rehabilitation Services Office, North Carolina Vocational Rehabilitation Services Regional Office as well as other entities. Access to the UNC General Administration website is also available through links from the Office of State Human Resources website.

2. UNC General Administration posts all open jobs on the website.

3. Media advertisements and other recruiting communications carry the label line: UNC General Administration is an Equal Opportunity/Affirmative Action Employer.
SECTION VII

RESPONSIBILITY FOR IMPLEMENTATION

41 CFR §60-741.44 (i)
41 CFR §60- 250.44(i)

The President of the University of North Carolina General Administration has overall responsibility for the EEO/AA Plan. The Vice President for Human Resources is designated as the EEO/AA Director and is responsible for implementing, monitoring, and administering the EEO/AA Plan for all Divisions.

1. Develop policy statements, EEO/AA Plan, and internal and external communication techniques, including discussions with managers, supervisors, and employees to ensure that UNC General Administration policy is being followed.

2. Identify problem areas in the implementation of the EEO/AA Plan in conjunction with management, and develop solutions.

3. Design and implement audit and reporting systems.

4. Serve as liaison between the contractor and enforcement agencies.

5. Serve as liaison between the contractor and organizations by and for disabled workers, and all veterans covered by this EEO/AA Plan.

6. Keep management informed of the latest developments in the affirmative action area.

7. Arrange for career counseling as requested by known disabled workers and all veterans covered by this EEO/AA Plan.

8. Ensure that supervisors and employees are made aware of UNC General Administration’s Unlawful Workplace Harassment Policy & Procedure.
SECTION VIII

TRAINING OF PERSONNEL INVOLVED IN SELECTION

41 CFR §60-741.44(j)
41 CFR §60-250.44(j)

All personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes shall be trained to ensure that the commitments in UNC General Administration EEO/AA Plan are carried out.

The Human Resources Division at UNC General Administration is also committed to providing many training and development tools, resources, online tutorials, and workshops to support employees with their learning needs and promote professional growth and career development; including EEOI training. Links to many of these continuous learning opportunities can be found on our website at:
http://www.northcarolina.edu/hr/oa/training.htm.
SECTION IX

REVIEW OF PERSONNEL PROCESSES
PROPER CONSIDERATION OF QUALIFICATIONS

41 CFR §60-741.44 (b)
41 CFR §60-250.44 (b)

1. UNC General Administration reviews its employment procedures at least annually to ensure careful, thorough, and systematic consideration of the job qualifications of applicants and employees for job vacancies filled either by hiring or promotion and for all training opportunities, including applicants and employees known to have a disability, known special disabled veterans, known veterans of the Vietnam Era, and known veterans of wars, campaigns and expeditions for which a campaign badge has been authorized.

2. In order to ensure that there has been proper consideration of the qualifications of covered applicants and employees, UNC General Administration will annotate the application of each known covered applicant or employee with each vacancy or promotion for which he or she was considered. These applications will be easily retrievable for review by the Department of Labor and by the contractor in carrying out its own review of compliance activities.

3. Furthermore, UNC General Administration will include in the personnel records of each known covered veteran or known disabled employee the identification of each training program for which he or she was considered.

4. In addition, UNC General Administration will, in each case where a covered veteran or disabled person is rejected for employment, promotion, or training, make and retain a record sufficient to describe the reasons for the non-selection and the name of the person who was selected. If an accommodation was considered, the record also will reflect this information. Records will be retained for five years.

5. UNC General Administration will make and retain a record of all accommodations undertaken that make it possible to place a covered veteran or disabled individual in a job. Records will be retained for five years.
SECTION X

REVIEW OF PHYSICAL AND MENTAL QUALIFICATIONS

41 CFR §60-741.44(c)
41 CFR §60-250.44(c)

1. To ensure that none of our positions have requirements that tend to screen out qualified disabled individuals unless they are job related and consistent with business necessity, we review the physical and mental qualifications for each open position, before it is advertised.

2. In the same way, UNC General Administration will review physical and mental qualifications of any job whenever the position description for that job is revised.

3. UNC General Administration does not administer pre-placement physical examinations.

4. Information obtained about any applicant’s or employee’s medical condition or history shall be collected and maintained on separate forms and in separate medical files.

These files will be treated as confidential except:

(i) Supervisors and managers may be informed regarding necessary restrictions on the work or duties of the applicant or employee and necessary accommodations;

(ii) First aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and

(iii) Government officials engaged in enforcing the laws administered by OFCCP or enforcing the Americans with Disabilities Act shall be provided relevant information on request.

Information obtained regarding the medical history or condition of any applicant or employee shall not be used for any purpose inconsistent with the law.
SECTION XI

REASONABLE ACCOMMODATIONS

41 CFR §60-741.44(d)
41 CFR §60-250.44(d)

1. UNC General Administration will make reasonable accommodation to the known physical and mental limitations of an otherwise qualified individual unless it can demonstrate that the accommodation would impose an undue hardship on UNC General Administration.

2. If an employee with a known disability is having significant difficulty performing his or her job, and it is reasonable to conclude that the performance problem may be related to the known disability, such employee’s supervisor will confidentially notify the employee of the performance problem and inquire whether the problem is related to the employee’s disability. If the employee responds affirmatively, the supervisor shall confidentially inquire whether the employee is in need of a reasonable accommodation. This does not mean that poor performance will be tolerated; a reasonable accommodation is that which will permit the employee to perform the job in accordance with those standards established by the supervisor for all employees in the same or similar position.
SECTION XII

HARASSMENT

41 CFR §60-741.44(e)
41 CFR §60-250.44(e)

1. UNC General Administration prohibits harassment of its employees based on race, sex, color, national origin, age, disabling condition, sexual orientation, genetic information or status as a special disabled veteran, as a veteran of the Vietnam Era or as an "other covered veteran", within the meaning of these regulations. Any employee who believes himself or herself to have been harassed is urged to bring this to the attention of the supervisor or the EEO Officer immediately.

2. Any supervisor who witnesses such harassment or is otherwise informed of a violation of this policy is directed to bring this to the immediate attention of the EEO Officer. Failure of a supervisor (or others) with such knowledge to promptly advise responsible UNC General Administration officials is grounds for discipline up to and including discharge.

3. The investigation of any such complaint shall be carried out promptly and shall involve only those persons with a need to know.

4. Any employee guilty of harassment of another employee in violation of this policy is subject to discipline up to and including discharge, depending on the severity of the offense.
SECTION XIII

MANDATORY JOB LISTING

41 CFR §60-250.5(a)(2)

1. Listing of SPA employment openings with the North Carolina Employment Security Commission shall be made concurrently with the use of any other external recruitment sources or efforts.

2. UNC General Administration will externally advertise jobs, except those positions that will be filled from within our organization or executive and top-management positions, as required by 41 CFR §60-250.5(a)(2).

3. UNC General Administration will treat referrals from the state employment service in the same way that it treats referrals from other sources. That is, such referrals may or may not be interviewed in the same way that UNC General Administration determines to interview applicants who are referred by other means.
SECTION XIV

AUDIT AND REPORTING SYSTEM

41 CFR §§60-741.44(h) and -741.80
41 CFR §§60-250.44(h) and -250.80

1. UNC General Administration has designed and implemented an audit and reporting system that:

   (i) measures the effectiveness of our plan;

   (ii) indicates any need for remedial action;

   (iii) assists us in determining the degree to which our objectives have been attained;

   (iv) assists us in determining whether individuals covered by this EEO/AA Plan have had the opportunity to participate in all UNC General Administration-sponsored educational, training, recreational, and social activities; and

   (v) measures our compliance with specific obligations.

2. Where problems are identified, UNC General Administration will undertake the necessary action to bring the program into compliance.

3. UNC General Administration retains all records relating to employment decisions, such as advertisements and postings, applications and résumés, interview notes, requests for accommodation, etc. for a period of five years from the date the record was made or the date of the selection decision, whichever occurs first.
SECTION XV
OTHER MATTERS

As required by applicable regulations, UNC General Administration:

1. Will include the equal opportunity clause in each of our covered contracts and purchase orders, either in totality or by incorporation by reference. 41 CFR §60-741.5, 41 CFR §60-250.5

2. Will post in conspicuous places, available to applicants and employees, notices in the form prescribed by the Department of Labor which state UNC General Administration's obligation under the law to refrain from discrimination and to engage in affirmative action with respect to individuals with disabilities, disabled veterans, and veterans of the Vietnam era. 41 CFR §60-741.5, 41 CFR §60-250.5.

3. Will not, when employing or promoting disabled veterans and veterans of the Vietnam era, reduce the amount of compensation offered because of any disability income, pension or other benefit the applicant or employee receives from another source. 41 CFR §60-741.21(i), 41 CFR §60-250.21 (i)

4. Will not deny a qualified individual with a disability equal access to insurance or subject such individual to different terms or conditions of insurance based on disability alone, if the disability does not pose increased risks. 41 CFR §60-741.25, 41 CFR §60-250.25

5. Will make this EEO/AA Plan available on our website.
Exhibits
LIST OF ALL SUPPORTING EXHIBITS

Exhibit

1. Policy on Equality of Opportunity in the University
2. UNC General Administration Equal Employment Opportunity Policy
3. State of North Carolina General Contract Terms and Conditions
4. Reduction in Force Guidelines
5. Career Banding Salary Administration Plan
6. Merit Based SPA Recruitment and Selection Plan
7. Organizational Display
8. Job Group Analysis
9. Factor Availabilities
10. Availability Analysis
11. Incumbency v. Estimated Availability
12. Annual Placement Goals
13. Notice of Right of Inspection
Chapter I, Section 103. Equality of Opportunity in the University

Admission to, employment by, and promotion in the University of North Carolina and all of its constituent institutions shall be on the basis of merit, and there shall be no discrimination against any person on the basis of race, color, creed, religion, sex, national origin, age, disability, or veteran status.
THE UNIVERSITY OF NORTH CAROLINA
GENERAL ADMINISTRATION
EQUAL EMPLOYMENT OPPORTUNITY POLICIES

The University of North Carolina General Administration is an equal opportunity employer. Employment policies and practices are designed and implemented to ensure that no person is treated unfairly because of his or her race, color, religion, sex, national origin, age, disabling condition, sexual orientation, genetic information or veteran status. Additionally, a positive ongoing program of affirmative action has been instituted to enlarge and improve opportunities for members of groups that previously have experienced disadvantages in employment.

Our fundamental commitment to equal employment opportunity, based on the requirements of both federal and state law and on policies of the Board of Governors of the University, is embodied in the Equal Employment Opportunity Program, copies of which are available on our website. I have assigned primary responsibility for superintending implementation of our program to the Equal Opportunity/Affirmative Action (EEO/AA) Officer. However, it is the obligation of each employee of UNC General Administration to contribute meaningfully, within his or her areas of competence and responsibility, to full realization of equal employment opportunity with respect to all aspects of the employment relationship, including: (1) recruitment and initial consideration for employment, (2) job placement and assignment of responsibilities, (3) evaluation of performance, (4) promotion and advancement, (5) compensation and other benefits, (6) access to training and other professional development opportunities, (7) access to facilities, (8) discipline, layoff, discharge, or other termination of employment, and (9) formulation and application of all personnel rules and regulations.

Similarly, all affected employees are expected to make effective contributions to realization of established affirmative action goals for the increased utilization of members of groups that previously have been under-represented within UNC General Administration. Any employee with authority and responsibility in the area of personnel management who imposes any disadvantage on any person through failure or refusal to subscribe to the principles of equal employment opportunity will be subject to appropriate disciplinary action. Any employee or prospective employee who believes that he or she has been the victim of impermissible discrimination is urged to report the matter promptly to the EEO/AA Officer.

We invite and urge the large community of which the UNC General Administration is a part to assist us in realizing our equal employment opportunity and affirmative action objectives. Successful implementation of our program depends, to a high degree on clear appreciation by all citizens that UNC General Administration welcomes as professional colleagues all qualified persons, without reference to their race, color, religion, sex, national origin, age, disabling condition, sexual orientation, genetic information or veteran status.

We seek and welcome applicant referrals from all available sources, so long as such referrals are made in a non-discriminatory manner. And we shall appreciate especially the assistance of individuals and organizations in identifying as prospective employees those persons who are members of groups that in the United States traditionally have not been accorded fully equitable participation in available employment. Any interested person may address questions concerning our Equal Employment Opportunity Program to me or the EEO Officer.

Thomas Ross, President

2-28-2014

Date
NORTH CAROLINA GENERAL CONTRACT TERMS AND CONDITIONS

1. DEFAULT AND PERFORMANCE BOND: In case of default by the contractor, The University may procure the articles or services from other sources and hold the contractor responsible for any excess cost occasioned thereby. The University reserves the right to require performance bond or other acceptable alternative guarantees from successful bidder without expense to The University.

The contractor shall be in default, if its Certification submitted for a price-matching preference under Executive Order #50 and G.S. § 143-59 was false and/or contained materially misleading or inaccurate information, and/or contractor failed to provide information and documentation requested by the State to substantiate contractor’s Certification.

In addition, in the event of default by the Contractor under this contract, the State may immediately cease doing business with the Contractor, immediately terminate for cause all existing contracts the State has with the Contractor, and de-bar the Contractor from doing future business with the State. The State may take action against the contractor under the False Claims Act, G.S. § 1-605 through 1-617, inclusive, for submitting a false Certification for the price-matching preference under Executive Order #50 (including but not limited to treble damages and civil penalties).

Upon the Contractor filing a petition for bankruptcy or the entering of a judgment of bankruptcy by or against the Contractor, the State may immediately terminate, for cause, this contract and all other existing contracts the Contractor has with the State, and de-bar the Contractor from doing future business with the State.

2. GOVERNMENTAL RESTRICTIONS: In the event any Governmental restrictions are imposed which necessitate alteration of the material, quality, workmanship or performance of the items offered prior to their delivery, it shall be the responsibility of the contractor to notify, in writing, the issuing purchasing office at once, indicating the specific regulation which required such alterations. The University reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the contract.

3. AVAILABILITY OF FUNDS: Any and all payments to the contractor are dependent upon and subject to the availability of funds to the agency for the purpose set forth in this agreement.

4. TAXES: Any applicable taxes shall be invoiced as a separate item.

G.S. 143-59.1 bars the Secretary of Administration from entering into contracts with vendors if the vendor or its affiliates meet one of the conditions of G. S. 105-164.8(b) and refuse to collect use tax on sales of tangible personal property to purchasers in North Carolina. Conditions under G. S. 105-164.8(b) include: (1) Maintenance of a retail establishment or office, (2) Presence of representatives in the State that solicit sales or transact business on behalf of the vendor and (3) Systematic exploitation of the market by media-assisted, media-facilitated, or media-solicited means. By execution of the bid document the vendor certifies that it and all of its affiliates, (if it has affiliates), collect(s) the appropriate taxes.

5. SITUS: The place of this contract, its situs and forum, shall be North Carolina, where all matters, whether sounding in contract or tort, relating to its validity, construction, interpretation and enforcement shall be determined.

6. GOVERNING LAWS: This contract is made under and shall be governed and construed in accordance with the laws of the State of North Carolina.

7. INSPECTION AT CONTRACTOR’S SITE: The University reserves the right to inspect, at a reasonable time, the equipment/item, plant or other facilities of a prospective contractor prior to contract award, and during the contract term as necessary for The University’s determination that such equipment/item, plant or other facilities conform with the specifications/requirements and are adequate and suitable for the proper and effective performance of the contract.

8. PAYMENT TERMS: Payment terms are Net not later than 30 days after receipt of correct invoice or acceptance of goods, whichever is later. The using agency is responsible for all payments to the contractor under the contract. Payment by some agencies may be made by procurement card and it shall be accepted by the contractor for payment if the contractor accepts that card (Visa, Mastercard, etc.) from other customers. If payment is made by procurement card, then payment may be processed immediately by the contractor.

9. AFFIRMATIVE ACTION: The contractor will take affirmative action in complying with all Federal and State requirements concerning fair employment and employment of people with disabilities, and concerning the treatment of all employees without regard to discrimination by reason of race, color, religion, sex, national origin or disability.

10. CONDITION AND PACKAGING: Unless otherwise provided by special terms and conditions or specifications, it is understood and agreed that any item offered or shipped has not been sold or used for any purpose and shall be in first class condition. All containers/packaging shall be suitable for handling, storage or shipment.

11. STANDARDS: All manufactured items and/or fabricated assemblies subject to operation under pressure, operation by connection to an electric source, or operation involving a connection to a manufactured, natural, or LP gas source shall be constructed and approved in a manner acceptable to the appropriate state inspector which customarily requires the label or re-examination listing or
Identification marking of the appropriate safety standard organization; such as the American Society of Mechanical Engineers for pressure vessels; the Underwriters Laboratories and/or National Electrical Manufacturers' Association for electrically operated assemblies; or the American Gas Association for gas operated assemblies, where such approvals of listings have been established for the type of device offered and furnished. Further, all items furnished shall meet all requirements of the Occupational Safety and Health Act (OSHA), and state and federal requirements relating to clean air and water pollution.

12. PATENT: The contractor shall hold and save The University, its officers, agents and employees, harmless from liability of any kind, including costs and expenses, on account of any copyrighted material, patented or unpatented invention, articles, device or appliance manufactured or used in the performance of this contract, including use by the government.

13. ADVERTISING: Contractor agrees not to use the existence of this contract or the name of the State of North Carolina as part of any commercial advertising.

14. ACCESS TO PERSONS AND RECORDS: The State Auditor shall have access to persons and records as a result of all contracts or grants entered into by State agencies or political subdivisions in accordance with General Statute 147-64.7.

15. ASSIGNMENT: No assignment of the contractor's obligations nor the contractor's right to receive payment hereunder shall be permitted.
   However, upon written request approved by the issuing purchasing authority and solely as a convenience to the contractor, The University may:
   a. Forward the contractor's payment check directly to any person or entity designated by the contractor, and
   b. Include any person or entity designated by contractor as a joint payee on the contractor's payment check.
   In no event shall such approval and action obligate the State to anyone other than the contractor and the contractor shall remain responsible for fulfillment of all contract obligations.

16. INSURANCE:
   COVERAGE: During the term of the contract, the contractor at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the contract. As a minimum, the contractor shall provide and maintain the following coverage and limits:
   a. Worker's Compensation - The contractor shall provide and maintain Worker's Compensation insurance, as required by the laws of North Carolina, as well as employer's liability coverage with minimum limits of $150,000.00, covering all of contractor's employees who are engaged in any work under the contract. If any work is sublet, the contractor shall require the subcontractor to provide the same coverage for any of his employees engaged in any work under the contract.
   b. Commercial General Liability - General Liability Coverage under a Comprehensive Broad Form on an occurrence basis in the minimum amount of $500,000.00 Combined Single Limit. Defense cost shall be in excess of the limit of liability.
   c. Automobile - Automobile Liability Insurance, to include liability coverage, covering all owned, hired and non-owned vehicles, used in connection with the contract. The minimum combined single limit shall be $150,000.00 bodily injury and property damage; $150,000.00 uninsured/underinsured motorist; and $1,000.00 medical payment.
   REQUIREMENTS: Providing and maintaining adequate insurance coverage is a material obligation of the contractor and is of the essence of this contract. All such insurance shall meet all laws of the State of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such coverage and that are authorized by the Commissioner of Insurance to do business in North Carolina. The contractor shall at all times comply with the terms of such insurance policies, except as they may conflict with existing North Carolina laws or this contract. The limits of coverage under each insurance policy maintained by the contractor shall not be interpreted as limiting the contractor's liability and obligations under the contract.

17. YEAR 2000 COMPLIANCE/WARRANTY: Vendor shall ensure the product(s) and service(s) furnished pursuant to this agreement ("product" shall include, without limitation, any piece of equipment, hardware, firmware, middleware, custom or commercial software, or internal components, subroutines, and interfaces therein) which perform any date and/or time data recognition function, calculation, or sequencing, will support a four digit year format, and will provide accurate date/time data and leap year calculations on and after December 31, 1999, at the same level of functionality for which originally acquired without additional cost to the user. This warranty shall survive termination or expiration of the agreement.

18. GENERAL INDEMNITY: The contractor shall hold and save The State, its officers, agents, and employees, harmless from liability of any kind, including all claims and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, services, materials, or supplies in connection with the performance of this contract, and from any and all claims and losses accruing or resulting to any person, firm, or corporation that may be injured or damaged by the contractor in the performance of this contract and that are attributable to the negligence or intentionally tortious acts of the contractor provided that the contractor is notified in writing within 30 days that the State has knowledge of such claims. The contractor represents and warrants that it shall make no claim of any kind or nature against the State's agents who are involved in the delivery or processing of contractor goods to the State. The representation and warranty in the preceding sentence shall survive the termination or expiration of this contract.

19. ELECTRONIC PROCUREMENT (APPLIES TO ALL CONTRACTS THAT INCLUDE E-Procurement and Are Identified AS SUCH IN THE BODY OF THE SOLICITATION DOCUMENT): Purchasing shall be conducted through the Statewide E-Procurement Service. The State's third party agent shall serve as the Supplier Manager for this E-Procurement Service. The contractor shall register for the Statewide E-Procurement Service within two (2) business days of notification of award in order to receive an electronic purchase order resulting from award of this contract.

20. Health Act (OSHA), and state and federal requirements relating to clean air and water pollution.
21. **PATENT:** The contractor shall hold and save The University, its officers, agents and employees, harmless from liability of any kind, including costs and expenses, on account of any copyrighted material, patented or unpatented invention, articles, device or appliance manufactured or used in the performance of this contract, including use by the government.

22. **ADVERTISING:** Contractor agrees not to use the existence of this contract or the name of the State of North Carolina as part of any commercial advertising.

23. **ACCESS TO PERSONS AND RECORDS:** The State Auditor shall have access to persons and records as a result of all contracts or grants entered into by State agencies or political subdivisions in accordance with General Statute 147-04.7.

24. **ASSIGNMENT:** No assignment of the contractor’s obligations nor the contractor’s right to receive payment hereunder shall be permitted. However, upon written request approved by the issuing purchasing authority and solely as a convenience to the contractor, The University may:
   a. Forward the contractor’s payment check directly to any person or entity designated by the contractor, and
   b. Include any person or entity designated by contractor as a joint payee on the contractor’s payment check.

In no event shall such approval and action obligate the State to anyone other than the contractor and the contractor shall remain responsible for fulfillment of all contract obligations.

25. **INSURANCE:**
   **COVERAGE** - During the term of the contract, the contractor at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the contract. As a minimum, the contractor shall provide and maintain the following coverage and limits:
   a. **Worker’s Compensation** - The contractor shall provide and maintain Worker’s Compensation Insurance, as required by the laws of North Carolina, as well as employer’s liability coverage with minimum limits of $150,000.00, covering all of contractor’s employees who are engaged in any work under the contract. If any work is sublet, the contractor shall require the subcontractor to provide the same coverage for any of his employees engaged in any work under the contract.
   b. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of $500,000.00 Combined Single Limit. (Defense cost shall be in excess of the limit of liability.)
   c. **Automobile** - Automobile Liability Insurance, to include liability coverage, covering all owned, hired and non-owned vehicles, used in connection with the contract. The minimum combined single limit shall be $150,000.00 bodily injury and property damage; $150,000.00 uninsured/under insured motorist; and $1,000.00 medical payment.

   **REQUIREMENTS:** Providing and maintaining adequate insurance coverage is a material obligation of the contractor and is of the essence of this contract. All such insurance shall meet all laws of the State of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such coverage and that are authorized by the Commissioner of Insurance to do business in North Carolina. The contractor shall at all times comply with the terms of such insurance policies, and all requirements of the insurer under any such insurance policies, except as they may conflict with existing North Carolina laws or this contract. The limits of coverage under each insurance policy maintained by the contractor shall not be interpreted as limiting the contractor’s liability and obligations under the contract.

26. **YEAR 2000 COMPLIANCE/WARRANTY:** Vendor shall ensure the product(s) and service(s) furnished pursuant to this agreement ("product" shall include, without limitation, any piece of equipment, hardware, firmware, middleware, custom or commercial software, or internal components, subroutines, and interfaces therein) which perform any date and/or time data recognition function, calculation, or sequencing, will support a four digit year format, and will provide accurate date/time data and leap year calculations on and after December 31, 1999, at the same level of functionality for which originally acquired without additional cost to the user. This warranty shall survive termination or expiration of the agreement.

27. **GENERAL INDEMNITY:** The contractor shall hold and save the State, its officers, agents, and employees, harmless from liability of any kind, including all claims and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, services, materials, or supplies in connection with the performance of this contract, and from any and all claims and losses accruing or resulting to any person, firm, or corporation that may be injured or damaged by the contractor in the performance of this contract and that are attributable to the negligence or intentionally tortious acts of the contractor provided that the contractor is notified in writing within 30 days that the State has knowledge of such claims. The contractor represents and warrants that it shall make no claim of any kind or nature against the State’s agents who are involved in the delivery or processing of contractor goods to the State. The representation and warranty in the preceding sentence shall survive the termination or expiration of this contract.

28. **ACCESS TO PERSONS AND RECORDS:** The State Auditor and the using agency’s internal auditors shall have access to persons and records as a result of all contracts or grants entered into by State agencies or political subdivisions in accordance with General Statute 147-84.7 and Session Law 2010-194, Section 21 (i.e., the State Auditors and internal auditors may audit the records of the contractor during the term of the contract to verify accounts and data affecting fees or performance).
REDUCTION IN FORCE GUIDELINES FOR EMPLOYEES SUBJECT TO THE STATE PERSONNEL ACT (SPA)

Purpose
These Guidelines implement General Administration’s Reduction in Force (RIF) Policy, which may be accessed at: http://www.northcarolina.edu/hr/ga/policies/index.php. A RIF is an action to reduce the number of employees in a department or work unit. A RIF may become necessary due to reduced funding, reorganization, changes in workload, abolition of a position, or other material changes in duties or organization.

It is the policy of the UNC General Administration that where a RIF is deemed necessary, employees are to be reduced in force only after examining available reasonable alternatives, including, as examples only, delay in filling vacant positions, position redesign and work unit reorganization, separation of temporary employees in the same job groupings, and job sharing. If feasible, consideration may be given to reducing positions from full-time permanent to part-time permanent status.

Eligible Employees
These guidelines apply to permanent SPA employees (full time and part time scheduled to work 20 or more hours per week) who have completed their probationary period, and to trainee employees who have either completed at least six months of their trainee progression or have previously attained permanent status. (Note: Any Priority Reemployment Consideration and Appeal Rights to the Office of Administrative Hearings apply only to career status employees as defined by State Personnel policy.)

Ineligible Employees
EPA employees, temporary employees, probationary employees, employees with time-limited appointments, permanent employees scheduled to work less than 20 hours per week, and trainee appointments who have not completed six months of their trainee progression or not previously attained permanent status, are not subject to these guidelines; therefore, they are not covered under this policy.

Process
If a RIF is necessary a RIF Plan shall be developed, which shall contain the information and documentation required by these Guidelines. The President (or designee) in consultation with appropriate executive officers shall conduct a thorough evaluation of program accomplishments that could be impacted by the RIF, consider feasible alternatives, including the elimination of entire programs or parts of programs, and identify the work units to be affected and the number of positions or programs which must be eliminated to meet the requirements and goals established within UNC General Administration. "Work Unit" means any division, department, program area, or budget category as may be defined from time to time by the University,
employees of which report to a common supervisor, director, or division head, have duties that are functionally related, and who are generally represented as a separate unit organizationally. Human Resources will provide assistance in determining the appropriate "Work Unit" to be considered for purposes of RIF.

Human Resources shall work with the applicable managers to develop the RIF Plan, identify the classification of positions to be eliminated, determine whether personnel can be interchanged with other work units, and determine which specific employees will be separated in the RIF. A representative from the Finance Division, the Legal Division, and the Human Resources Division must be included among the officials involved in developing the RIF Plan. The President or his designee must approve the RIF Plan.

Factors to be Considered

RIF decisions require a thorough evaluation of the accomplishments of specific programs, the need for particular positions, and the relative qualifications of employees to determine how to provide the best services possible with a reduced work force.

The applicable managers should first consider the work to be performed by the work unit(s) and the positions necessary to perform the continuing work. Once the position(s) to be eliminated has been identified, management must consider all employees in positions with the same or related classification within the work unit. "Same or related" classification means positions in the identified branch, role, and competency level.

Identifying Employees to be Reduced in Force

When identifying employees to be reduced in force, management should systematically consider and document in the RIF Plan the following factors:

- Appointment type of each employee
- Relative efficiency and productivity of the employee(s)
- Overall performance evaluation rating of affected employee(s)
- Relative competencies of incumbent employee(s)
- Actual or potential impact on the diversity of the work force
- Length of total state service of incumbent employee(s) in accordance with OSP policy
- Value of the position(s) to the organization
- Impact upon the mission of the organization

Within the work unit, neither temporary, probationary, nor trainee employees
REDUCTION IN FORCE GUIDELINES FOR EMPLOYEES
SUBJECT TO THE STATE PERSONNEL ACT (SPA)

in their initial six months of training shall be retained in classes where employees with a permanent appointment (those who have satisfactorily completed a probationary or equivalent trial period) must be separated in the same or related class.

Documentation Requirements

All steps taken in the RIF process must be documented in the RIF Plan by the officials involved in the RIF review process and submitted to Human Resources. The documentation should include the following information:

- Reason(s) for the RIF (e.g., reduced funding, reorganization, change in workload, abolishment of a position, etc.)
- When a RIF is necessitated by a budget reduction, a brief explanation of how reasonable available alternatives were considered, and why such alternatives were not feasible.
- Name(s) of employee(s) to be separated and justification for the decision.
- Anticipated date of separation

Written Notification Requirements

If a RIF is deemed necessary within the UNC General Administration, the affected employee(s) must be given a minimum of thirty (30) calendar days’ official written notification prior to the effective date of separation by RIF.

The written notification must include:

- Reason(s) for the RIF (e.g., reduced funding, reorganization, change in workload, abolishment of a position, etc.)
- Effective date of separation by RIF
- Instructions for the employee(s) to contact the Human Resources Division to obtain information about:
  - eligibility for any priority reemployment consideration,
    - the availability of assistance in seeking other employment with the University or state government,
    - possible eligibility for severance pay or discontinued service retirement,
    - options regarding retirement system membership and continuation of benefits available to employees reduced in force, including continuation of health insurance,
    - information about unemployment insurance eligibility, and
    - applicable appeal rights.

Reduction in Force Guidelines
REDUCTION IN FORCE GUIDELINES FOR EMPLOYEES
SUBJECT TO THE STATE PERSONNEL ACT (SPA)

Priority Reemployment Consideration

Priority Reemployment only applies to career status employees. Priority reemployment consideration begins upon notification to an employee of his/her impending RIF. The employee receives priority consideration for 12 months from the date of receipt of written notification of the RIF.

Employees who retire (or apply for retirement) after receiving official written notification of impending Reduction in Force, but before separation from Reduction in Force, will waive the right for priority reemployment consideration. Employees who choose to apply for retirement after separation from Reduction in Force may retain priority reemployment consideration rights.

When the department knows of the need for a RIF well in advance of the anticipated effective date, the department will contact HR to discuss implementation and subsequently provide the employee with official notice as early as possible.

An employee who has received written notification of an impending RIF must complete a Priority Reemployment Election Form (provided with the RIF notification letter) and submit it to the Human Resources Office. If the employee elects to receive priority reemployment, the Human Resources Office will add the employee’s name to the Office of State Personnel’s statewide priority reemployment database. (To review the “Priority Consideration for Reduction-in-Force Employees,” policy, you may link to: http://www.osp.state.nc.us/manuals/2_Recreation and Selection/RIF_Priority.htm).

Other Benefits

In addition to priority reemployment consideration, employees reduced in force may be eligible for the following benefits:

Severance Pay

Severance pay may be paid to permanent full-time or part-time employees (regularly scheduled to work 20 hours or more each work week) who are separated by RIF and who do not obtain other permanent State employment by the effective date of the separation. Severance pay is subject to approval by the Office of State Personnel and the Office of State Budget and Management. In order for severance pay to be approved, “economies in the State budget” must result from the RIF. If approved, severance payments are paid bi-weekly and are based on the employee’s total state service supplemented by an age adjustment factor. Severance pay does not apply to employees who are defined as ineligible (see Ineligible Employees section above) or employees who are separated on early, service, or disability retirement. (For the Severance Salary Continuation Policy, you may link to: http://www.osp.state.nc.us/manuals/2_Recreation and Selection/RIF_Priority.htm.)
REDUCTION IN FORCE GUIDELINES FOR EMPLOYEES
SUBJECT TO THE STATE PERSONNEL ACT (SPA)

Discontinued Service Retirement
When a RIF accomplishes economies in the State budget and if funds are available, employees may be eligible for discontinued service retirement if recommended by the State Personnel Director and the State Budget Director, and approved by the President. “Economies in the State budget” is defined as economies resulting from the elimination of a job and its responsibilities or from a lack of funds to support the job. An employee who chooses discontinued service retirement shall not be paid severance pay.

In order to be eligible for discontinued service retirement an employee must have:
- 20 or more years of creditable service and be at least age 55 to receive an unreduced benefit, or
- 20 or more years of creditable service and be at least age 50 to receive a reduced benefit (reduced by ¼ of 1% for each month retirement precedes age 55).

Continued Health Insurance
Employees with at least one year of state service who are participating in the State of NC Health Plan at the time of separation due to RIF will continue to receive the University’s contribution for their individual health insurance coverage for one year from the date of termination or until reemployed in another permanent State position, whichever is sooner. If the separated employee is not reemployed in a permanent State position after one year, he or she may continue coverage on a fully contributory basis. Covered dependents of employees may also be continued on a fully contributory basis. (You may link to “Leaving the University: Benefits and Pay” at: http://www.northcarolina.edu/hr/ge/benefits/Leaving_the_University.pdf).

Vacation and Bonus Leave
Employees separated due to RIF are paid a lump sum payment for accumulated vacation leave not to exceed 240 hours and a lump sum payment for vacation bonus leave (if applicable) not to exceed 200 hours.

Sick Leave
Employees separated due to RIF shall be informed that accumulated sick leave shall be reinstated if reemployed in a leave earning position with the State within five years.

Compensatory Time
Employees separated due to RIF shall be paid for all accumulated and unused compensatory time off. Compensatory time off cannot be transferred to another university or state agency.

Reduction in Force Guidelines
Longevity

If eligible for longevity at the time of separation, a prorated longevity payment is paid to the employee.

Employees separated due to RIF may collect unemployment insurance provided they meet the eligibility requirements as set by the state. Separated employees may not receive unemployment benefits until after the last severance payment is received. More information may be obtained from the local office of the Employment Security Commission.

Appeal Rights

An employee separated through a RIF may appeal that separation directly to the Office of Administrative Hearings if it is alleged that the separation is in retaliation for the employee’s opposition to alleged discrimination on account of the employee’s age, sex, race, color, national origin, religion, creed, political affiliation, or disabling condition. Such an appeal may alternatively be made through the agency internal grievance procedure, at the option of the employee.

An employee may choose to appeal through the internal Employee Mediation and Grievance Process of UNC General Administration if alleging the separation was due to:

- retaliation as described above,
- improper application of veterans’ preference, or
- discrimination on account of the employee’s age, sex, race, color national origin, religion, creed, political affiliation or disabling condition.

By law, an appeal alleging discrimination in the RIF process may not be appealed to the Office of Administrative Hearings.
Related policies including "Priority Reemployment Consideration for Reduction in Force Employees," "Promotional Priority," and "Priority Referral System" can be found on the Human Resources website under "Recruitment and Selection - Section 2" policies. Procedures related to "Severance Salary Continuation", "Discontinued Service Retirement", and "Abolishment of Positions" can be found on the Human Resources website under "Separation - Section 11" policies. RIP transition resources are also available on the Office of State Personnel website at: http://www.osp.state.nc.us/RIP/EERif/ataglance.htm.

This guideline has been reviewed and approved by:

[Signature]

Thomas W. Ross, President

6/21/2011
UNC General Administration  
Career-Banding Salary Administration Plan

It is the policy of UNC General Administration to compensate its career-banded employees at a level that promotes successful work behavior, emphasizes demonstrated competencies that are linked to organizational goals, reinforces high standards of performance, and maintains the labor market competitiveness necessary to recruit, retain, and develop a competent and diverse work force.

Employees in the career-banding program within UNC General Administration will receive fair and equitable treatment for career opportunity, development, and compensation. The Career-Banding Salary Administration Policy and guidelines will be applied consistently to all employees subject to the State Personnel Act.

Human Resources (HR) Responsibilities:

An HR staff member will be appointed as career-banding administrator. This individual will oversee the career-banding program, ensuring that all necessary components are in place for an effective program within UNC General Administration. This will include:

- Communication
- Training
- Evaluation
- Accountability
- Equal Opportunity

- The career-banding administrator will:
  - Train managers in career-banding salary administration prior to implementation of a job family within their area.
  - Provide career-banding salary administration training for new managers hired after implementation of career-banding.
  - Provide continuing technical support and guidance for managers making salary decisions or recommendations.
  - Review and audit all salary decisions made by management. Managers will make salary decisions with final review/approval in the HR office.
If inappropriate career-banding salary decisions are made by a manager or a manager fails to meet other career-banding responsibilities, HR will:

- Assure managers’ work plans include the responsibility to make appropriate salary decisions.
- Ensure that the UNC General Administration performance management plan indicates that a manager’s failure to comply with expectations for career-banding responsibilities may result in a lower performance rating.
- Provide additional training and assistance to managers who make inappropriate salary decisions.
- Notify the appropriate manager of the need to take corrective action when inappropriate salary decisions are repeatedly submitted.
- Ensure that the UNC General Administration disciplinary policy includes a provision that warnings or other disciplinary actions may be issued to a manager if repeated inappropriate salary decisions are made.

HR staff will conduct periodic self-assessments of career-banding program operations and will:

- Track dispute resolution decisions resulting from career-banding salary decisions.
- Determine if the career-banding concept has been communicated to employees in areas where career-banding has been implemented.
- Determine if managers are educating new employees in career-banding concepts and policies.
- Determine if pay factors have been applied properly and consistently.
- Determine if employees have been provided equitable opportunities for development and advancement.
- Ensure that UNC General Administration does not engage in unlawful discrimination.

HR staff will report results of the career-banding program self-assessments to the Office of State Personnel annually, or more often if required by OSP. Detailed information will be released to OSP for monitoring purposes as requested.

HR staff will be responsible for providing appropriate training for the Performance Pay Advisory Committee as that group also will function as the Career-Banding Employee Advisory Committee. The composition and responsibilities of the Performance Pay Advisory Committee are outlined in the UNC General Administration Performance Management System Policy and in the Performance Pay Advisory Committee section of this plan.
Manager Responsibilities

Managers have responsibility for the administration of career-banding in their departments, and will:

♦ Communicate the career-banding concept to all employees in their work units.

♦ Establish career development plans and provide coaching for employees with the goal of enhancing each employee’s contribution to the organization’s success at the highest level allowed by the business plan.

♦ Evaluate an employee’s competencies upon entrance into any career-banded position to determine competency level. Thereafter, employee competencies will be evaluated on an annual basis coincident with the performance appraisal process. Employee competencies also may be evaluated upon attainment and demonstrated use of additional competencies set forth in the employee’s development plan or in the department’s goals.

♦ Evaluate an employee’s competencies upon completion of the probationary period.

♦ Apply the following pay factors correctly and equitably in determining employee salaries:
  
  • Financial Resources (Budget)
  • Appropriate Market Rate
  • Internal Pay Alignment (Equity)
  • Required Competencies

Salary actions will be in compliance with the State Personnel Career-Banding Salary Administration Policy available at the following link: http://www.osp.state.nc.us/manuals/manual99/CB_sal_adm.pdf. (reflects new OSP policy)

Pay factor evaluation will occur with each action as defined in the policy for New Hire, Reinstatement, Promotion, Reassignment, Reallocation, Transfer, Demotion, and Grade-Band Transfer. Pay factor evaluation also will occur in the following situations to determine if a Career Progression Adjustment may be warranted:

♦ Attainment and demonstrated use of additional competencies or skills relevant to the job and/or goals of the work unit.

♦ Retention of a key employee in a job with a highly competitive market who has an outside offer of a comparable job and there are no other feasible alternatives.
Career-Banding Salary Administration Plan

- Identification of low employee salaries in relation to average market rate or market reference rate.

- Managers will provide documentation for each salary decision, describing the relevance of the above pay factors to the decision. A salary decision is a manager’s determination of the amount of pay that an employee will be granted after applying all pay factors in any situation.

**Employee Responsibility**

Employees are responsible for performing their jobs to the best of their ability. They can determine their own career growth potential by participating in educational and training opportunities and then demonstrating higher level competencies (knowledge, skills, abilities, and behaviors) in order to move through the pay range or be considered for other jobs. Employees also will:

- Establish work plans (in conjunction with managers) that are relevant to the mission and goals of the work unit and UNC General Administration.

- Attend meetings and information sessions, etc. that provide an explanation of the career-banding program.

- Provide feedback on the career-banding program when requested.

**Dispute Resolution Process**

A dispute resolution process within UNC General Administration will allow career-banded employees with career status to have salary decisions reconsidered by a source beyond the initial decision-maker or evaluator. Salary decisions eligible for reconsideration in the dispute resolution process must be based on one of the following reasons:

- Amount of salary adjustment is less than the appropriate amount as determined by applying pay factors.

- No salary adjustment has been granted when application of pay factors would support an adjustment.

- Competencies have been evaluated inappropriately.

Separation from employment (for any reason) ends this process. Any decision rendered at the end of this process will be a final agency decision and may not be appealed beyond the agency level.

To ensure fairness, UNC General Administration will establish and adhere to a plan for distribution of limited funding with regard to career-banding salary decisions. Salary decisions that are restricted solely because of limited funding are not eligible for dispute
resolution consideration. Such actions may be reconsidered only if the limited funding plan is not followed. The initial transition of each job family to career-banding will be revenue neutral in that employees will not receive pay increases as a result of their assignment to a banded class and competency assessment. Future consideration for pay increases for career-banded employees will be on an equal basis with non-banded employees. Additional funding was not provided for this program; therefore, funding must come from existing resources such as those previously used for reclassifications, in-range adjustments, salary range revisions, and promotions.

An employee must document the basis for a salary reconsideration request on the Career-Banding Dispute Form. The form must be submitted to the Career-Banding Administrator in HR within 30 days of receipt of written notification of the salary decision. All requests for salary reconsideration will be screened by the Career-Banding Administrator to determine eligibility for review. If eligible for reconsideration, the request will be referred to one or more of the following for review, based on the individual situation:

- The Manager at a level higher than the initial decision-maker or evaluator, or
- The HR Director or other staff member in the HR office who is not involved with pay decisions, or
- The UNC General Administration Grievance Review and Appeal Policy

Resolution of the dispute must be completed within 60 days after the Career-Banding Dispute Form is received in HR.

Performance Pay Advisory Committee

The Performance Pay Advisory Committee established in the Performance Management System Policy will meet at least every six months to review and evaluate data and provide input regarding the performance management and career-banding programs. In addition, the committee will review career development opportunities and salary administration actions associated with Performance Management and Career-Banding for consistency, fairness, and equity among SPA employees throughout the organization.

The Performance Pay Advisory Committee will serve as a forum for employees, supervisors and managers to present issues and submit recommendations for improvements to the career-banding and/or performance management programs. Committee members will treat all matters reviewed and discussed as confidential information.
UNC General Administration
Merit-Based SPA Recruitment and Selection Plan

Equal Employment Opportunity Commitment
The UNC General Administration Equal Employment Opportunity Affirmative Action Plan states that "The UNC General Administration is committed to the principle that employees of this office shall be identified initially and thereafter differentiated among only on the basis of good-faith assessments of individual professional merit." Section 103 of the Code of The University of North Carolina provides: “Admission to, employment by, and promotion in The University of North Carolina and all its constituent institutions shall be on the basis of merit.”

Policy Statement
Throughout all of its divisions, departments, facilities, and activities, it is a policy of the UNC General Administration, that firm and positive steps shall be taken by all personnel to prevent any discriminatory employment practices; and that affirmative action shall be taken to ensure that applicants for employment will be considered and employed based upon actual job requirements; and that all personnel matters pertaining to employment, placement, training, upgrading, promotion, demotion, transfer, layoff, termination, and salary administration shall be administered on a nondiscriminatory basis without regard to race, sex, age, color, national origin, religion, disabling condition, sexual orientation, genetic information, or Veteran status. This Recruitment and Selection Plan shall comply with this policy statement, applicable federal and state laws, and Office of State Human Resources policies.

Recruitment Process
When a department has a vacant position to fill, the hiring authority (designated manager or supervisor) must submit to the Division Head an online request to post a vacant position and a proposed job advertisement for approval. The hiring authority may request that recruitment be either:

1) Limited to internal applicants within UNC General Administration and upon request at a later date, available to external applicants if necessary; or
2) Limited to UNC General Administration and UNC campuses applicants and upon request at a later date, available to external applicants if necessary; or
3) Limited to UNC General Administration, UNC Campuses and current State Government Employee applicants; and upon request at a later date, available to external applicants if necessary; or
4) Initially available to both internal and external applicants.

The online request is forwarded to the Finance Division for funding approval prior to arriving in Human Resources.

Job Advertisements
Following approval by the Finance Division, the hiring authority and the Human Resources Recruitment Consultant compare the existing job description and previous job advertisement and revise as appropriate.

The online job posting should accurately reflect the present job functions and include the following information:
Merit-Based SPA Recruitment and Selection Plan

- job title;
- essential functions;
- required competencies (knowledge, skills and abilities) and minimum training and experience requirements as contained in the classification specification;
- location of job;
- salary range;
- how/where to apply;
- closing date;
- position number;
- the equal opportunity/affirmative action statement; and
- any additional job-related selection criteria and/or preferences.

Recruitment Plan and Advertising
The Human Resources Office places all job advertisements and conducts all recruitment efforts in accordance with the UNC General Administration recruitment plan. Jobs advertised internally are open for a minimum of 7 working days. Internal advertisements are posted on the Human Resources website [https://uncgacareers.northcarolina.edu](https://uncgacareers.northcarolina.edu). Jobs advertised externally are open for a minimum of 10 working days, advertised in local media, and are accessible on the Office of State Human Resources and with the Employment Security Commission websites. Other advertising sources may include additional newspapers, online sites, list serves, trade journals, placement offices and professional organizations if desired by the hiring authority. Any special recruitment efforts should be indicated on the online request form.

Application Process
Applicants must complete an online application form (modeled after the State of North Carolina Application for State Employment). All applications must be completed online and forwarded to the Human Resources office on or before the closing date posted in the job posting. The Human Resources Office responds to all applicant questions, processes all applications, establishes all recruitment records, and tracks applicant information.

Analysis
Following the closing date and completion of the applicant tracking process, a review of the work force availability is conducted to determine if the demographic representation of the applicant pool is adequate. If significant deficiencies in representation are identified in a category for which the Equal Employment Opportunity Affirmative Action Plan has an established hiring goal, additional recruitment efforts may be necessary. If the demographic composition of the pool is acceptable, all applications are released to the department hiring authority.

Priority Considerations
Applications that indicate priority considerations are reviewed by Human Resources to determine eligibility and ensure that applicants who qualify for priority consideration are given appropriate priority during the selection process.
Merit-Based SPA Recruitment and Selection Plan

These priorities include:
- priority reemployment for Reduction-in-Force employees,
- priority reemployment for Exempt Policy-Making/Confidential and Exempt Managerial employees,
- Promotional Priority,
- Veterans’ Preference,
- Workers’ Compensation return to work priority.

Review and Selection
The hiring authority reviews all applications that have been forwarded by the Human Resources Division, conducts a comparative analysis of all applicants in the pool, determines the most qualified group, selects the candidates to be interviewed, and conducts the interviews. The hiring authority makes the final selection decision and completes the Hiring Proposal. The proposal must indicate each applicant who was interviewed and the “primary job-related” reason why each applicant (other than the recommended applicant) was not selected. The selected applicant must have been interviewed as an applicant of the most qualified group. The report is forwarded to Human Resources to provide recruitment and advertising information and demographic data for all applicants.

EEO Review/Approval
The EEO Officer or delegate reviews the hiring package which includes documentation as to why the candidate is the most qualified as well as why the remaining candidates were not as qualified. The Equal Employment Opportunity Officer or delegate reviews these documents and the evaluation process to ensure that the selection decision is valid, fair, free from discrimination, based upon job-related requirements and preferences, based upon merit, and not based upon political influence or political affiliation.

Job Offer & Hiring Process
After the Hiring Proposal is approved by the Equal Employment Opportunity Officer or delegate, the Human Resources Recruitment Consultant contacts the hiring authority to explain the conditions of the job offer and provide the hiring process steps. The hiring authority contacts the selected applicant and makes a verbal job offer as authorized by Human Resources. If the applicant accepts the verbal offer, the hiring authority sends the prospective employee a new hire confirmation letter. A copy of this letter along with the new hire form is sent to Human Resources to implement the payroll/benefits process. All non-selected applicants are then notified in writing by the hiring authority (or HR if requested) that the position has been filled.

Documentation & Records
Upon completion of the hiring process, an official recruitment file is established and retained in Human Resources for seven years. This file contains all relevant documents generated during the recruitment, selection and hiring process and includes:
- the completed Hiring Proposal and attachments,
- all applicant tracking data,
- the applicant list
- the Employment Opportunity Information listing,
Merit-Based SPA Recruitment and Selection Plan

- the availability analysis,
- a copy of the job advertisement,
- all recruitment documents,
- all applicant correspondence,
- a copy of the selected applicant’s application,
- the new hire confirmation letter,
- the New Hire Employment Information form,

Appeal Rights

All Applicants or State Employees
The following appeal rights apply to an applicant or State employee who may file a complaint regarding the selection process and hiring decision made by the hiring authority in the UNC General Administration. (An appeal must be filed within 30 days after receipt of notice of non-selection and may be appealed directly to the State Personnel Commission under procedures established by the Commission, unless otherwise specified below):

- Illegal discrimination based on race, color, age, national origin, religion, or disabling condition, sexual orientation, genetic information, veteran status;

- Illegal discrimination based upon sex including both impermissible distinctions based upon sex and sexual harassment;

- Denial of veteran’s preference as specified by State law and regulations of the Office of State Human Resources;

- Person alleging violation must have applied for the position during the open application period;

- Person alleging violation was not hired into the position in question;

- Person alleging violation was among the pool of the most qualified applicants;

- Successful applicant for the position was not among the pool of the most qualified applicants; and

Additional Appeal Rights for Career State Employees
The following additional appeal rights exist for a career state employee who may file a complaint regarding the selection process and hiring decision made by the hiring authority in UNC General Administration. (Appeals must be filed within 30 days after receipt of notice of non-selection and may be appealed directly to the State Personnel Commission under procedures established by the Commission):
Merit-Based SPA Recruitment and Selection Plan

- A violation of the Reduction-In-Force policy of UNC General Administration including
denial of priority consideration as provided by the Reduction-In-Force policy;
- A violation of the Promotional Priority Policy of UNC General Administration.

The Human Resources Division is available to answer questions and provide assistance to
employees or applicants regarding the use of the above appeal rights and procedures.

Communication
This plan is contained in the UNC General Administration Human Resources Policy Manual and
is available to all employees and the public from the Human Resources web site at
http://www.northcarolina.edu/hr/ga/employment/index and posted on the Office of State Human
Resources web site at http://www.oshr.nc.gov/ and is available in print from the Human
Resources Division.

Training
This plan is made available to managers, supervisors, employees, and HR Communicators during
training sessions sponsored by the Human Resources Division throughout the year as well as on
the website. Continuous one-on-one assistance is provided to departmental hiring authorities
each time a recruitment and hiring process is initiated by a department.

Monitoring & Reporting
The Human Resources Division and the Equal Employment Opportunity Affirmative Action
Officer continually monitor the recruitment and selection process by reviewing and approving
each Hiring Proposal for every permanent SPA selection and hiring decision. This process is
required by both the Equal Employment Opportunity Affirmative Action Plan and this Merit-
Based SPA Recruitment and Selection Plan. All records generated by this process are
maintained in the Human Resources Division and contain the data necessary to fulfill the
reporting requirements specified by the Office of Human Resources.

This plan has been reviewed and approved by:

Thomas Ross, President

2-28-2014
Date
## Organizational Display

**Organizational Unit**  
*Unit Supervisor's Race/Sex and Job Title*

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<tr>
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<th>Total Min</th>
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<th>Female</th>
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*UNC General Administration 2014*  
*12/31/2013*
## Job Group Analysis Summary

### UNC General Administration 2014

### 12/31/2013

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<th>Total</th>
<th>Total Min</th>
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<th>Black</th>
<th>Hisp</th>
<th>Asian</th>
<th>AmInd</th>
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| Facility Total             |       |           |       |       |       |     |       |       |     |     |     |
|                           |       | 415       | 102   | 24.58 |       |     |       |       |     |     |     |
|                           |       |           |       |       |       |     |       |       |     |     |     |
| % of Total                 |       |           |       |       |       |     |       |       |     |     |     |

Male: Male  Female: Female
## Factor Availabilities

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<th>Black (%)</th>
<th>Hisp (%)</th>
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<td><strong>Factor 1 - Requisite Skills in Reasonable Recruiting Area</strong></td>
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## Availability Analysis

**Job Group: 1 Executive, Sr Administrators**

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<td></td>
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<td>1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area</td>
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<td>19.26</td>
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<td>Source of Data:</td>
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Availability Analysis

Job Group: Managers

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<th>Value Weight</th>
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<tr>
<td>1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area</td>
<td>30.68 19.98 6.91 7.48 4.06 0.88 0.14 0.51</td>
<td>22.57 14.70 5.09 5.50 2.98 0.65 0.10 0.38</td>
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<td>2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization</td>
<td>52.83 26.32 22.11 0.35 3.85 0.00 0.00 0.00</td>
<td>13.91 6.95 5.84 0.09 1.02 0.00 0.00 0.00</td>
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Source of Data:
- Census 2010 Special EEO File
- United States

Job Group Final Availabilities (%)

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<td>36.48</td>
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## Availability Analysis

**Job Group: 4 Professionals**

### Raw Statistics (%)

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<th>AmInd</th>
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<th>Two+</th>
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<tbody>
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<td>1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area</td>
<td>51.49</td>
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Source of Data:  
Census 2010 Special EEO File  
Raleigh-Durham MSA

### Weighted Factor (%)

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<td>94.44</td>
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<th>NHOPi</th>
<th>Two+</th>
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<tbody>
<tr>
<td>2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization</td>
<td>54.79</td>
<td>27.13</td>
<td>23.40</td>
<td>0.00</td>
<td>3.72</td>
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Source of Data:  
Feeder Job Groups: Technical/Paraprofessionals (6)

### Job Group Final Availabilities (%)

| 100.00 |

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<th>Min</th>
<th>Black</th>
<th>Hisp</th>
<th>Asian</th>
<th>AmInd</th>
<th>NHOPi</th>
<th>Two+</th>
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</thead>
<tbody>
<tr>
<td>51.67</td>
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<td>13.76</td>
<td>7.61</td>
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## Availability Analysis

**Job Group:** 5 Office Staff/Clerical

### Raw Statistics (%)

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<th>Black</th>
<th>Hisp</th>
<th>Asian</th>
<th>AmInd</th>
<th>NHOPi</th>
<th>Two+</th>
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</thead>
<tbody>
<tr>
<td>1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area</td>
<td>93.40</td>
<td>26.60</td>
<td>20.88</td>
<td>3.18</td>
<td>1.30</td>
<td>0.71</td>
<td>0.14</td>
<td>0.39</td>
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**Source of Data:**
- Census 2010 Special EEO File
- Raleigh-Durham MSA

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<tr>
<th>Value</th>
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<td>87.50</td>
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### Weighted Factor (%)

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<th>Total</th>
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<th>Hisp</th>
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<th>NHOPi</th>
<th>Two+</th>
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</thead>
<tbody>
<tr>
<td>2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization</td>
<td>54.79</td>
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<td>23.40</td>
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<td>3.72</td>
<td>0.00</td>
<td>0.00</td>
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**Source of Data:**
- Feeder Job Groups: Technical/Paraprofessionals (5)

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<th>Value</th>
<th>Weight</th>
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<tbody>
<tr>
<td>12.50</td>
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</tbody>
</table>

---

**Job Group Final Availability (%)**

| | 88.57 | 26.66 | 21.19 | 2.78 | 1.61 | 0.62 | 0.12 | 0.34 |

---

Page 4
## Availability Analysis

### Job Group: 6 Technical/Paraprofessionals

<table>
<thead>
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<th>Raw Statistics (%)</th>
<th>Value</th>
<th>Weight Factor (%)</th>
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<tr>
<td></td>
<td>Female</td>
<td>Total</td>
<td>Min</td>
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<td>1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area</td>
<td>49.89</td>
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<td></td>
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<tr>
<td>2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization</td>
<td>89.36</td>
<td>44.68</td>
<td>38.30</td>
</tr>
<tr>
<td>Source of Data:</td>
<td>Feeder Job Groups: Office Staff/Clerical (5), Service/Maintenance (6)</td>
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</tr>
</tbody>
</table>

### Job Group Final Availability (%) | 56.47 | 30.61 | 20.97 | 1.54 | 6.75 | 0.91 | 0.00 | 0.44 |

Source:
- Census 2010 Special EEO File Raleigh-Durham MSA
- Feeder Job Groups: Office Staff/Clerical (5), Service/Maintenance (6)
## Availability Analysis

**Job Group: 7  Skilled Crafts**

<table>
<thead>
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<th>Weighted Factor (%)</th>
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<td></td>
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<tr>
<td>1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area</td>
<td>3.36</td>
<td>34.78</td>
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<td></td>
</tr>
<tr>
<td>2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization</td>
<td>42.86</td>
<td>28.57</td>
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**Job Group Final Availability (%)**

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<tr>
<th>Female</th>
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<th>Hisp</th>
<th>Asian</th>
<th>Amin</th>
<th>NHOP</th>
<th>Two+</th>
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<tbody>
<tr>
<td>3.36</td>
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</table>
# Availability Analysis

## Job Group: 8 Service/Maintenance

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<tr>
<td></td>
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<td>1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area</td>
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<td>Census 2010 Special EEO File</td>
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<td>Raleigh-Durham MSA</td>
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</tr>
<tr>
<td>2 Percentage of Minorities and Women Among Those Promotable, Transferrable and Trainable within the Contractor’s Organization</td>
<td>33.33%</td>
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<td>Feeder Job Groups: Skilled Crafts (7)</td>
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**Job Group Final availabilities (%)**

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<th></th>
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<td></td>
<td>41.50%</td>
<td>29.44%</td>
<td>26.99%</td>
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## Incumbency v. Estimated Availability Detail

**UNC General Administration 2014**

**12/31/2013**

### Exhibit 11

<table>
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<th>Job Group</th>
<th>Total Incumbents (#)</th>
<th>Category</th>
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<th>Incumbency (%)</th>
<th>Availability (%)</th>
<th>Expected Incumbents (#)</th>
<th>Difference (#)</th>
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<th>Job Group Size</th>
<th>Number of Standard Deviations</th>
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---

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test [Small JG: JG Size <= 30, Exact Binomial]

Yes indicates Number of Standard Deviations <= -2.00

Yes* indicates Probability <= 0.0500

1 indicates one-tail probabilities that have not been doubled
## Incumbency v. Estimated Availability Detail

### 6: Technical/Paraprofessionals

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Incumbents</th>
<th>Incumbents (#)</th>
<th>Incumbency (%)</th>
<th>Availability (%)</th>
<th>Expected Incumbents (#)</th>
<th>Difference (#)</th>
<th>Exp. minus Inc.</th>
<th>Job Group Size</th>
<th>Number of Standard Deviations</th>
<th>Binomial Probability</th>
<th>Less Than Probability Expected?</th>
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</thead>
<tbody>
<tr>
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### 7: Skilled Crafts

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<th>Availability (%)</th>
<th>Expected Incumbents (#)</th>
<th>Difference (#)</th>
<th>Exp. minus Inc.</th>
<th>Job Group Size</th>
<th>Number of Standard Deviations</th>
<th>Binomial Probability</th>
<th>Less Than Probability Expected?</th>
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<th>Expected Incumbents (#)</th>
<th>Difference (#)</th>
<th>Exp. minus Inc.</th>
<th>Job Group Size</th>
<th>Number of Standard Deviations</th>
<th>Binomial Probability</th>
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Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test. Small JG: JG Size <= 36, Exact Binomial.

Yes indicates Number of Standard Deviations <= -2.00
Yes* indicates Probability <= 0.005
* indicates one-tail probabilities that have not been doubled.
## Annual Placement Goals

### Placement Goals (%)

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</tbody>
</table>

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test [Small JG: JG Size <= 30, Exact Binomial]
NOTICE TO ALL APPLICANTS AND EMPLOYEES

Inspection of Affirmative Action Plan

UNC General Administration is a Federal government contractor or subcontractor.

As a part of our obligations under law, we must develop a written Affirmative Action Program for Individuals with Disabilities, Special Disabled Veterans, Vietnam Era Veterans and Other Covered Veterans, as specified by law.

This EEO/AA Plan is available for inspection by applicants and employees on the Human Resources website.
May 6, 2014

Thomas Ross, President
UNC General Administration
910 Raleigh Road
P.O. Box 2688
Chapel Hill, NC 27514

Dear President Ross:

The Equal Employment Opportunity (EEO) Plan submitted by UNC General Administration has been carefully reviewed and found to be in compliance with current statewide policies and guidelines. It is my pleasure to notify you that the plan has been approved, effective immediately and continuing through December 31, 2014.

As we move forward, I have asked the staff at the Office of State Human Resources to continually evaluate their areas of specialty to look for opportunities to bring greater consistency, transparency and efficiency to our processes. As such, I anticipate that you may see some changes in the future administration of the EEO program within the State of North Carolina. However, these changes will not reduce our commitment to providing a workplace free from discrimination while also promoting diversity, inclusion and fairness.

I appreciate and solicit your on-going commitment to fully implement the elements in your EEO Plan. Additionally, I encourage you to continue to make EEO a priority and hold supervisors and managers accountable for making fair decisions during the entire employee lifecycle.

I am sure you will agree that State Government must be a leader in utilizing the talents, abilities and skills of all employees. Thank you in advance for your support of the State’s EEO programs.

Sincerely,

C. Neal Alexander, Jr.
State Human Resources Director

Cc:  EEO Officer
     HR Director
     OSHR EEO Consultants

AN EQUAL OPPORTUNITY EMPLOYER
116 WEST JONES STREET • RALEIGH, NC • TELEPHONE: (919) 807-4800
WWW.OSHR.NC.GOV