

**UNIVERSITY OF NORTH CAROLINA SCHOOL OF
THE ARTS
EQUAL EMPLOYMENT OPPORTUNITY PLAN**

**January 1, 2022 – December 31, 2022
(2023 EEO Plan)**

**UNCSA Human Resources
1533 South Main St.
Winston-Salem, NC 27127-2189
Phone (336) 770-1462**

I.	Program Elements	
	a. Certification Statement	Page 1
	b. The State of North Carolina EEO Policy	Page 2
	c. University Overview	Page 6
	d. University EEO Achievements and Best Practices	Page 6
	e. Assignment of Responsibility and Accountability	Page 8
	f. Dissemination Procedures	Page 11
	g. Program Activities	Page 11
	h. EEODF	Page 19
	i. Reasonable Accommodation and Employment First	Page 20
	j. Program Evaluation and Reporting/Monitoring	Page 20
	k. Harassment Prevention Strategies	Page 21
	l. Reduction-in-Force Procedures	Page 23
	m. Pregnancy Workplace Adjustments	Page 24
	n. Prohibiting the Use of Salary History	Page 24
II.	Data Elements	
	a. Workforce Availability	Page 25
	b. Occupational Classifications	Page 25
	c. Race and Ethnicity (including Veterans)	Page 26
	d. Program/Employment Objectives	Page 30
	e. Attainment of Employment Objectives	Page 31
	f. EEO Quantitative Analysis	Page 31
	g. Additional Areas of Statistical Evaluation	Page 32
	h. Identification and Correction of Issues	Page 33
	i. Appendices	Page 34

PROGRAM ELEMENTS

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

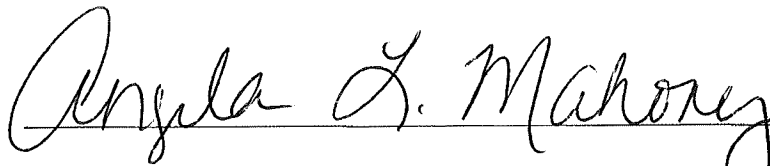
This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents the University of North Carolina School of the Arts (UNCSA) commitment to provide equal employment opportunities to all applicants and employees. I attest that the University of North Carolina School of the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



2/27/2023

University Chancellor Signature

Date



2/27/2023

Associate VC and Chief Human Resources Officer / EEO Officer

Date

THE STATE OF NORTH CAROLINA EEO POLICY

Policy

The State of North Carolina recognizes that an effective and efficient government requires the talents, skills, and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of

State government's workforce through equal employment opportunity (EEO) workforce planning initiatives. The State is committed to ensuring the administration and implementation of all human resources policies, practices, and programs are fair and equitable without unlawful discrimination, harassment, or retaliation on the basis of race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability, except where age, sex, or physical requirements constitute bona fide occupational qualifications. State agencies, departments, and universities shall be accountable for administering all aspects of employment, including hiring, dismissal, compensation, job assignment, classification, promotion, reduction-in-force, training, benefits, and any other terms and conditions of employment in accordance with federal and state EEO laws.

See the Unlawful Workplace Harassment policy in Section 1 of the State Human Resources Manual for provisions related to unlawful harassment, including sexual harassment, and retaliation.

Coverage

Individuals protected by provisions of this policy are:

1. current employees.
2. former employees; and
3. job applicants

Veterans

Job discrimination of veterans shall be prohibited, and affirmative action shall be undertaken to employ and advance in employment eligible veterans in accordance with Article 13 of G.S. 126 and G.S. 128-15. See the Veteran's Preference Policy in Section 2 of the State Human Resources Manual for provisions related to veteran's preference including the employment and advancement of protected veterans.

Office of Human Resources Responsibilities

The Office of State Human Resources (OSHR) shall:

1. establish the EEO Plan Requirements and Program Guidelines in accordance with federal and state laws to be followed by all agencies, departments, and universities, to ensure commitment to and accountability for equal employment opportunity throughout State government;

2. review, approve and monitor all EEO plans and updates;
3. provide services of EEO technical assistance, training, oversight, monitoring, evaluation, support programs, and reporting to ensure that the State government's workforce is diverse at all occupational levels;
4. develop and promote EEO programs and best practices to encourage consistent and fair treatment of all State employees; and
5. meet with agency heads, department heads, and university chancellors, Human Resources Directors, and EEO Directors/Officers annually to discuss the progress made toward reaching program goals; and

Agency, Department, and University Responsibilities:

Each Agency Head, Department Head and University Chancellor shall:

1. adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor;
2. ensure the agency, department, or university's commitment to EEO is clearly communicated to all employees;
3. ensure that Human Resources policies and employment practices are implemented consistently and fairly;
4. designate an EEO Officer/Director who has access to the agency head, department head, or university chancellor to be responsible for the operation and implementation of the EEO Plan;
5. provide the necessary resources to ensure the successful implementation of the EEO Program;
6. ensure each manager and supervisor has, as a part of his or her performance plan, the responsibility to comply with EEO laws and policies, and assist in achieving EEO goals established by the agency, department, or university;
7. ensure the EEO Plan is designed in accordance with the EEO Plan Requirements and Program Guidelines as specified by the Office of State Human Resources;
8. ensure the EEO Plan is submitted by March 1st of each year to the Office of State Human Resources for review and approval as required by G.S. 126-19;
9. ensure all employees are made aware of the EEO policy including the Unlawful Workplace Harassment Policy found in Section 1 of the State Human Resources Manual;
10. develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
11. ensure required employee notices describing Federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
12. maintain records of all complaints and grievances alleging discriminatory practices; and
13. ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1. See the Equal Employment Opportunity & Diversity Fundamentals (EEODF) policy located in Section 1 of the State Human Resources Manual for information related to EEO training.

Complaint Process

An individual covered by this policy who is alleging unlawful discrimination may file a complaint following the process outlined in the Employee Grievance Policy located in Section 7 of the State Human Resources Manual. For this policy, political affiliation is not a protected classification under federal EEO law but may be grieved pursuant to G.S. 126-34.02 as a contested case after completion of the agency grievance procedure and the Office of State Human Resources review.

Definitions

“Age Discrimination” – The Age Discrimination in Employment Act of 1967 forbids employment discrimination on the basis of age against individuals who are age 40 or older.

“Bona Fide Occupational Qualification” (BFOQ) –A BFOQ is any requirement that is job-related and necessary for the performance of the job. Age, sex, or physical requirements may be considered if they constitute a BFOQ necessary for job performance in the normal operations of the agency. Such standards are reasonably necessary for the specific work to be performed and are uniformly and equally applied to all applicants for the job category. Whether such a requirement is a BFOQ will depend on the facts in each case. This exemption will be construed very narrowly, and the agency, department, or university will have the burden of proving the exemption is justified. To establish age, sex, or physical requirements as a BFOQ, it will be necessary to submit a recommendation to the Office of State Human Resources, setting forth all facts and justification as to why the requirement should be considered as a reasonable employment factor in each of the classifications in question.

“Disability Discrimination” – The Americans with Disabilities Act of 1990 (ADA) and the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) prohibit discriminatory treatment of a qualified individual who has a physical or mental impairment that substantially limits one or more major life activities, has a history (or record) of such an impairment or is regarded as having such an impairment that is not transitory (lasting or expected to last six months or less) or minor. In addition, the law protects covered individuals from discrimination based on their known relationship (or association) with an individual with a disability (even if they themselves do not have a disability). Refer to the University’s Policy on Disability Accommodations in Employment for information on how to request and process requests for accommodations for covered individuals with disabilities.

“Genetic Information Discrimination” - The Genetic Information Nondiscrimination Act of 2008 (GINA) is a federal law that prohibits discrimination in the terms and conditions of employment against covered individuals based on their genetic information. Genetic information is:

- an individual’s genetic tests (including genetic tests done as part of a research study);
- genetic tests of the individual’s family members (defined as dependents and up to and including 4th-degree relatives);
- genetic tests of any fetus of an individual or family member who is a pregnant woman, and genetic tests of any embryo legally held by an individual or family member utilizing assisted reproductive technology;
- the manifestation of a disease or disorder in family members (family history); and
- any request for, or receipt of, genetic services or participation in clinical research that

includes genetic services (genetic testing, counseling, or education) by an individual or family member.

“National Origin Discrimination” – Title VII of the Civil Rights Act of 1964 prohibits unfavorable treatment of covered individuals because he or she is from a country or part of the world, because of ethnicity or accent, or because he or she appears to be of a certain ethnic background (even if he or she is not). In addition, the law covers individuals who are married to (or associated with) an individual of a certain national origin or because of their connection with an ethnic organization or group.

“Pregnancy Discrimination” – The Pregnancy Discrimination Act of 1978 prohibits unfavorable treatment of a covered individual because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.

“Race/Color Discrimination” – Title VII of the Civil Rights Act of 1964 forbids unfavorable treatment of covered individuals because he or she is of a certain race or because of personal characteristics associated with race (such as hair texture, skin color, or certain facial features). Color discrimination involves treating an individual unfavorably because of skin color. In addition, Title VII protects covered individuals from discrimination because the individual is married to (or associated with) an individual of a certain race or color or because of an individual’s connection with a race-based organization or group, or an organization or group that is generally associated with people of a certain color.

“Religious Discrimination” – Title VII of the Civil Rights Act of 1964 forbids unfavorable treatment of covered individuals because of his or her religious beliefs. The law protects not only the people who belong to traditional, organized religions (such as Buddhism, Christianity, Hinduism, Islam, and Judaism) but also others who have sincerely held religious, ethical, or moral beliefs. In addition, Title VII protects an individual who is married to (or associated with) an individual of religion or because of his or her connection with a religious organization or group. The agency, department, or university must reasonably accommodate an employee’s religious beliefs or practices unless doing so would cause unreasonable difficulty or expense for the agency, department, or university. This would include making reasonable adjustments at work that will allow the employee to practice his or her religion.

“Sex-Based Discrimination” – Title VII of the Civil Rights Act of 1964 forbids unfavorable treatment of covered individuals because of that individual’s sex. In addition, the law protects an individual because of his or her connection with an organization or group that is generally associated with people of a certain sex. The Equal Pay Act of 1963, as amended, prohibits sex discrimination in the payment of wages to women and men performing substantially equal work, in jobs that require equal skill, effort, and responsibility, under similar working conditions, in the same establishment.

UNIVERSITY OVERVIEW

The University Purpose

With a primary focus on performance, the UNC School of the Arts seeks to provide an environment similar to that of an artist's colony, where students are encouraged to grow, experiment, and develop their abilities to the fullest. Approximately 1,300 students are enrolled in five conservatories that make up the School of Arts: Dance, Design and Production, Drama, Filmmaking, and Music, ranging from high school, undergraduate, graduate, and post-masters.

The University Mission

The University of North Carolina School of the Arts provides gifted emerging artists with the experience, knowledge, and skills needed to excel in their disciplines and in their lives, and it serves and enriches the cultural and economic prosperity of the people of North Carolina and the nation. UNCSA is the state's unique professional school for the performing, visual, and moving image arts, training students at the high school, undergraduate, and master's levels for professional careers in the arts

UNIVERSITY ACHIEVEMENTS AND BEST PRACTICES

UNCSA has been and will continue to be an equal opportunity employer. The State of North Carolina's Equal Employment Opportunity Policy is referenced in the attachments.

UNCSA Analysis Data as of 2022 revealed the university attained its employment objective for African American women in its Officials and Administrators job group and Asian woman its Professional Services job group. Additionally, UNCSA was successful in reducing the underutilization in African American women in the Administrative Support group by 26.31%. UNCSA employed 19 African American women in 2022 although 11 was the expected target this was an increase from the previous year by 5.

UNCSA maintains diversity as a top organizational priority and is dedicated to investing in policies, systems, and infrastructure that promote belonging, community, and transparency as noted in the first strategic initiative [UNCSA Forward](#). The EDIB framework continues to guide the institution in making significant and sustained change, both in the short and long term, and provide a needed level of accountability. This framework is a blueprint to build together and will provide structure while leaving space for listening, learning, and development along the way.

UNCSA is committed to deeply embedding equity, diversity, inclusion, and belonging into our values and actions to transform our campus into a welcoming and inclusive community for everyone. Our leadership developed an institutional EDIB (Equity, Diversity, Inclusion, and Belonging) vision statement which reflects our commitment to this work. This statement is endorsed by the UNCSA Board of Trustees, SGA, Faculty council, Staff council, and Executive Cabinet.

EDIB Vision Statement

At UNCSCA, we strive to create a safe environment, one that allows people from all walks of life to thrive. Doing so demands that we commit to an explicit and continual process of identifying and dismantling systems and practices of bias, exclusion, and oppression. Education and art-making can be transformational forces for change and we are working so that change leads toward justice.

UNCSCA's EDIB Progress Report (Achievements) is indicated below:

UNCSCA is dedicated to investing in policies, systems, and infrastructure that promote belonging, community and transparency. To support the framework of EDIB, UNCSCA launched and hired a Director of Intercultural Engagement, solely dedicated to EDIB. In addition, the University also launched a search for its first Associate Vice Chancellor and Vice Provost for Equity, Diversity, Inclusion, and Belonging.

Access and Success

- The percentage of SHRA employees from underrepresented minorities increased from 28.6% to 30.0% YOY. The percentage of female-identifying SHRA employees declined from 49.4% to 45.5% YOY.

EDIB and Cultural Intelligence

- **Dance:** Continued to build a sustainable, equitable, and inclusive environment where cultural diversity is celebrated and valued. For Summer Dance 2022, diversity among faculty grew by 50%. The curriculum has expanded to include teaching methods and repertory from artists of diverse cultural backgrounds. The summer program continues its relationship with [Share the Movement, \(opens in new tab\)](#) an organization whose mission is to increase diversity in the professional dance community by providing financial, educational and inspirational support to promising young BIPOC dancers.
- **Drama:** In the hiring cycle culminating in spring of 2022, the School of Drama utilized hiring best practices learned through a school-supported trip to the National Conference on Race in Higher Education in 2019. These practices yielded a finalist pool that, according to Provost Patrick Sims, "Cultivated by far the most diverse candidate pools I've seen in any higher education searches." The outcome of the searches was that the School of Drama increased its number of multiyear contract faculty from underrepresented minorities significantly. A key to retention of students from underrepresented minorities is the recruitment and retention of faculty from underrepresented minorities.

- **Filmmaking:** The department supported affinity groups including Black Cinematheque and The Women’s Filmmakers support group. These groups provide space for artists to share and discuss cinematic references not generally offered in the core curriculum, or relate concerns and pressures to members of their cohort who are experiencing similar problems making films within the parameters of industrial expectations and norms.

The leadership at UNCSCA has implemented intentional and strategic efforts to tackle the systemic problems of racism and inequity in society, the institution, and the entertainment industry.

In keeping with the Equal Employment Opportunity Policy, UNCSCA continues to be committed to recruiting, hiring, training, and promoting the most qualified persons without regard to race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. Similarly, all other personnel matters such as compensation, benefits, transfers, UNCSCA sponsored training, and related programs have been administered in accordance with the Equal Employment Opportunity Policy. All employment decisions have been based on job-related standards and comply with the principles of equal employment opportunity.

Human Resources continues to retain its partnership with the Higher Education Recruitment Consortium of the Carolinas to assist with efforts for recruiting a diverse group of candidates of staff, faculty, and temporary postings. Higher Education Recruitment Consortium is committed to supporting member institutions to diversify their applicant pools as well as retaining candidates. Higher Education Recruitment Consortium will assist in providing recruitment and training resources to support Human Resources, Faculty Affairs, and other campus partners.

BEST PRACTICE

Partnership with the Local Job Network and Higher Education Recruitment Consortium (HERC) to attract and produce a more diverse applicant pool for all positions. Both job sites assist UNCSCA in attracting job seekers who are trying to secure faculty or staff positions in North Carolina.

ASSIGNMENT OF RESPONSIBILITY AND ACCOUNTABILITY

University Chancellor

The Chancellor has the ultimate responsibility for the successful implementation of the EEO policies and programs, and shall:

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

2. Designate the Associate Vice Chancellor and Chief Human Resources Officer as the official responsible for the operation and implementation of its EEO Plan and Program;
3. Execute positive measures to ensure the work environment is consistent with the intent of this policy and supports equal opportunity;
4. Ensure each manager and supervisor has, as a part of his or her performance plan, the responsibility to comply with EEO Laws and Policies, and assist in achieving EEO goals established the University;
5. Communicate the university's commitment to EEO to all employees, applicants, and the general public;
6. Provide necessary resources to ensure the successful implementation of the EEO program; and;
7. Ensure the development and implementation of HR policies, procedures, and programs necessary to achieve a diverse workforce in each occupational category.

Managers and Supervisors

Every supervisor of the University by the employment relationship with the University is charged with adhering to the policy of EEO and Affirmative Action in personnel decisions. The appropriate supervisor reviews annually and adheres to the policies contained in this Program.

UNCSA has been and continues to be, committed to effective implementation of its EEO and Affirmative Action (AA) efforts in all areas and at all levels of employment.

Managers and supervisors will be responsible for carrying out equal employment opportunity as a basic responsibility for their jobs in accordance with the elements of the EEO Plan. These elements are designed to eliminate the underutilization of minorities, females, veterans, and workers with disabilities and to remove the barriers to equal employment opportunity that causes this underutilization. All supervisors should clearly understand that their performance in meeting Equal Employment Opportunity goals is an important criteria in evaluations for promotions. The specific responsibilities of managers and supervisors include, but are not limited to:

1. Assisting in the identification of areas of underutilization and establishing goals and timetables for their elimination.
2. Reviewing the department's employment and promotional practices to ensure that personnel practices do not result in a negative or adverse impact on any race, sex, disabling condition, veteran, or ethnic group.
3. Being aware of and eliminating stereotypical ideas and biases which can enter into employment and promotional interviews and decisions.
4. Making every effort to achieve established placement goals and maintaining an equitably representative workforce for the department, division, work unit, or section.
5. Assisting the EEO /AA Officer in periodic evaluations to determine the effectiveness of the EEO program.
6. Preventing and correcting the unlawful workplace harassment of employees.

7. Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when necessary;
8. Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur; and
9. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.
10. Reviews training records on an annual basis to ascertain gaps and needs for supervisors. Search committees and hiring teams attend training prior to the review of candidate information. In addition, new supervisors and managers are required to attend EEODF Training within one (1) year of accepting a supervisory position.
11. Providing a work environment and management practices which support equal opportunity in all terms and conditions of employment.
12. Assist in the development and implementation of the EEO plan.

EEO Committee

The EEO Committee has a responsibility to serve the University and ensure the EEO policy and programs specific to the university are being implemented. All members of the committee must attend the EEODF training within twelve months of their appointment and uphold the following responsibilities:

1. Serve as a communication link between managers and employees on aspects of the EEO Plan and program;
2. Review and evaluate the equal employment opportunity plan and program;
3. Review workforce representation data in each occupational category;
4. Survey the organizational climate and employee attitudes and evaluate the resultant data;
5. Meet with the Chancellor or his Designee in conjunction with the EEO/AA Officer to discuss EEO programs, report on the employees' concerns, and recommend changes or additions to the EEO policy, plan, or program;
6. Identify recruitment resources and other activities designed to strengthen the EEO program; and
7. Meet quarterly to remain engaged and active within the program.
8. All members should attend EEODF training if they have not already completed the course.

The EEO committee is made up of the following individuals:

- Associate VC and CHRO/ EEO and AA Officer – Angela Mahoney (B/F)
- Employee Relations Manager – Camilla Norris (B/F)
- Talent Solutions Manager – Aretha Sutton (B/F)

EEO/AA Officer

The EEO and AA Officer will work directly with the Human Resources Director, EEO Committee, and campus partners to ensure the development and implementation of EEO policies and the university EEO Plan. Additional responsibilities shall include but are not limited to:

1. Interpret and apply Federal laws, state statutes, and policies related to equal employment opportunity. In accordance with General Statutes 126-16.1, it ensures that all supervisors and managers are enrolled in the Equal Employment Opportunity Institute (EEODF) training, within twelve months of their appointment as a supervisor.
2. Ensure the EEO Plan has been submitted annually by March 1 in accordance with the EEO Plan requirements and program guidelines as specified by the Office of State Human Resources;
3. Ensure hiring recommendations are reviewed for compliance with EEO program objectives prior to the final university hiring decision;
4. Ensure all employees are made aware of the EEO policy including the annual EEO plan, EEO policy, Reasonable Accommodation, and Unlawful Workplace Harassment policy, and develop strategies to prevent unlawful workplace harassment and retaliation in the workplace.
5. Maintain and analyze data on workforce utilization and employment practices, including records of all complaints and grievances alleging discriminatory practices;
6. Advise management of the EEO program's impact and effectiveness;
7. Provide or coordinate EEO training for management and employees;
8. Provide confidential consultation for management and employees in matters involving EEO concerns;
9. Ensure federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
10. Establish and maintain effective working relations with groups concerned with EEO and Diversity and Inclusion;
11. Coordinate programs to achieve program objectives;
12. Present information on the EEO plan and program to management and employees on a regular basis; and
13. Ensure all newly hired, promoted, or appointed supervisors and managers complete required EEODF training in accordance with N.C.G.S. 126-15.1

DISSEMINATION PROCEDURES

Internal Dissemination

1. An electronic copy of the Equal Employment Opportunity Statement is available on the university's website. Also, the statement is:
 - a. Posted on the policy bulletin boards in each administrative area;
 - b. Included in all new employee training sessions;
 - c. Included in Campus Life Handbooks;
 - d. Reviewed during new employee orientation
2. Managers and Supervisors are effectively trained on their responsibilities to the equal employment opportunity program and related university policies.
3. The EEO policy must be reviewed by all permanent employees during the annual policy review process.
4. Reviewing and monitoring recruitment procedures to abolish any discriminatory practices which exist.
5. Specifying measures for maintaining contact with recruitment resources informing these resources of employment opportunities, particularly in management, professional and technical level positions.
6. Identifying efforts to actively recruit veterans.

External Dissemination

The statement is disseminated externally in the following manner:

1. The statement is available for the university's subcontractors, vendors, and/or suppliers;
2. The University's commitment to equal opportunity and affirmative action is included in all vacancy announcements, advertisements, and any other pertinent materials available to the appropriate recruitment resources. These recruitment sources include the Employment Security Commission, veterans' groups, state and local newspapers, educational periodicals, other colleges/universities. Also, all job advertisements indicate that UNCSA is an Equal Opportunity Employer.

PROGRAM ACTIVITIES

The University encourages representation by faculty and staff on community councils, boards, and organizations. This promotes the employment of women, minorities, individuals with disabilities, and eligible veterans. Also, UNCSA encourages its faculty and administrative staff to participate at the state and national levels in professional organizations that address issues of minorities and women. University employees participate in conferences sponsored by their professional organizations that focus on diversity. UNCSA recruits externally using the Local Job Network, which includes at least two diverse recruiting sources to fill vacancies.

Objectives

1. Develop new strategies and incentives for diversifying pools in searches for new faculty and staff.
2. Educate the University community on affirmative action recruitment strategies in support of ongoing efforts to increase the number of underrepresented faculty and staff.
3. Ensure that search committees and other University committees are diverse.

Recruitment

1. **Goal:** UNCSA strives to actively recruit from a variety of sources to achieve a diverse workforce for each occupational category, including veterans and persons with disabilities, that meets the demands and needs of the university. Efforts are made to reach employees and the public at large to inform them of all job opportunities.
2. **Activity:** Recruitment practices are reviewed to ensure that a diverse population is aware of current vacancies. Hiring and promotion decisions are individually reviewed to ensure decisions are based on job-related criteria. Actively recruit underutilized groups and use known resources to identify efforts and recruit veterans.
3. **Person(s) Responsible:** Human Resources, EEO/AA Officer, Talent Solutions Manager, Hiring Managers, and Supervisors.
4. **Target date:** This is an active goal and continuing process.

Selection

1. **Goal:** Follow the State's recruitment and selection guidelines and ensure that all steps in the selection process are job-related and non-discriminatory. The selection process shall be applied consistently in a nondiscriminatory manner, promoting fairness, integrity, and diversity. Positive attempts are made to recruit the most highly qualified person including veterans, minorities, women, and individuals with disabilities for all applicant pools. The following is also common practice:
2. **Activities:** Present employees have the opportunity to check listings of vacant positions on the Human Resources employment website.
 - a. Priority reemployment applicants are given priority for positions not filled by present employees. Human Resources verifies priority applicants with the Office of State Human Resources. The applications are then considered for the appropriate vacancies.
 - b. Selection: During the selection and hiring process, the university shall give equal employment opportunity to all applicants without regard to race, religion, color,

national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability; selection and onboarding will be based solely on job-related criteria. The ultimate selection of applicants shall be made after consideration of the Equal Employment Opportunity program's objectives.

- c. Ensuring that testing and interviewing processes are accessible to persons with disabilities.
 - d. Cooperate with the Office of State Human Resources or other trained resources on the review and validation of written tests, interviews, or other selection devices.
 - e. Search committees and Hiring Managers: Train all employees who screen and interview applicants for employment to use proper techniques and to eliminate any biases.
 - f. Develop and implement structured interview procedures that are documented and reviewed.
 - g. Analyze the flow of applicants through the selection and appointment process, determine reasons for the rejection of qualified applicants from underutilized groups in areas where program objectives have been set or underrepresentation exists and monitor the employment of individuals to ensure the assignment of work and workplace is nondiscriminatory.
3. **Person(s) Responsible:** Human Resources, EEO/AA Officer, Talent Solutions Manager, Hiring Managers, and Supervisors.
 4. **Target date:** This is an active goal and continuing process.

UNCSA Human Resources administers recruitment, selection, and salary administration for staff vacancies subject to the State Human Resources Act (SHRA) and non-faculty staff who are exempt from the State Human Resources Act (EHRA). Faculty Affairs administers salary administration for faculty vacancies in collaboration with UNCSA Human Resources. Exceptions to normal hiring practices in relation to salary are subject to the approval of the Board of Governors, and internal employment should refer to UNCSA Human Resources.

UNCSA Human Resources is committed to providing timely service to supervisors in recruitment, advertising, and filling vacancies to hire from the qualified pool of applicants for each position.

Onboarding

1. **Goal:** Provide the same level of orientation to all new SHRA, EHRA Non-Faculty, and faculty employees, to ensure their understanding of the University's organizational structure and their role.
2. **Activity:** UNCSA Human Resources ensures each selected candidate receives a written employment letter outlining the terms and conditions of his/her employment. Additionally, UNCSA Human Resources informs new employees about the University EEO Plan and program during New Employee Orientation (NEO).

3. **Person(s) Responsible:** Human Resources, EEO/AA Officer, Talent Solutions Manager, Employee Relations Manager, Hiring Managers, and Supervisor.
4. **Target date:** This is an active goal and continuing process.

Promotion

1. **Goal:** Enhance upward mobility and fully utilize the skills of the existing workforce in a non-discriminatory manner.
2. **Activity:** The University reviews and considers implementation programs offered by the Office of State Human Resources to continue to enhance promotional opportunities for its employees. Promotional priority is considered within the recruitment process and will continue to be focused on in the future. This has been done to assist all qualified employees who demonstrate the potential for advancement. The university will inform all employees of promotional/upward mobility opportunities within the University through the employment website and send out communication through the MySA website. Additionally, the university will review and analyze the promotion process, procedures, and selections.
3. **Person(s) Responsible:** Human Resources, EEO/AA Officer, Hiring Managers, and Supervisors.
4. **Target Date:** This is an active goal and continuing process.

Training

1. **Goal:** Enhance employee development and advance opportunities to be demographically inclusive at all levels.
2. **Activity:** Human Resources ensures that training opportunities are accessible to all employees and that all employees are notified of all training opportunities. Human Resources offered training and partnered with ComPsych the Employee Assistance Program as well as an HR Consultant to offer various training to build the knowledge, skills, and abilities of the UNCOSA's workforce. UNCOSA also has established training and program steps that were incorporated into New Hire Orientation to prevent and correct unlawful workplace harassment and retaliation. The university offers training through the Human Resources Department and also via New Hire Orientation for supervisors and employees to sensitize them to the subject. This program is designed to help create an environment that supports employees and encourages a strong work-life balance. Human Resources also has direct partnerships with Staff Council, and the Department of Institutional Integrity to provide resources to staff, faculty, and students. Training to include but are not limited to:
 - a. The definition of equal employment opportunity

- b. Group Dynamics
 - c. Cultivating High-Performance Teams
 - d. ComPsych General Overview
 - e. Performance Management
 - f. Preventing Employee Burnout
 - g. Mental Health Awareness for Leaders
 - h. Difficult Conversations During Times of Unrest
 - i. Sexual Misconduct and Harassment Prevention training
 - j. Title IX
3. **Person(s) Responsible:** Human Resources, EEO/AA Officer, Employee Relations Manager, Hiring Managers and Supervisors, and Division of Institutional Integrity.
 4. **Target Date:** This is an active goal and continuing process.

Compensation and Benefits

According to procedures promulgated by the Office of State Human Resources, all staff compensation is without regard to race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability, or any other matter not directly related to the requirements for the positions.

UNCSA has a structured and uniform procedure in place for the fair and equitable administration of compensation and benefits. This process includes criteria for approval of all salary recommendations above the hiring rate. UNCSA procedures align with the State of North Carolina's compensation systems. This process includes a systematic method to determine salaries, including, but not limited to evaluation-related education, training, and experience (paid and volunteered) as well as the salaries of current employees performing similar duties and responsibilities.

Generally, employees who have appointments of at least nine months at three-quarter time, including faculty, are eligible for enrollment in the University's benefits programs. Employees eligible under these conditions are subject to mandatory participation in the State Retirement System or the University's Optional Retirement Program.

UNCSA Human Resources offers benefits in planning informational sessions. All notifications of changes in the University's benefits program are published on the UNCSA Human Resources website and communicated campus-wide.

1. **Goal:** Ensure that all employees receive compensation and benefits without discrimination by analyzing practices to determine patterns and trends.
2. **Activity:** Review benefits, monitor salaries, and ensure that all employees receive compensation and benefits and conditions of employment that are equally available

without discrimination. This includes leave policies, retirement plans, insurance programs, and other terms, conditions, and privileges of employment. Ensure the annual raise process for SHRA and EHRA employees is administered without discrimination by analyzing practices to determine patterns and trends.

3. **Person(s) Responsible:** EEO/AA Officer, Human Resources, Classification and Compensation Manager, Benefits Manager, Vice Chancellor for Finance and Administration, Budget, Hiring Managers, and Supervisors.
4. **Target Date.** This is an active goal and continuing process.

Performance Management

The work performance of all permanent SHRA and EHRA Non-Faculty employees shall be appraised at least annually by the immediate supervisor of the employee. Performance appraisals shall be job-related and not influenced by race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability, or any other matter not directly related to the requirements of the position.

By adopting this practice, the University shall achieve the following objectives:

1. Increased two-way communication between the supervisor and the employee regarding work;
2. Clarify goals and responsibilities, priorities, and expectations to meet the University's mission and goals;
3. Monitor and assess performance; and
4. Identify steps for improving performance.

UNCSA's Human Resources is responsible for the administration of the Performance Management Program which includes but is not limited to 1) formulating procedures and policies that are consistent with the Policy and Guidelines and with relevant policies of the OSHR and the Board of Governors, 2) planning and conducting all training of supervisory personnel, 3) continuously monitoring the program, and 4) periodically evaluating the program.

1. **Goal:** Hold managers and supervisors accountable for the progress of the university's EEO Program by including it as an expectation in their performance evaluations. Ensure performance management systems, including employee performance standards, are free from bias.
2. **Activities:** The Inclusion in managers' and supervisors' performance management expectations of the EEO program objectives continues. Training on how to complete performance evaluations is provided on an annual basis to new and existing managers

and supervisors. Employees are welcome to attend as well. Monitoring performance ratings of all covered employees for trends and patterns continue.

3. **Person(s) Responsible:** Human Resources, EEO, Employee Relations Managers, Managers, and Supervisors
4. **Target Date.** This is an active goal and continuing process.

Transfer and Separations (Includes Reduction in Force – RIF)

1. **Goal:** Identify patterns and trends and measure the impact on underutilized groups.
2. **Activity:** Exit interviews and survey data are collected to monitor the programs and trends. Information is collected and shared with top management to alert them of any conditions that need immediate attention.
3. **Person(s) Responsible:** Human Resources, EEO/AA Officer, Benefits Manager, Talent Acquisition Manager, and Employee Relations Manager.
4. **Target Date:** This is an active goal and continuing process.

Disciplinary Process (Disciplinary Action Policy)

The Employee Relations Manager will request a written complaint describing the nature of the alleged violation. The Employee Relations Manager may use discretion without a written complaint if there is reasonable cause to investigate. The Employee Relations Manager may request written responses from any individuals identified in the complainant's statement and request a written response from any individuals charged with violating the policy. If the Employee Relations Manager believes that a violation has occurred and that the violation is of a magnitude to warrant disciplinary action, he or she will consult with the Associate Vice Chancellor and Chief Human Resources Officer. If the Associate Vice Chancellor and Chief Human Resources Officer concur, the appropriate disciplinary process will be invoked. Also, the Employee Relations Manager will ensure that the appropriate corrective action taken is in support of the complainant.

1. **Goal:** Provide equitable treatment for all employees in accordance with the Employee Disciplinary, Appeal, and Grievance policy.
2. **Activity:** The Employee Relations Manager will review and monitor university-wide disciplinary actions and analyze disciplinary data to determine adverse impact as needed to ensure unbiased treatment for all. The Employee Relations Manager is also charged with analyzing disciplinary data to identify trends and potential bias.

3. **Person(s) Responsible:** Employee Relations Manager.
4. **Target Date.** This is an active goal and continuing process.

Grievance Process (Employee Grievance Policy)

The SHRA Employee Grievance Policy prohibits retaliation against employees and applicants who file complaints or participate in a grievance procedure in good faith. The Director of EEO and Affirmative Action review and monitor program data to identify trends and patterns.

Additionally, there are separate grievance policies for faculty and EHRA employees.

1. **Goal:** Ensure fair and equitable review of complaints in accordance with applicable University policies.
2. **Activity:** The Employee Relations Manager ensures the grievance process is administered equitably and without bias; prohibiting retaliation against employees and applicants who file complaints or participate in a grievance procedure. The Employee Relations Manager discusses concerns with the employee and management and suggests recommendations and advise based on policy, procedures, and guidelines that are free from any barriers. Discipline and grievance data are reviewed and monitored to evaluate and identify any trends, patterns, or biases in the decision-making process. UNCSA does annual training and review of the grievance process through policy review.
3. **Person(s) Responsible:** Employee Relations Manager.
4. **Target Date.** This is an active goal and continuing process.

EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY FUNDAMENTAL **(EEODF)**

EEODF is a training course mandated by law for all new managers and supervisors within one (1) year of their appointment. Managers and supervisors hired, promoted, or appointed on or after July 1, 1991 are required to participate in the EEODF or other OSHR-approved diversity program. Managers and supervisors hired before July 1, 1991, are encouraged to participate in the EEODF. This course addresses EEO law, compliance issues, and workplace diversity as a state employer. It concentrates on developing awareness and building skills that are used on the job.

The University's Associate Vice Chancellor and Chief Human Resources Officer / EEO / Affirmative Action (AA) Officer is a certified Adjunct Instructor for the EEODF training course. Additionally, 2 Human Resources team members were in the final phase of becoming Adjunct Instructors when the pandemic occurred.

1. **Goal:** Enroll managers and supervisors in EEODF training within one year of their appointment.
2. **Activity:** UNCSA will advise all newly hired, promoted, or appointed supervisors and managers of the requirement to complete the EEODF training to be in accordance with G.S 126-16.1 Human Resources will be responsible for keeping a record of managers and supervisors who have participated in EEODF and those who will be required to do so within 12.
3. **Person(s) Responsible:** EEO/AA Officer and Employee Relations Manager.
4. **Target Date:** This is an active goal and continuing process.

REASONABLE ACCOMMODATION / EMPLOYMENT FIRST

UNCSA complies with federal and state laws governing reasonable accommodations (i.e. ADA, ADAAA, Title VII, Civil Rights Act as amended, Executive Order #92, etc.) for qualified individuals with disabilities. UNCSA is committed to making reasonable accommodations for applicants and employees who have a physical or mental impairment that substantially limits a major life activity, has a record of having such an impairment, or is regarded as having such an impairment unless such accommodation would impose an undue hardship. UNCSA is also committed to improving recruitment and outreach efforts to attract qualified individuals with disabilities. UNCSA will encourage employees to complete the Voluntary Self-Identification of Disability form in the applicable HRIS system annually.

UNCSA also complies with regulations to reasonably accommodate an employee's religious beliefs or practices.

PROGRAM EVALUATION AND MONITORING/REPORTING

Program Evaluation

The University of North Carolina School of the Arts annually assesses the following areas:

1. Recruitment practices are reviewed to ensure vacancy announcements are disseminated to a diverse network of job recruiters;
2. Hiring and promotional practices are reviewed to ensure decisions are based upon job-related abilities using standardized processes;

3. Discipline, grievance, compensation, and performance management data are reviewed to evaluate any trends and to ensure that bias is not a factor in decision-making;
4. Data collected in the exit interview program is regularly analyzed and shared with senior management and;
5. Employees are regularly encouraged to provide feedback on their workplace environment.
6. Determining the effectiveness of the plan and program and updating objectives as needed.

Program Reporting

The EEO/AA Officer will provide annual reports to the senior management including the Chancellor regularly and the Office of State Human Resources, as requested. These reports will be used to ensure that the University's EEO Plan is being followed and that equal opportunities exist for employees and applicants. Reports will be generated by race, sex, age, and disability status, as applicable, from applicant tracking systems, performance management systems, and other HR systems/tracking methods.

The EEO/AA Officer will use the following data sources to generate necessary reports by race, sex, age, and disability status, when available:

1. Applicant tracking data;
2. Transactional reports for compensation, hiring, separations, promotions, and other employee actions;
3. Data for performance management ratings; and
4. Internal tracking reports such as the selection/decision log, adverse impact analysis form, or other related information.

HARASSMENT PREVENTION STRATEGIES

State of North Carolina Unlawful Workplace Harassment Policy states in relevant part: All employees have the right to work in an environment free from discrimination and harassing conduct. No state employee will engage in conduct that falls under the definition of unlawful workplace harassment, including sexual harassment discrimination, or retaliation, and no employment decisions shall be made on the basis of race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age, political affiliation, National Guard or veteran status, genetic information or disability.

Strategy #1: Commitment by the University to the prohibition of unlawful workplace harassment, sexual harassment, and retaliation.

UNCSA is committed to providing a learning, teaching, and working environment in which employees are free of workplace harassment and retaliation. The State of North Carolina Unlawful Workplace Harassment Policy states, "No State employee shall engage in conduct that falls under the definition of unlawful workplace harassment, including sexual harassment discrimination, or retaliation, and no employment decisions made based on race/color, gender, religion/creed, national origin, age, or, disabling condition." Unlawful Workplace Harassment is defined as unwelcome and unsolicited speech or conduct based upon race, sex, creed, religion, national

origin, age, color, or handicapping condition as defined by G.S. 168A-3, political affiliation, or sexual orientation that creates a hostile work environment or circumstances involving quid pro quo harassment.

UNCSA prohibits unlawful workplace harassment, sexual harassment, and retaliation as part of its commitment to a community free of discrimination, harassment, and violence. The prohibition applies to all UNCSA programs and activities on and off-campus, UNCSA employees, students, and others under the authority of UNCSA who may come into contact with a member of the UNCSA community. UNCSA will not tolerate sexual harassment, misconduct, or violence at any time or under any circumstances. Any interference, coercion, restraint, or reprisal of any person complaining of unlawful harassment is prohibited.

Any supervisor who witnesses such harassment or is otherwise informed of a violation of this policy shall be directed to Human Resources immediately. Failure of a supervisor (or others) with such knowledge to promptly advise the EEO/AA Officer or Human Resources may be grounds for disciplinary action up to and including dismissal. The investigation of any such complaint will be executed promptly and will involve only those persons with a need to know.

Any employee found to have harassed another employee in violation of this policy is subject to disciplinary action up to and including dismissal, depending on the severity of the offense. Employees who feel that they have been subjected to Discrimination, Harassment, or Retaliation may file a complaint with Human Resources. Human Resources will investigate the complaint and provide a written response to the Complainant and Respondent within 45 calendar days of receipt of the complaint.

Strategy #2: Training and other methods to prevent harassing actions.

UNCSA has the following strategies in place aimed at preventing harassment throughout the university, and strategically communicate its anti-harassment expectations to employees and supervisors through multiple venues;

- a. The Equal Employment Opportunity Policy Statement is posted on HR Bulletin Boards in each university building and shared via email and our website with all employees when the affirmative action plan is established. UNCSA Equal Employment Opportunity Policy Statement states employees and applicants shall not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in or may engage in any of the following activities: (1) Filing a complaint; (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of Section 503, VEVRAA, or any other Federal, State or local law requiring equal opportunity for disabled persons or protected veterans; (3) Opposing any act or practice made unlawful by Section 503, VEVRAA, or implementing regulations in this part or any other Federal, State or local law requiring equal opportunity for disabled persons or protected veterans; or (4) Exercising any other right protected by Section 503, VEVRAA or implementing regulations in this part.
- b. Ensure all employees understand and are provided easy access to the Unlawful Workplace Harassment policy. The policy is reviewed during new employee orientation. It is included in the EEO/AA Plan and shared with employees annually, and the

Unlawful Workplace Harassment policy is provided to employees in conjunction with mandatory Harassment Prevention training.

- c. The University of North Carolina School of the Arts employees are required to do an annual policy review which includes policies on Title IX and Prohibited Harassment.

Any supervisor who witnesses any form of harassment or is otherwise informed of a violation of this policy is directed to bring this to the immediate attention of the EEO/Affirmative Action Officer, Human Resources, or the Chief Compliance Officer and Director of Title IX. Failure of a supervisor (or others) with such knowledge to promptly advise the EEO/Affirmative Action Officer, Human Resources, or the Chief Compliance Officer and Director of Title IX is grounds for disciplinary action up to and including dismissal. The investigation of any such complaint will be carried out promptly and will involve only those persons with a need to know.

Any employee found to have harassed another employee in violation of this policy is subject to disciplinary action up to and including dismissal, depending on the severity of the offense.

Strategy #3: Process for prohibiting unlawful workplace harassment retaliation to all University employees.

UNCOSA will communicate its commitment to the prohibition of unlawful workplace harassment, sexual harassment, and retaliation in New Hire Orientation and various university committee meetings and forums.

The EEO /AA Officer and/or the Employee Relations Manager will be responsible for assisting supervisors, managers, and the grievant in investigating and resolving cases alleging unlawful workplace harassment, discrimination, or retaliation, as well as monitoring procedures and disciplinary actions of all alleged cases and serving as a resource person to all employees.

The EEO /AA Officer, Employee Relations Manager, and Title IX Coordinator will be responsible for administering the Unlawful Workplace Harassment Policy and Plan, preventing, and correcting any identifiable discrimination and/or unlawful workplace harassment. UNCOSA will, in all allegations of unlawful workplace harassment, review the totality of the circumstances to determine whether the alleged conduct constitutes unlawful workplace harassment.

Additionally, the Employee Relations Manager will oversee disciplinary actions and serve as a resource person to all employees.

Supervisors will be responsible for administering the policies, preventing, and correcting any identifiable discrimination and/or unlawful workplace harassment, and creating an environment that is free of unlawful workplace harassment. UNCOSA will, in all allegations of unlawful workplace harassment, review the totality of the circumstances to determine whether the alleged conduct constitutes unlawful workplace harassment.

REDUCTION IN FORCE PROCEDURES

UNCOSA has the authority to separate an employee whenever it is necessary due to a shortage of funds or work, the abolishment of a position, or other material change in duties or

organization. UNCOSA complies with the State Human Resources Reduction in Force and Reduction in Force Priority policies. Retention of employees in classes affected shall be based on systematic consideration, at a minimum of the following factors:

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

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

Pursuant to the Office of State Human Resources policy, employees with career status (as defined by G.S §126-1.1), who have received official written notification of imminent separation due to reduction in force, are eligible for priority consideration under the provisions outlined in the Manual. An employee shall receive priority consideration for a period of 12 months from the date of the official written notification. The State Reduction in Force policy can be found on OSHR's website at <https://oshr.nc.gov/policies-forms/separation/reduction-in-force-policy>

PREGNANCY WORKPLACE ADJUSTMENTS

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

UNCOSA complies with Executive Order 82 by:

- UNCOSA educates management and staff of their obligations and employee rights under OSHR policies and Executive Order 82 through New Hire Orientation (NHO) and meetings with Human Resources Liaisons, and other training;
- UNCOSA provides OSHR information in the annual EEO Plans.

PROHIBITING THE USE OF SALARY HISTORY

In April 2019, Executive Order #93 (Prohibiting the Use of Salary History in the State Hiring Process) was issued by Governor Roy Cooper. This Executive Order prohibited state agencies from requesting salary history from applicants or relying on previously obtained prior salary information in determining an applicant's salary. OSHR was required to remove the employment history fields from the state application.

UNCOSA complies with Executive Order 93 by:

- UNCSA has three HR staff trained and will continue to educate relevant staff on the new salary administration requirement.
- UNCSA will have the discussion of the requirement at university-wide meetings

DATA ELEMENTS

WORKFORCE AVAILABILITY

Workforce availability in Equal Employment Opportunity planning is determined by the Two-Factor Analysis Method (OFCCP – Office of Federal Contract Compliance Programs).

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

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

OCCUPATIONAL CLASSIFICATION

The Standard Occupational Classification (SOC) system, a federal statistical standard used by federal agencies to classify workers into occupational categories for collecting, calculating, or disseminating data, is used by the State of North Carolina when evaluating workforce availability. Detailed occupations in the SOC with similar job duties, and in some cases skills, education, and/or training, are grouped. To facilitate the classification and presentation of data, the SOC is organized in a tiered system with four levels, ranging from major groups to detailed occupations.

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

- a. **Officials and Administrators** - Occupations in which employees set broad policies, exercise overall responsibility for the execution of these policies, direct individual departments or special phases of the university operations, or provide specialized consultation on a regional, district, or area basis.
- b. **Professionals** - Occupations that require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.
- c. **Management Related** – Occupations that support the internal operations of a department or facility.
- d. **Technicians** – Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

- e. **Administrative Support** - Occupations in which workers are responsible for internal and external communications, recording and retrieval of data and/or the information and other paperwork required in an office.
- f. **Law Enforcement** - Occupations in which workers are entrusted with public safety, security, and protection from destructive forces.
- g. **Service and Maintenance** - Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property.
- h. **Skilled Craft** - Occupations in which workers perform jobs that require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

RACE AND ETHNICITY

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

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

Each racial group is presented by both Male and Female.

VETERANS

UNCSA agrees that veterans are essential members of the workforce and want to attract, hire, and retain members of the military community. UNCSA values diversity and inclusion so we have partnered with the Local Job Network and Higher Education Recruitment Consortium to attract and produce a more diverse applicant pool for all positions. Both job sites assist UNCSA in attracting job seekers who are trying to secure faculty or staff positions in North Carolina.

PROGRAM/EMPLOYMENT OBJECTIVES

UNCSA has completed the Job Opening Estimates Form for each occupational category in which underutilization has been identified and in which five or more workers are employed. Employment objectives at UNCSA have been established by the whole number increase using the Job Openings Estimate Form. UNCSA expects to see an increase in recruitment due to current employees seeking retirement.

2022 SOC CATEGORY ANALYSIS

Officials and Administrators

2023 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2023
AGENCY/UNIVERSITY: University of North Carolina School of the Arts						DIVISION:			
SOC CATEGORY: Officials and Administrators						SUB-CATEGORY: N/A			
RECRUITMENT AREA: STATEWIDE (Nationwide, Statewide, or specific counties)						AVAILABILITY STANDARD: LABOR FORCE COMPROMISE (Population, Labor Force Compromise, or Two-Factor Analysis)			
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	4	4	0				0.00%		
White Female	0	3	-3	1			0.00%		HR is working to develop a plan to attract a more diverse pool of candidates. We are exploring utilizing Zip Recruiter, Career Building and LinkedIn to attract a more diverse pool of candidates.
Black Male	2	1	1				0.00%		
Black Female	1	1	0				0.00%		
Hispanic Male	0	0	0				0.00%		
Hispanic Female	1	0	1				0.00%		
Asian Male	0	0	0				0.00%		
Asian Female	0	0	0				0.00%		
American Indian or Alaska Native Male	0	0	0				0.00%		
American Indian or Alaska Native Female	0	0	0				0.00%		
Ethnicity Unknown	1	0	1				0.00%		
TOTAL EMPLOYEES	9	9	0	1	0.00%	0.00%	0.00%	0.00%	
Total Male(s)	6	5	1	#VALUE!	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	2	4	-2	#VALUE!	0.00%	0.00%	0.00%	0.00%	
Total Minority	4	2	2	#VALUE!	0.00%	0.00%	0.00%	0.00%	
Total Veteran	0				0.00%	0.00%			
Disabled	0	1	-1		0.00%	11.60%	-11.60%		

Management Related

2023 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2022
AGENCY/UNIVERSITY: University of North Carolina School of the Arts						DIVISION:			
SOC CATEGORY: Management Related						SUB-CATEGORY: N/A			
RECRUITMENT AREA: STATEWIDE (Nationwide, Statewide, or specific counties)						AVAILABILITY STANDARD: LABOR FORCE COMPROMISE (Population, Labor Force Compromise, or Two-Factor Analysis)			
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	6	13	-7						Job Openings Statement - Estimate the reducing the Underutilization by 3.
White Female	18	13	5						
Black Male	3	2	1						
Black Female	7	4	3	2					HR is working to develop a plan to attract a more diverse pool of candidates. We are exploring utilizing Zip Recruiter, Career Building and LinkedIn to attract a more diverse pool of candidates.
Hispanic Male	0	1	-1						
Hispanic Female	0	1	-1	1					HR is working to develop a plan to attract a more diverse pool of candidates. We are exploring utilizing Zip Recruiter, Career Building and LinkedIn to attract a more diverse pool of candidates.
Asian Male	0	1	-1						
Asian Female	0	1	-1						
American Indian or Alaska Native Male	0	0	0						
American Indian or Alaska Native Female	0	0	0						
Ethnicity Unknown	1	0	1						
TOTAL EMPLOYEES	35	36	-1	3	0.00%	0.00%	0.00%	0.00%	
Total Male(s)	9	17	-8	0	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	25	19	6	3	0.00%	0.00%	0.00%	0.00%	
Total Minority	10	10	0	3	0.00%	0.00%	0.00%	0.00%	
Total Veteran	0				0.00%	0.00%			
Disabled	0	3	-3		0.00%	11.60%	-11.60%		

Professionals

2023 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2023
AGENCY/UNIVERSITY: University of North Carolina School of the Arts						DIVISION:			
SOC CATEGORY: Professionals						SUB-CATEGORY: N/A			
RECRUITMENT AREA: STATEWIDE (Nationwide, Statewide, or specific counties)						AVAILABILITY STANDARD: LABOR FORCE COMPROMISE (Population, Labor Force Compromise, or Two-Factor Analysis)			
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	28	13	15						
White Female	9	19	-10						
Black Male	2	2	0						
Black Female	1	5	-4	2					HR is working to develop a plan to attract a more diverse pool of candidates. We are exploring utilizing Zip Recruiter, Career Building and LinkedIn to attract a more diverse pool of candidates.
Hispanic Male	0	1	-1						
Hispanic Female	0	1	-1						
Asian Male	0	1	-1	1					HR is working to develop a plan to attract a more diverse pool of candidates. We are exploring utilizing Zip Recruiter, Career Building and LinkedIn to attract a more diverse pool of candidates.
Asian Female	1	1	0						
American Indian or Alaska Native Male	0	0	0						
American Indian or Alaska Native Female	0	0	0						
Ethnicity Unknown	2	0	2						
TOTAL EMPLOYEES	43	43	0		0.00%	0.00%	0.00%	0.00%	
Total Male(s)	30	17	13		0.00%	0.00%	0.00%	0.00%	
Total Female(s)	11	26	-15		0.00%	0.00%	0.00%	0.00%	
Total Minority	4	11	-7		0.00%	0.00%	0.0000%	0.00%	
Total Veteran	2				2.00%	0.00%			
Disabled	0	4	-4		2.20%	11.60%	-9.40%		

Skilled Craft

2023 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2022
AGENCY/UNIVERSITY: University of North Carolina School of the Arts									DIVISION:
SOC CATEGORY: SKILLED CRAFT									SUB-CATEGORY: N/A
RECRUITMENT AREA: STATEWIDE (Nationwide, Statewide, or specific counties)									AVAILABILITY STANDARD: LABOR FORCE COMPROMISE (Population, Labor Force Compromise, or Two-Factor Analysis)
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	23	12	11						
White Female	1	2	-1						
Black Male	1	5	-4						
Black Female	0	2	-2	1					HR is working to develop a plan to attract a more diverse pool of candidates. We are exploring utilizing Zip Recruiter, Career Builder and LinkedIn to attract a more diverse pool of candidates.
Hispanic Male	0	3	-3	1					HR is working to develop a plan to attract a more diverse pool of candidates. We are exploring utilizing Zip Recruiter, Career Builder and LinkedIn to attract a more diverse pool of candidates.
Hispanic Female	0	1	-1						
Asian Male	0	0	0						
Asian Female	0	0	0						
American Indian or Alaska Native Male	0	0	0						
American Indian or Alaska Native Female	0	0	0						
Ethnicity Unknown	1	0	1						
TOTAL EMPLOYEES	26	25	1	2	0.00%	0.00%	0.00%	0.00%	
Total Male(s)	24	20	4	1	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	1	5	-4	1	0.00%	0.00%	0.00%	0.00%	
Total Minority	1	11	-10	2	0.00%	0.00%	0.00%	0.00%	
Total Veteran	0				9.00%	0.00%			
Disabled	0	2	-2		0.00%	11.60%	-11.60%		

Administrative Support

2023 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2022
AGENCY/UNIVERSITY: University of North Carolina School of the Arts									DIVISION:
SOC CATEGORY: Administrative Support									SUB-CATEGORY: N/A
RECRUITMENT AREA: STATEWIDE (Nationwide, Statewide, or specific counties)									AVAILABILITY STANDARD: LABOR FORCE COMPROMISE (Population, Labor Force Compromise, or Two-Factor Analysis)
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	8	9	-1						
White Female	22	31	-9						Job Openings Statement - Estimate the reducing the Underutilization by 4.
Black Male	5	4	1						
Black Female	19	11	8						
Hispanic Male	0	1	-1						
Hispanic Female	4	2	2						
Asian Male	0	0	0						
Asian Female	1	1	0						
American Indian or Alaska Native Male	0	0	0						
American Indian or Alaska Native Female	0	0	0						
Ethnicity Unknown	2	0	2						
TOTAL EMPLOYEES	61	59	2	0	0.00%	0.00%	0.00%	0.00%	
Total Male(s)	13	14	-1	0	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	46	45	1	0	0.00%	0.00%	0.00%	0.00%	
Total Minority	29	19	10	0	0.00%	0.00%	0.00%	0.00%	
Total Veteran	1				0.00%	0.00%			
Disabled	0	6	-6		0.00%	11.60%	-11.60%		Job Openings Statement - Estimate the reducing the Underutilization by 1.

Protective Services

2023 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2022
AGENCY/UNIVERSITY: University of North Carolina School of the Arts									DIVISION:
SOC CATEGORY: Protective Services									SUB-CATEGORY: N/A
RECRUITMENT AREA: STATEWIDE									AVAILABILITY STANDARD: LABOR FORCE COMPROMISE
(Nationwide, Statewide, or specific counties)									(Population, Labor Force Compromise, or Two-Factor Analysis)
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	12	9	3						
White Female	1	2	-1						
Black Male	2	3	-1						
Black Female	1	1	0						
Hispanic Male	0	1	-1						
Hispanic Female	0	0	0						
Asian Male	0	0	0						
Asian Female	0	0	0						
American Indian or Alaska Native Male	0	0	0						
American Indian or Alaska Native Female	0	0	0						
Ethnicity Unknown	0	0	0						
TOTAL EMPLOYEES	16	16	0						
Total Male(s)	14	13	1	0	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	2	3	-1	0	0.00%	0.00%	0.00%	0.00%	
Total Minority	3	5	-2	0	0.00%	0.00%	0.00%	0.00%	
Total Veteran	1				7.00%	0.00%			
Disabled	0	1	-1		0.00%	11.60%	-11.60%		

Service

2023 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2022
AGENCY/UNIVERSITY: University of North Carolina School of the Arts									DIVISION:
SOC CATEGORY: SERVICE									SUB-CATEGORY: N/A
RECRUITMENT AREA: STATEWIDE									AVAILABILITY STANDARD: LABOR FORCE COMPROMISE
(Nationwide, Statewide, or specific counties)									(Population, Labor Force Compromise, or Two-Factor Analysis)
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	7	9	-2						
White Female	4	15	-11						Job Openings Statement - Estimate the reducing the Underutilization by 3.
Black Male	11	5	6						
Black Female	14	8	6						
Hispanic Male	2	3	-1						
Hispanic Female	4	3	1						
Asian Male	0	0	0						
Asian Female	0	1	-1						
American Indian or Alaska Native Male	0	0	0						
American Indian or Alaska Native Female	0	0	0						
Ethnicity Unknown	3	0	3						
TOTAL EMPLOYEES	45	44	1	0	0.00%	0.00%	0.00%	0.00%	
Total Male(s)	20	17	3	0	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	22	27	-5	0	0.00%	0.00%	0.00%	0.00%	
Total Minority	31	20	11	0	0.00%	0.00%	0.00%	0.00%	
Total Veteran	0				9.00%	0.00%			
Disabled	0	4	-4		0.00%	11.60%	-11.60%		

ATTAINMENT OF EMPLOYMENT OBJECTIVES

UNCSA Analysis Data as of 2022 revealed the university attained its employment objective for African American women in its Officials and Administrators job group and Asian woman its Professional Services job group. Additionally, UNCSA was successful in reducing the underutilization in African American women in the Administrative Support group by 26.31%. The university had several job groups: (1) Administrative Support, (2) Management Related, (3) Officials and Administrators, (4) Professionals, (5) Protective Services, and (6) Skilled Craft that revealed underutilization. To increase utilization, UNCSA will continue to review and monitor recruitment procedures to abolish any discriminatory practices, review the recruitment process to ensure measures are incorporated to recruit a diverse pool of applicants, and continue to conduct search committee training to promote diversity during the recruitment process. Additionally, UNCSA will ensure contact is maintained with diverse recruitment resources (including the Local Job Network and Higher Education Recruitment Consortium) so that a diverse pool of applicants are notified of employment opportunities, particularly in the above-named job groups. With assistance from the named groups, Local Job Network, Higher Education Recruitment Consortium, we hope to continue to increase efforts to hire more diverse candidates. We will also begin exploring additional recruitments methods via Zip Recruiter, LinkedIn, and Career Building.

2022 EEO QUANTITATIVE ANALYSIS

2022 EEO QUANTITATIVE ANALYSIS												
SOC CATEGORY	White + Male		White+ Female		Black + Male		Black+ Female		Other Minority Male		Other Minority Female	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
Officials & Administrators	4	4	1	0	2	2	0	1	0	0	1	2
Management Related	6	6	15	18	4	3	11	7	0	0	2	1
Professional Specialty	27	28	10	9	2	2	0	1	1	1	1	2
Administrative Support	8	8	25	22	5	5	14	19	1	1	6	6
Protective Services	10	12	1	1	3	2	2	1	0	0	0	0
Skilled Crafts	23	23	2	1	1	1	0	0	0	0	1	1
Service	6	7	4	4	11	11	12	14	5	5	4	4
Total Employees	84	88	58	55	28	26	39	43	7	7	15	16

ADDITIONAL AREAS OF STATISTICAL EVALUATION

UNCSA provides additional statistical data that allows a more complete analysis of diversity and fairness within the workforce. Areas of supplemental statistical data include performance management, recruitment and selection, and discipline and dismissal.

Performance Management

Overall Rating:	WM	WF	BM	BF	HM	HF	ASM	ASF	AI/ANM	AI/ANF	UNKM	UNKF	Total
Does Not Meet Expectations	0	1	0	0	0	0	0	0	0	0	0	0	1
Meets Expectations	52	12	19	21	2	2	0	0	0	0	0	6	114
Exceeds Expectations	24	28	7	15	0	4	0	0	0	0	0	4	82

Recruitment and Selection

RECRUITMENT AND SELECTION													
	White + Male	White + Female	Black + Male	Black + Female	Hisp + Male	Hisp + Female	Asian + Male	Asian + Female	AIAN + Male	AIAN + Female	Ethn UNKM	Ethn UNKF	Total
Representation	88	55	26	43	2	9	0	2	0	0	5	5	235
Hired	13	13	5	10	0	1	0	2	0	0	1	2	47
Promoted	2	2	0	0	0	1	0	0	0	0	0	0	5

Discipline and Dismissal

	WM	WF	BM	BF	HM	HF	ASM	ASF	AI/ANM	AI/ANF	UNKM	UNKF	Total
Written Warning	0	0	3	0	0	0	0	0	0	0	0	0	3
Suspended	0	0	0	0	0	0	0	0	0	0	0	0	0
Demoted	0	0	0	0	0	0	0	0	0	0	0	0	0
Dismissed	1	0	0	0	0	0	0	0	0	0	0	0	1

IDENTIFICATION AND CORRECTION OF ISSUES

The University is committed to deeply embedding equity, diversity, and inclusion into our values and actions to transform our campus into a welcoming and inclusive community for everyone. Leadership is striving to implement intentional and strategic efforts to tackle the systemic problems of racism and inequity in society, our institution, and the entertainment industry. UNCSCA continues to actively recruit in occupational groups where underrepresentation occurs. In 2022 the Board of Trustees improved UNCSCA Forward as pillar to our EDIB Framework and we continue the work to develop the Equity, Diversity, Inclusion and Belonging (EDIB) Framework which has continued to guide our diversity initiative campus-wide. The goal is to be more reflective of the community (Forsyth County) we live in. Some of the corrective actions that will be taken to mitigate/eliminate the barriers or issues are as follows:

1. Develop new strategies and incentives for diversifying our pools in searches for new faculty and staff.
2. Educate the University community on affirmative action recruitment strategies in support of ongoing efforts to increase the number of underrepresented faculty and staff.
3. Provide training opportunities for managers and supervisors on affirmative action, cultural awareness, diversity, and encouraging attendance at cultural and ethnic events through NHO, EEO/DF, and other training programs.
4. Ensure that search committees and other University committees are diverse and trained.

APPENDICES

Human Resources Related policies and procedures

<https://www.uncsa.edu/myasa/human-resources/policies.aspx>

Division of Institutional Integrity

<https://www.uncsa.edu/myasa/integrity/index.aspx>

Department of Human Resources

<https://www.uncsa.edu/myasa/human-resources/index.aspx>

Equal Employment Opportunity Policy Statement

<https://www.uncsa.edu/about/office-of-the-provost/handbooks/college-handbook/equal-employment-opportunity-policy-statement.aspx>

Equity, Diversity, Inclusion, and Belonging at UNCSA

<https://www.uncsa.edu/about/diversity/index.aspx>

UNCSA Equity, Diversity, and Inclusion (EDI) Framework

<https://www.uncsa.edu/chancellor/docs/uncsa-edi-framework.pdf>

Office of State Human Resources Polices

<https://oshr.nc.gov/policies-forms>

Office of State Human Resources Reduction in Force policy

<https://oshr.nc.gov/policies-forms/separation/reduction-in-force-policy>

UNC System Office - Equal Opportunity, Diversity, and Inclusion Policies

<https://myapps.northcarolina.edu/hr/equal-opportunity-diversity-and-inclusion/>

NC statewide EEO Policy

https://files.nc.gov/ncoshr/documents/files/Equal_Employment_Opportunity_Policy_-_Approved_by_SHRC_April_2019.pdf