



# Equal Employment Opportunity Plan

March 1, 2020

**Appalachian State University**  
**Boone, North Carolina**

## Table of Contents

I.	Program Elements.....	1
1.	EEO Plan Certification Statement .....	1
2.	The State’s EEO Policy.....	2
3.	Agency/University Overview .....	8
4.	EEO Achievements .....	9
5.	Assignment of Responsibility and Accountability.....	10
a.	Chancellor.....	10
b.	Manager and Supervisor .....	11
c.	EEO Officer .....	11
d.	Search Committees and Hiring Authorities.....	12
6.	Dissemination Procedures .....	14
7.	Program Activities.....	15
a.	Recruitment.....	15
b.	Selection .....	15
c.	Onboarding.....	16
d.	Promotion.....	16
e.	Training.....	16
f.	Compensation and Benefits .....	17
g.	Performance Management .....	17
h.	Transfers and/or Separations.....	17
i.	Disciplinary Procedures.....	18
j.	Grievance Process .....	18
8.	Equal Employment Opportunity and Diversity Fundamentals (EEO/DF).....	19
9.	Reasonable Accommodation .....	19
10.	Program Evaluation and Reporting.....	20

11. Harassment Prevention Strategies .....	21
12. Reduction in Force Procedures.....	22
13. Pregnancy Workplace Adjustments .....	23
14. Prohibiting the Use of Salary History.....	24
II. Data Elements.....	25
1. Organizational Display .....	26
2. Job Group List .....	27
3. Workforce Analysis .....	28
4. University Occupational Classification.....	103
5. Race & Ethnicity .....	104
6. Program/Employment Objectives .....	105
7. Attainment of Employment Objectives .....	110
8. Additional Areas of Statistical Evaluation.....	111
9. Identification and Correction of Issues.....	112
III. Attachments.....	113
1. The University’s Reduction in Force Policy	
2. The University's Policy on Discrimination, Harassment and Retaliation	
3. The University's Disciplinary Policy	

## I. Program Elements

### 1. EEO Plan Certification Statement

#### THE EEO PLAN CERTIFICATION STATEMENT

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



Sheri N. Everts, Chancellor  
Appalachian State University

2.27.20

Date



Mark D. Bachmeier, EEO/AA Officer

2/27/20

Date

## **2. The State's EEO Policy**

### **THE STATE OF NORTH CAROLINA EQUAL EMPLOYMENT OPPORTUNITY 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. 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**

Employment discrimination against 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 State government's work force 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;
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
6. provide a report annually to the Human Resources Commission and the Governor on the EEO Plans and progress by agencies, departments, universities and state government.

**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 Institute 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 the purpose of 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 which 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 particular 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) prohibits 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 Reasonable Accommodation policy in Section 1 of the State Human Resources Manual 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 which 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 particular 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 a particular 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.

### **3. Agency/University Overview**

#### ***Our Mission***

Appalachian State University prepares students to lead purposeful lives as engaged global citizens who understand their responsibilities in creating a sustainable future for all. Our location in the distinctive Appalachian mountain town of Boone, North Carolina, profoundly shapes who we are. As a constituent institution of the University of North Carolina, we fulfill our core academic missions of teaching, scholarship, and service in ways that honor our geography and heritage.

We bring people together in inspiring ways. The transformational Appalachian experience develops individuals who are eager to acquire and create knowledge, to grow holistically, to act with passion and determination, to embrace diversity and difference, and to become contributing members of society.

We create rich environments where students can thrive. Our students are educated broadly and are simultaneously equipped with strong disciplinary knowledge. Academic learning occurs in a wide range of undergraduate, selected masters and intermediate programs, and the doctorate in Education offered on campus, at off campus sites, and online.

Faculty and students engage in research and scholarship that advance knowledge and address the problems of our region, state, and world through creativity and innovation. Learning takes place within formal and informal instructional settings with dedicated faculty members, in co-curricular programs that enrich classroom experience, in interdisciplinary educational formats, and through outreach to the local community and beyond. Appalachian cultivates diverse and vibrant arts that enrich the cultural and intellectual climate of the campus and region.

We promote a spirit of inclusion that inspires students, faculty, and staff to form relationships extending well beyond graduation. Our students think critically, communicate effectively, make local to global connections, and understand the responsibilities of community engagement. We

embrace our obligation to help create healthy, just, and sustainable societies by equipping our students to live with knowledge, compassion, dedication, humility, and dignity.

### ***Our Vision***

Appalachian State University aspires to be the destination institution for dedicated students who seek challenging academic programs and co-curricular experiences, engaged faculty and a vibrant campus culture that will shape them into engaged, responsible global citizens. Inspired by the ideal of sustainable community, we seek to deliver the Southeast's best comprehensive, progressive education. Additionally, the university will provide excellent value; will be an influential world citizen; and will develop a distinctive identity built on the university's strengths, location and tradition.

## **4. EEO Achievements**

Appalachian State University is an affirmative action and equal employment opportunity employer. The University does not discriminate in access to its educational programs and activities, or with respect to hiring or the terms and conditions of employment, on the basis of race, color, national origin, religion, sex, gender identity and expression, political affiliation, age, disability, veteran status, National Guard, genetic information or sexual orientation. The University actively promotes diversity among students and employees. The University is committed to its equal opportunity plans and seeks to deepen its applicant pools by attracting the interest of qualified individuals from diverse backgrounds.

Appalachian State University is committed to maintaining a workplace that is free from all forms of unlawful harassment and discrimination. This commitment is reflected in numerous Learning and Organizational Development programs and through effective programs for reporting, investigation and enforcement. Training programs begin with the University's "New Employee Orientation," where new employees receive an overview of the University's policy on Discrimination, Harassment and Retaliation (110), as it relates to harassment and discrimination

based on protected class, interpersonal violence, and reporting options. Other relevant training programs include in-person EEO training for search committees and hiring managers, and EEO content within our ongoing Supervisory Training Series. Beginning in March, 2020, updated Equal Employment Opportunity & Diversity Fundamentals (EEOFDF) course content will be available for supervisors on campus. We continue to seek additional ways to ensure that supervisors understand their responsibilities and all employees understand reporting options and support programs available to them.

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

The expected roles and responsibilities for the University Chancellor, managers/supervisors, the EEO Officer, search committees and hiring authorities are detailed below:

### **a. Chancellor**

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

- Adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor;
- Designate a management-level official responsible to oversee the EEO program;
- Ensure each manager and supervisor has, as a part of his or her performance plan, the responsibility to comply with EEO laws and policies, and assist in achieving EEO goals established by the agency, department or university;
- Communicate the agency or university's commitment to EEO to all employees, applicants and the general public;
- Provide necessary resources to ensure the successful implementation of the EEO program; and
- Ensure the development and implementation of HR policies, procedures, and programs necessary to achieve a diverse workforce in each occupational category.

**b. Manager and Supervisor**

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

**c. EEO Officer**

- Interpret and apply Federal laws, state statutes, and policies related to equal employment opportunity;
- Ensure the EEO Plan is submitted by March 1 annually in accordance with the EEO Plan Requirements and Program Guidelines as specified by the Office of State Human Resources;
- Ensure hiring recommendations are reviewed for compliance with EEO program objectives prior to the final university hiring decision;
- Ensure all employees are made aware of the EEO policies, including the Annual EEO Plan, EEO Policy, Reasonable Accommodation Policy, Discrimination, Harassment and Retaliation Policy, and develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
- Maintain and analyze data on workforce utilization and employment practices, including records of all complaints and grievances alleging discriminatory practices;
- Advise management of the EEO program's impact and effectiveness;
- Provide or coordinate EEO training for management and employees;
- Provide confidential consultation for management and employees in matters involving EEO concerns;
- Ensure federal laws prohibiting job discrimination are posted in work locations

where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;

- Establish and maintain effective working relations with groups concerned with EEO and Diversity and Inclusion;
- Coordinate programs to achieve program objectives;
- Present information on the EEO plan and program to management and employees on a regular basis; and
- Ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1.

#### **d. Search Committees and Hiring Authorities**

The effectiveness of the EEO Plan rests heavily on the due diligence practiced by search committees and hiring managers and supervisors. Search committees and hiring authorities play an active role in the advertising, recruitment, and selection processes for hiring. The responsibilities of search committees and hiring authorities include the following:

- Prepare detailed job announcements that articulate the University's EEO commitment.
- Review availability data and Placement Goals in the EEO Plan.
- Actively recruit to attract applicants from underrepresented populations.
- Evaluate all applications without regard to impermissible discriminatory factors.
- Recommend candidates for hire in a timely manner to ensure the availability of qualified candidates.

Development and implementation of the Appalachian State University EEO Plan and related programs is a collective, collaborative effort by a diverse group of university offices and employees, including representatives of the Office of Human Resources, The Office of Title IX Compliance, the Office of Disability Services, the University Chief Diversity Officer, Academic Affairs, the Office of General Counsel, and the Office of Institutional Research Assessment and

Planning. Collectively, they work to ensure information is properly presented, action-oriented goals are realistic, measurable and adhere to federal regulations. They review components of the EEO plan and workforce representation data in occupational categories, and recruitment professionals work to identify recruitment resources and activities to strengthen the programs.

University employees working collectively on an on-going basis toward achieving action-oriented goals include:

- Mark Bachmeier, Director, Office of Human Resources/EEO Officer
- Angie Miller, Deputy Directory, Human Resources
- Nancy Crowell, Associate Director, Employment
- Shelley Leder, Lead Talent Acquisition Specialist
- Daniel Bryan, Senior Employee Relations Consultant
- Michelle Johnson, HRIS and Data Analytics
- Heather Langdon, Director of Institutional Research, Assessment and Planning
- Liz Mason, Interim Title IX Coordinator
- Maranda Maxey, Director, Office of Disability Services/504 Coordinator
- Dr. Jacqui Bergman, Vice Provost, Faculty Affairs
- Dr. Willie Fleming, Chief Diversity Officer
- Paul Meggett, General Counsel



## **6. Dissemination Procedures**

### **a. Internal**

Appalachian State University's EEO Plan is available for review in the Office of Human Resources during normal business hours. To ensure hiring managers and supervisors are knowledgeable of their EEO responsibilities, we train them on their responsibilities under the equal employment opportunity program and relevant policies. As part of our ongoing efforts to improve our EEO programs, we seek input from employees on the EEO plan, policy, and/or programs.

### **b. External**

In accordance with 41 CFR 60-741.44, the Department of Purchasing at Appalachian State University sends written notification of company policy related to its affirmative action efforts to all subcontractors, including subcontracting vendors and suppliers, requesting appropriate action on their part. We ensure regular and routine contact is maintained with diverse recruitment resources/organizations and information on our postings is shared with these organizations.

## 7. Program Activities

Appalachian State University has identified goals and objectives for each of the program activities listed below.

### a. Recruitment

GOAL: Attract a diverse pool of applicants to each occupational category, including veterans and persons with disabilities.

ACTIVITIES:

1. Review and monitor recruitment procedures to ensure individuals with disabilities are not inadvertently eliminated from qualified pools;
2. Review recruitment processes to ensure measures are incorporated to recruit and attract a diverse pool of applicants.
3. Actively recruit underutilized groups, using known resources.
4. Ensure contact is maintained with diverse recruitment resources and that they are informed of employment opportunities, particularly in management, professional, and technical level positions.
5. Remove salary history data from SHRA applications to address the gender gap between males and females.

### b. Selection

GOAL: Follow the State's recruitment and selection guidelines, and ensure that all steps in the selection process are non-discriminatory and job-related.

ACTIVITIES:

1. Ensure that job analyses are conducted to establish job-related qualifications statements, selection criteria, training needs, and/or career ladders;
2. Analyze the flow of applicants through the selection and appointment processes, determining reasons for the rejection of qualified applicants from underutilized groups in areas where program objectives have been set or underrepresentation exists, and monitoring the employment of individuals to ensure the assignment of work and workplace is nondiscriminatory;
3. Review and ensure the validity of interview questions, written tests, or other selection devices;

4. Train those who screen applications and interview applicants in proper techniques to eliminate any potential bias;
5. Establish sign-off procedure to ensure that the selection process in underrepresented occupations reflects established program objectives and timetables.
6. Ensure reasonable accommodations are made available to persons with disabilities.
7. Ensure structured interview procedures that have been approved by the EEO Officer are followed and documented.

**c. Onboarding**

GOAL: Provide the same level of orientation to all new employees, to ensure their understanding of the university's organizational structure and their role.

ACTIVITIES:

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

**d. Promotion**

GOAL: Enhance upward mobility and fully utilize the skills of the existing workforce in a non-discriminatory manner.

ACTIVITIES:

1. Inform employees of promotional/upward mobility opportunities within the university;
2. Review and analyze promotion processes, procedures and selections.

**e. Training**

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

ACTIVITIES:

1. Analyze the performance requirements for all job classes in which underutilization exists for identifying the university training needs; and

2. Ensure training opportunities are accessible to all employees and that all employees are notified of all training opportunities for which they qualify.

**f. Compensation and Benefits**

GOAL: Ensure that all employees receive compensation and benefits without discrimination by analyzing practices to determine patterns and trends.

ACTIVITIES:

1. Review university procedures for SHRA employees to ensure they align with the State of North Carolina's compensation systems for graded positions.
2. Ensure that all benefits and conditions of employment are equally available without discrimination to all employees; including leave policies, retirement plans, insurance programs and other terms, conditions and privileges of employment.
3. Review and monitor the salary approval process for equity.

**g. Performance Management**

GOAL: Hold managers and supervisors accountable for the progress of the university's EEOF program by including it as an expectation in their performance evaluations. Ensure performance management system, including employee performance standards, are free from bias.

ACTIVITIES:

1. Enroll new managers and supervisors in the EEOF program.
2. Identify all managers and supervisors who have not taken EEOF but have been in their position longer than one year so they may be enrolled in the EEOF program.
3. Review managers and supervisors performance in accomplishing the EEO goals in their respective areas, and
4. Monitor performance ratings of all covered employees for trends and patterns.

**h. Transfers and/or Separations**

GOAL: Identify trends and measure impact on underutilized groups.

ACTIVITIES:

1. Ensure a structured and uniform procedure is maintained for determining the primary reasons for voluntary transfers and /or separations.
2. Conduct exit interviews with departing employees.

**i. Disciplinary Procedures**

GOAL: Provide equitable treatment for all employees in accordance with the State's Employee Disciplinary policy.

ACTIVITIES:

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

**j. Grievance Process**

GOAL: Ensure fair and equitable review of complaints in accordance with the University's SHRA Employee Grievance policy.

ACTIVITIES:

1. Prohibit retaliation against employees and applicants who file complaints or participate in a grievance procedure; and
2. Review and monitor program data to identify trends and patterns.

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

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 within 12 months of assuming the role. Managers and supervisors hired prior to July 1, 1991 are encouraged to participate in EEODF.

Working with the NC State Office of Human Resources, we have established a pool of onsite qualified trainers to develop and deliver an approved program to train all qualifying managers and supervisors at the campus level over the next year, to ensure full compliance with the requirement. The program will be managed through the Appalachian State University Office of Human Resources. Updated programming will be introduced beginning in March 2020 and will be presented by newly certified trainers. Course content will consist of the latest information needed to help managers and supervisors understand federal and state equal employment opportunity/affirmative action laws in the context of daily work situations. The course design will also provide managers and supervisors with applicable information to help them work more effectively with a diverse workforce. Qualifying managers and supervisors will be identified through available personnel records and attendance will be required and managed internally.

## **9. Reasonable Accommodation**

Appalachian State University complies with federal and state laws governing reasonable accommodation (ADA, ADAAA, Title VII of the Civil Rights Act as amended, etc...). The University is committed to making reasonable accommodation to the known physical or mental limitations of qualified individuals with disabilities unless such accommodation would impose an undue hardship. The Office of Disability Resources (ODR) is the designated office to assist eligible students, faculty, staff and visitors with disabilities by determining access needs and coordinating academic adjustments or workplace accommodations in accordance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act (Section 504).

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

## **10. Program Evaluation and Reporting**

### **Program Evaluation**

Appalachian State University regularly assesses the following areas:

- Review of recruitment practices to ensure vacancy announcements are disseminated to a diverse network of job recruiters;
- Hiring and promotion practices are reviewed to ensure decisions are based on job-related abilities using standardized processes;
- Discipline, grievance, compensation, and performance management data are reviewed to evaluate any trends and to ensure that bias is not a factor in decision-making;
- Data collected in the exit interview program is regularly analyzed and shared with senior management; and
- Employees are regularly encouraged to provide feedback on their workplace environment.

### **Program Reporting**

The EEO Officer will provide reports to senior management on a regular basis and to the Office of State Human Resources, as requested. 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.

## 11. Harassment Prevention Strategies

Appalachian State University has the following strategies in place to prevent harassment throughout the organization and to strategically communicate its anti-harassment expectations to employees and supervisors through multiple venues.

- a. University Policy on Discrimination, Harassment and Retaliation (110) prohibits all forms of discrimination and harassment based on protected class status. This policy also prohibits all forms of retaliation against any individual because of their participation in the reporting, investigation or adjudication of alleged violations of this policy. The policy is reviewed with new employees during new employee orientation and is posted in the University Policy Manual.
- b. Appalachian State University is committed to maintaining a workplace that is free from all forms of unlawful harassment and discrimination. As part of this commitment to maintaining a workplace free from unlawful harassment and discrimination, during 2017, all employees were required to complete an online interactive training module. The module was designed to increase employees' understanding of sexual assault, intimate partner violence and harassment. All Title IX Responsible Employees are currently completing an updated version of the training module.
- c. Appalachian State University follows the system-wide Employee Grievance Policy, which provides a clear process for addressing unlawful harassment allegations through the Equal Employment Opportunity Informal Inquiry for SHRA employees. The policy outlines that grievable issues from employees and applicants include unlawful discrimination or harassment based on race, religion, color, national origin, sex, age, disability, genetic information, veteran status, political affiliation and sexual orientation if the employee believes that he or she has been discriminated against in the terms and conditions of employment. If there is reasonable cause to believe that unlawful discrimination, harassment, or retaliation occurred, management takes appropriate action to resolve the matter.



## **12. Reduction in Force Procedures**

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

Appalachian State University fully complies with the Office of State Human Resources Reduction in Force and Reduction in Force Priority Reemployment policies.

Retention of employees in classes affected shall be based on systematic consideration, at a minimum of the following factors:

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

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

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

### **13. Pregnancy Workplace Adjustments (EO82)**

Appalachian State University is committed to fully complying with Executive Order 82 (Promoting Health and Wellness by Clarifying Protections Afforded to Pregnant State Employees) as issued by Governor Roy Cooper. The Executive Order required that state agencies extend workplace protections and modifications to pregnant employees upon request, unless doing so would impose significant burdens or costs.

The Order specifically requires that state agencies:

- Post written notice of the rights afforded to pregnant state employees under OSHR policies and the Order. This notice must be physically displayed in a conspicuous area in each office maintained by the agency;
- Collect and compile information regarding their efforts to educate their management and staff of their obligations and employee rights under OSHR policies and the Order; and
- Provide OSHR information in the annual EEO Plans on the following:
  - The number of notices in each state agency office that educate management and their staff of their obligations and employee rights;
  - The content of those notices; and
  - Information regarding any additional education initiative(s) carried out by the agency, specifically the nature of the initiative (form and/or medium), the information conveyed, and the estimated number of management and staff who were able to obtain information from or otherwise had access to the initiative.

Appalachian State University will ensure compliance with the Order by:

- including discussion of the requirements of the Order in new employee orientation materials;
- posting the requirements on the University's Office of Human Resources website and

- adding the requirements employment law posting materials across the University;
- discussing the requirements in university-wide staff meetings; and
- disseminating educational materials regarding the requirements through internal communications.

## **14. Prohibiting the Use of Salary History (EO93)**

Appalachian State University is fully committed to complying with Executive Order #93 (Prohibiting the Use of Salary History in the State Hiring Process) as issued by Governor Roy Cooper.

The Order specifically requires that state agencies:

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

Appalachian State University will ensure compliance with the Order by:

- removing the applicant salary history field on SHRA applications
- posting the requirements on the University's Office of Human Resources website and adding the requirements to employment law posting materials across the University;
- discussing the requirements in search committee trainings across campus; and
- disseminating educational materials regarding the requirements through internal communications.

## **II. Data Elements**

### **1. Workforce Availability**

An analysis of workforce statistics is used to evaluate compliance with Office of Federal Contract Compliance Programs (OFCCP) regulations and the University's EEO objectives by determining if an underutilization of women and/or minorities exists in any of the Job Groups. Employers are required to establish Placement Goals if underutilization is determined to exist within a Job Group. Additionally, statistics are used to evaluate workforce composition by comparing the percentage of women and minorities who are employed currently within an organization (incumbency) with the number of women and minorities who presumably are available for employment (availability). For SHRA positions, Watauga County and the surrounding counties in North Carolina and Tennessee are considered the reasonable recruitment area when assessing availability. In accordance with OFCCP regulations, availability is determined by using data in the Census 2010 Special AA/EEO File which is compiled by a consortium of federal agencies from the most recent census data from the U.S. Census Bureau.

# Organizational Display

Appalachian State University SHRA 2020  
02/19/2020

<b>Organizational Unit</b> <i>Unit Supervisor's Race/Sex and Job Title</i>	Total	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
<b>Appalachian State University</b>  <i>(no supervisor)</i>	1,293	69	Male	611	580	5	3	5	0	0	7
			Female	682	644	13	2	8	1	0	3
<b>Facility Totals:</b>	<b>1293</b>	<b>69</b>	Male	<b>611</b>	<b>580</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>7</b>
			Female	<b>682</b>	<b>644</b>	<b>13</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>3</b>

# Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Job Group	EEO Code	Census Occupation
Job Group 11 Management	11 Management		S110 Management
Job Group 13 Business & Financial Operations	13 Business & Financial Operation		S130 Business and Financial Operations
Job Group 15 Computer and Mathematical	15 Computer and Mathematical		S150 Computer and Mathematical
Job Group 17 Architecture & Engineering	17 Architecture and Engineering		S170 Architecture and Engineering
Job Group 19 Life, Physical & Social Sci	19 Life, Physical, and Social Sci		S190 Life, Physical, and Social Science
Job Group 21 Community & Social Service	21 Community and Social Service		S210 Community and Social Service
Job Group 23 Legal	23 Legal		S230 Legal
Job Group 25 Education, Training & Library	25 Education, Training, and Libra		S250 Education, Training, and Library
Job Group 27 Arts, Design, Entertmt, Sport, Media	27 Arts Design Entmt Sports Med		S270 Arts, Design, Entertainment, Sports, and Media
Job Group 29 Healthcare Practitioners & Tech	29 Healthcare Practitioners & Tec		S290 Healthcare Practitioners and Technical
Job Group 31 Healthcare Support	31 Healthcare Support		S310 Healthcare Support
Job Group 33 Protective Service	33 Protective Service		S330 Protective Service
Job Group 35 Food Prep and Serving Related	35 Food Prep and Serving Related		S350 Food Preparation and Serving Related
Job Group 37 Building & Grounds, Cleaning & Maint	37 Bldg & Grnds Cleaning & Maint		S370 Building and Grounds Cleaning and Maintenance
Job Group 41 Sales and Related	41 Sales and Related		S410 Sales and Related
Job Group 43 Office and Administrative Support	43 Office and Administrative Supp		S430 Office and Administrative Support
Job Group 47 Construction and Extraction	47 Construction and Extraction		S470 Construction and Extraction
Job Group 49 Installation, Maintenance, Repair	49 Installation, Maint & Repair		S490 Installation, Maintenance, and Repair
Job Group 51 Production	51 Production		S510 Production
Job Group 53 Transportation and Materials Moving	53 Transportn & Material Moving		S530 Transportation and Material Moving

# Work Force Analysis

Appalachian State University SHRA 2020

02/19/2020

Department: Appalachian State University

Job Title	EEO	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 11 Management		N/A	18		Male	12	12						
					Female	6	6						
Job Group 13 Business & Financial Operations		N/A	73	3	Male	20	19						1
					Female	53	51			1			
Job Group 15 Computer and Mathematical		N/A	137	4	Male	108	104			1			3
					Female	29	29						
Job Group 17 Architecture & Engineering		N/A	14		Male	12	12						
					Female	2	2						
Job Group 19 Life, Physical & Social Sci		N/A	10		Male	6	6						
					Female	4	4						
Job Group 21 Community & Social Service		N/A	5		Male	2	2						
					Female	3	3						
Job Group 23 Legal		N/A	1		Male								
					Female	1	1						
Job Group 25 Education, Training & Library		N/A	33	1	Male	6	6						
					Female	27	26						1
Job Group 27 Arts, Design, Entertmt, Sport, Media		N/A	40	4	Male	22	18			2			
					Female	18	18						
Job Group 29 Healthcare Practitioners & Tech		N/A	18		Male	1	1						
					Female	17	17						
Job Group 31 Healthcare Support		N/A	7		Male								
					Female	7	7						
Job Group 33 Protective Service		N/A	41	2	Male	34	33						
					Female	7	6	1					

Continued...

# Work Force Analysis

Appalachian State University SHRA 2020

02/19/2020

**Department: Appalachian State University**

Job Title	EEO	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 35 Food Prep and Serving Related		N/A	91	14	Male	52	43	2	1	2			1
					Female	39	34		1	2			
Job Group 37 Building & Grounds, Cleaning & Maint		N/A	184	10	Male	103	95	3	2				1
					Female	81	79			1	1		
Job Group 41 Sales and Related		N/A	39	2	Male	16	16						
					Female	23	21			1			
Job Group 43 Office and Administrative Support		N/A	422	28	Male	63	60						1
					Female	359	334	12	1	3		2	
Job Group 47 Construction and Extraction		N/A	56	1	Male	55	54						
					Female	1	1						
Job Group 49 Installation, Maintenance, Repair		N/A	88		Male	84	84						
					Female	4	4						
Job Group 51 Production		N/A	5		Male	4	4						
					Female	1	1						
Job Group 53 Transportation and Materials Moving		N/A	11		Male	11	11						
					Female								
<b>Department Total</b>			1293	69	Male	611	580	5	3	5	0	0	7
<i>% of Total</i>				5.34	<i>% of Total</i>	47.25	44.86	.39	.23	.39	.00	.00	.54
					Female	682	644	13	2	8	1	0	3
<i>% of Total</i>					<i>% of Total</i>	52.75	49.81	1.01	.15	.62	.08	.00	.23
<b>Facility Total</b>			1293	69	Male	611	580	5	3	5	0	0	7
<i>% of Total</i>				5.34	<i>% of Total</i>	47.25	44.86	.39	.23	.39	.00	.00	.54
					Female	682	644	13	2	8	1	0	3
<i>% of Total</i>					<i>% of Total</i>	52.75	49.81	1.01	.15	.62	.08	.00	.23



# Work Force Analysis Summary

Appalachian State University SHRA 2020  
02/19/2020

Department	Total	Total Min			Total		White		Black		Hisp		Asian		AmInd		NHOPi		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Appalachian State University	1293	69	5.34	Male	611	47.25	580	44.86	5	0.39	3	0.23	5	0.39	0	0.00	0	0.00	7	0.54
				Female	682	52.75	644	49.81	13	1.01	2	0.15	8	0.62	1	0.08	0	0.00	3	0.23
Facility Total % of Total	1293	69	5.34	Male	611	47.25	580	44.86	5	0.39	3	0.23	5	0.39	0	0.00	0	0.00	7	0.54
				Female	682	52.75	644	49.81	13	1.01	2	0.15	8	0.62	1	0.08	0	0.00	3	0.23

# Job Group Analysis

## Job Group: 11 Management

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
Job Group 11 Management	Appalachian State University	N/A	18	6							
		<b>Job Group Total</b>	18	6	0	0	0	0	0	0	0
		<i>% of Total</i>		33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00

# Job Group Analysis

**Job Group: 13 Business & Financial Operation**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 13 Business & Financial Operations	Appalachian State University	N/A	73	53	3			1			1
<b>Job Group Total</b>			73	53	3	0	0	1	0	0	1
<i>% of Total</i>				<i>72.60</i>	<i>4.11</i>	<i>0.00</i>	<i>0.00</i>	<i>1.37</i>	<i>0.00</i>	<i>0.00</i>	<i>1.37</i>

# Job Group Analysis

**Job Group: 15 Computer and Mathematical**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 15 Computer and Mathematical	Appalachian State University	N/A	137	29	4			1			3
<b>Job Group Total</b>			137	29	4	0	0	1	0	0	3
<i>% of Total</i>				21.17	2.92	0.00	0.00	0.73	0.00	0.00	2.19

# Job Group Analysis

## Job Group: 17 Architecture and Engineering

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
Job Group 17 Architecture & Engineering	Appalachian State University	N/A	14	2							
		<b>Job Group Total</b>	14	2	0	0	0	0	0	0	0
		<i>% of Total</i>		14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00

# Job Group Analysis

**Job Group: 19 Life, Physical, and Social Sci**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 19 Life, Physical & Social Sci	Appalachian State University	N/A	10	4							
<b>Job Group Total</b>			10	4	0	0	0	0	0	0	0
<i>% of Total</i>				<i>40.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

# Job Group Analysis

**Job Group: 21 Community and Social Service**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 21 Community & Social Service	Appalachian State University	N/A	5	3							
<b>Job Group Total</b>			5	3	0	0	0	0	0	0	0
<i>% of Total</i>				<i>60.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

# Job Group Analysis

**Job Group: 23 Legal**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 23 Legal	Appalachian State University	N/A	1	1							
<b>Job Group Total</b>			1	1	0	0	0	0	0	0	0
<i>% of Total</i>				<i>100.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>



# Job Group Analysis

**Job Group: 25 Education, Training, and Libra**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 25 Education, Training & Library	Appalachian State University	N/A	33	27	1						1
		<b>Job Group Total</b> <i>% of Total</i>	33	27 81.82	1 3.03	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00

# Job Group Analysis

**Job Group: 27 Arts Design Entmt Sports Med**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
Job Group 27 Arts, Design, Entertmt, Sport, Media	Appalachian State University	N/A	40	18	4			2			
<b>Job Group Total</b>			40	18	4	0	0	2	0	0	0
<i>% of Total</i>				45.00	10.00	0.00	0.00	5.00	0.00	0.00	0.00

# Job Group Analysis

**Job Group: 29 Healthcare Practitioners & Tec**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
Job Group 29 Healthcare Practitioners & Tech	Appalachian State University	N/A	18	17							
		<b>Job Group Total</b> <i>% of Total</i>	18	17 <i>94.44</i>	0 <i>0.00</i>	0 <i>0.00</i>	0 <i>0.00</i>	0 <i>0.00</i>	0 <i>0.00</i>	0 <i>0.00</i>	0 <i>0.00</i>

# Job Group Analysis

**Job Group: 31 Healthcare Support**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 31 Healthcare Support	Appalachian State University	N/A	7	7							
<b>Job Group Total</b>			7	7	0	0	0	0	0	0	0
<i>% of Total</i>				100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

# Job Group Analysis

**Job Group: 33 Protective Service**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
Job Group 33 Protective Service	Appalachian State University	N/A	41	7	2	1					
<b>Job Group Total</b>			41	7	2	1	0	0	0	0	0
<i>% of Total</i>				17.07	4.88	2.44	0.00	0.00	0.00	0.00	0.00

# Job Group Analysis

## Job Group: 35 Food Prep and Serving Related

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
Job Group 35 Food Prep and Serving Related	Appalachian State University	N/A	91	39	14	2	2	4			1
		<b>Job Group Total</b> <i>% of Total</i>	91	39 <i>42.86</i>	14 <i>15.38</i>	2 <i>2.20</i>	2 <i>2.20</i>	4 <i>4.40</i>	0 <i>0.00</i>	0 <i>0.00</i>	1 <i>1.10</i>

# Job Group Analysis

**Job Group: 37 Bldg & Grnds Cleaning & Maint**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
Job Group 37 Building & Grounds, Cleaning & Maint	Appalachian State University	N/A	184	81	10	3	2	1	1		1
		<b>Job Group Total</b> <i>% of Total</i>	184	81 <i>44.02</i>	10 <i>5.43</i>	3 <i>1.63</i>	2 <i>1.09</i>	1 <i>0.54</i>	1 <i>0.54</i>	0 <i>0.00</i>	1 <i>0.54</i>

# Job Group Analysis

**Job Group: 41 Sales and Related**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 41 Sales and Related	Appalachian State University	N/A	39	23	2			1			
<b>Job Group Total</b>			39	23	2	0	0	1	0	0	0
<i>% of Total</i>				<i>58.97</i>	<i>5.13</i>	<i>0.00</i>	<i>0.00</i>	<i>2.56</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>



# Job Group Analysis

**Job Group: 43 Office and Administrative Supp**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 43 Office and Administrative Support	Appalachian State University	N/A	422	359	28	12	1	3			3
<b>Job Group Total</b>			422	359	28	12	1	3	0	0	3
<i>% of Total</i>				<i>85.07</i>	<i>6.64</i>	<i>2.84</i>	<i>0.24</i>	<i>0.71</i>	<i>0.00</i>	<i>0.00</i>	<i>0.71</i>

# Job Group Analysis

## Job Group: 47 Construction and Extraction

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
Job Group 47 Construction and Extraction	Appalachian State University	N/A	56	1	1						
		<b>Job Group Total</b> <i>% of Total</i>	56	1 1.79	1 1.79	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00

# Job Group Analysis

**Job Group: 49 Installation, Maint & Repair**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
Job Group 49 Installation, Maintenance, Repair	Appalachian State University	N/A	88	4							
<b>Job Group Total</b>			88	4	0	0	0	0	0	0	0
<i>% of Total</i>				<i>4.55</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

# Job Group Analysis

**Job Group: 51 Production**

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
Job Group 51 Production	Appalachian State University	N/A	5	1							
<b>Job Group Total</b>			5	1	0	0	0	0	0	0	0
<i>% of Total</i>				20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

# Job Group Analysis

## Job Group: 53 Transportn & Material Moving

Appalachian State University SHRA 2020  
02/19/2020

Job Title	Department	Wage Range	Total	Female	Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
Job Group 53 Transportation and Materials Moving	Appalachian State University	N/A	11								
		<b>Job Group Total</b>	11	0	0	0	0	0	0	0	0
		<i>% of Total</i>		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		<b>Facility Total</b>	1293	682	69	18	5	13	1	0.00	10.00
		<i>% of Total</i>		52.75	5.34	1.39	0.39	1.01	0.08	0.00	0.77

# Job Group Analysis Summary

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total	Female		Total Min		Black		Hisp		Asian		AmInd		NHOPI		Two+	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
11 Management	18	6	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
13 Business & Financial Operation	73	53	72.60	3	4.11	0	0.00	0	0.00	1	1.37	0	0.00	0	0.00	1	1.37
15 Computer and Mathematical	137	29	21.17	4	2.92	0	0.00	0	0.00	1	0.73	0	0.00	0	0.00	3	2.19
17 Architecture and Engineering	14	2	14.29	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
19 Life, Physical, and Social Sci	10	4	40.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
21 Community and Social Service	5	3	60.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
23 Legal	1	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
25 Education, Training, and Libra	33	27	81.82	1	3.03	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	3.03
27 Arts Design Entmt Sports Med	40	18	45.00	4	10.00	0	0.00	0	0.00	2	5.00	0	0.00	0	0.00	0	0.00
29 Healthcare Practitioners & Tec	18	17	94.44	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
31 Healthcare Support	7	7	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
33 Protective Service	41	7	17.07	2	4.88	1	2.44	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
35 Food Prep and Serving Related	91	39	42.86	14	15.38	2	2.20	2	2.20	4	4.40	0	0.00	0	0.00	1	1.10
37 Bldg & Grnds Cleaning & Maint	184	81	44.02	10	5.43	3	1.63	2	1.09	1	0.54	1	0.54	0	0.00	1	0.54
41 Sales and Related	39	23	58.97	2	5.13	0	0.00	0	0.00	1	2.56	0	0.00	0	0.00	0	0.00
43 Office and Administrative Supp	422	359	85.07	28	6.64	12	2.84	1	0.24	3	0.71	0	0.00	0	0.00	3	0.71
47 Construction and Extraction	56	1	1.79	1	1.79	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
49 Installation, Maint & Repair	88	4	4.55	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51 Production	5	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
53 Transportn & Material Moving	11	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Facility Total % of Facility Total	1293	682	52.75	69	5.34	18	1.39	5	0.39	13	1.01	1	0.08	0	0.00	10	0.77

# Factor Components

## Factor 1 - Requisite Skills in Reasonable Recruiting Area

Appalachian State University SHRA 2020

02/19/2020

	Weight	Total	Female	Minority	Black	Hisp	Asian	AmInd	NHOPI	Two+
<b>Job Group: 11 Management</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 11 Management <i>S110 - Management</i>	18.00	10000	3398 33.98%	465 4.65%	43 0.43%	274 2.74%	92 0.92%	56 0.56%	0 0.00%	0 0.00%
<i>Total Weight:</i>	18.00									
<b>Job Group: 13 Business &amp; Financial Operation</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 13 Business & Financial Operations <i>S130 - Business and Financial Operations</i>	73.00	10000	5584 55.84%	27 0.27%	27 0.27%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	73.00									
<b>Job Group: 15 Computer and Mathematical</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 15 Computer and Mathematical <i>S150 - Computer and Mathematical</i>	137.00	10000	2389 23.89%	40 0.40%	40 0.40%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	137.00									
<b>Job Group: 17 Architecture and Engineering</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 17 Architecture & Engineering <i>S170 - Architecture and Engineering</i>	14.00	10000	890 8.90%	797 7.97%	24 0.24%	0 0.00%	659 6.59%	24 0.24%	0 0.00%	91 0.91%
<i>Total Weight:</i>	14.00									
<b>Job Group: 19 Life, Physical, and Social Sci</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 19 Life, Physical & Social Sci <i>S190 - Life, Physical, and Social Science</i>	10.00	10000	4196 41.96%	43 0.43%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	43 0.43%
<i>Total Weight:</i>	10.00									

# Factor Components

## Factor 1 - Requisite Skills in Reasonable Recruiting Area

Appalachian State University SHRA 2020

02/19/2020

	Weight	Total	Female	Minority	Black	Hisp	Asian	Amlnd	NHOPI	Two+
<b>Job Group: 21 Community and Social Service</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 21 Community & Social Service <i>S210 - Community and Social Service</i>	5.00	10000	6126 61.26%	329 3.29%	23 0.23%	107 1.07%	0 0.00%	200 2.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	5.00									
<b>Job Group: 23 Legal</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 23 Legal <i>S230 - Legal</i>	1.00	10000	4625 46.25%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 25 Education, Training, and Libra</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 25 Education, Training & Library <i>S250 - Education, Training, and Library</i>	33.00	10000	6693 66.93%	358 3.58%	122 1.22%	83 0.83%	55 0.55%	75 0.75%	0 0.00%	22 0.22%
<i>Total Weight:</i>	33.00									
<b>Job Group: 27 Arts Design Entmt Sports Med</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 27 Arts, Design, Entertmt, Sport, Media <i>S270 - Arts, Design, Entertainment, Sports, and Media</i>	40.00	10000	4544 45.44%	221 2.21%	0 0.00%	128 1.28%	0 0.00%	93 0.93%	0 0.00%	0 0.00%
<i>Total Weight:</i>	40.00									
<b>Job Group: 29 Healthcare Practitioners &amp; Tec</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 29 Healthcare Practitioners & Tech <i>S290 - Healthcare Practitioners and Technical</i>	18.00	10000	7315 73.15%	357 3.57%	52 0.52%	88 0.88%	5 0.05%	212 2.12%	0 0.00%	0 0.00%
<i>Total Weight:</i>	18.00									



# Factor Components

## Factor 1 - Requisite Skills in Reasonable Recruiting Area

Appalachian State University SHRA 2020

02/19/2020

	Weight	Total	Female	Minority	Black	Hisp	Asian	Amlnd	NHOPI	Two+
<b>Job Group: 31 Healthcare Support</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 31 Healthcare Support <i>S310 - Healthcare Support</i>	7.00	10000	9735 97.35%	188 1.88%	18 0.18%	36 0.36%	89 0.89%	36 0.36%	0 0.00%	11 0.11%
<i>Total Weight:</i>	7.00									
<b>Job Group: 33 Protective Service</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 33 Protective Service <i>S330 - Protective Service</i>	41.00	10000	785 7.85%	82 0.82%	60 0.60%	22 0.22%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	41.00									
<b>Job Group: 35 Food Prep and Serving Related</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 35 Food Prep and Serving Related <i>S350 - Food Preparation and Serving Related</i>	91.00	10000	5665 56.65%	956 9.56%	42 0.42%	701 7.01%	64 0.64%	149 1.49%	0 0.00%	0 0.00%
<i>Total Weight:</i>	91.00									
<b>Job Group: 37 Bldg &amp; Grnds Cleaning &amp; Maint</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 37 Building & Grounds, Cleaning & Maint <i>S370 - Building and Grounds Cleaning and Maintenance</i>	184.00	10000	4068 40.68%	1186 11.86%	53 0.53%	1022 10.22%	0 0.00%	111 1.11%	0 0.00%	0 0.00%
<i>Total Weight:</i>	184.00									
<b>Job Group: 41 Sales and Related</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 41 Sales and Related <i>S410 - Sales and Related</i>	39.00	10000	5554 55.54%	488 4.88%	50 0.50%	150 1.50%	152 1.52%	88 0.88%	0 0.00%	49 0.49%
<i>Total Weight:</i>	39.00									

# Factor Components

## Factor 1 - Requisite Skills in Reasonable Recruiting Area

Appalachian State University SHRA 2020

02/19/2020

	Weight	Total	Female	Minority	Black	Hisp	Asian	Amlnd	NHOPI	Two+
<b>Job Group: 43 Office and Administrative Supp</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 43 Office and Administrative Support <i>S430 - Office and Administrative Support</i>	422.00	10000	6739 67.39%	573 5.73%	111 1.11%	134 1.34%	86 0.86%	160 1.60%	0 0.00%	81 0.81%
<i>Total Weight:</i>	422.00									
<b>Job Group: 47 Construction and Extraction</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 47 Construction and Extraction <i>S470 - Construction and Extraction</i>	56.00	10000	172 1.72%	912 9.12%	14 0.14%	752 7.52%	0 0.00%	146 1.46%	0 0.00%	0 0.00%
<i>Total Weight:</i>	56.00									
<b>Job Group: 49 Installation, Maint &amp; Repair</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 49 Installation, Maintenance, Repair <i>S490 - Installation, Maintenance, and Repair</i>	88.00	10000	785 7.85%	398 3.98%	122 1.22%	101 1.01%	0 0.00%	122 1.22%	53 0.53%	0 0.00%
<i>Total Weight:</i>	88.00									
<b>Job Group: 51 Production</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 51 Production <i>S510 - Production</i>	5.00	10000	3945 39.45%	563 5.63%	146 1.46%	318 3.18%	16 0.16%	29 0.29%	0 0.00%	53 0.53%
<i>Total Weight:</i>	5.00									
<b>Job Group: 53 Transportn &amp; Material Moving</b>		<i>Labor Area: Custom - 2 Area (NC and TN)</i>								
<u>Employee Job Titles:</u>										
Job Group 53 Transportation and Materials Moving <i>S530 - Transportation and Material Moving</i>	11.00	10000	1371 13.71%	445 4.45%	148 1.48%	119 1.19%	79 0.79%	99 0.99%	0 0.00%	0 0.00%
<i>Total Weight:</i>	11.00									

# Factor Components

## Factor 2 - Promotable, Transferable, and Trainable within Organization

Appalachian State University SHRA 2020

02/19/2020

	Weight	Total	Female	Minority	Black	Hisp	Asian	Amlnd	NHOPI	Two+
<b>Job Group: 11 Management</b>										
<u>Feeders:</u>										
Job Title: Job Group 11 Management (11)	1.00	18	6 33.33%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 13 Business &amp; Financial Operation</b>										
<u>Feeders:</u>										
Job Title: Job Group 13 Business & Financial Operations	1.00	73	53 72.60%	3 4.11%	0 0.00%	0 0.00%	1 1.37%	0 0.00%	0 0.00%	1 1.37%
Job Title: Job Group 43 Office and Administrative Suppo	1.00	422	359 85.07%	28 6.64%	12 2.84%	1 0.24%	3 0.71%	0 0.00%	0 0.00%	3 0.71%
<i>Total Weight:</i>	2.00									
<b>Job Group: 15 Computer and Mathematical</b>										
<u>Feeders:</u>										
Job Title: Job Group 15 Computer and Mathematical (15	1.00	137	29 21.17%	4 2.92%	0 0.00%	0 0.00%	1 0.73%	0 0.00%	0 0.00%	3 2.19%
<i>Total Weight:</i>	1.00									
<b>Job Group: 17 Architecture and Engineering</b>										
<u>Feeders:</u>										
Job Title: Job Group 17 Architecture & Engineering (17)	1.00	14	2 14.29%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									

# Factor Components

## Factor 2 - Promotable, Transferable, and Trainable within Organization

Appalachian State University SHRA 2020

02/19/2020

	Weight	Total	Female	Minority	Black	Hisp	Asian	Amlnd	NHOPI	Two+
<b>Job Group: 19 Life, Physical, and Social Sci</b>										
<u>Feeders:</u>										
Job Title: Job Group 19 Life, Physical & Social Sci (19)	1.00	10	4 40.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 21 Community and Social Service</b>										
<u>Feeders:</u>										
Job Title: Job Group 21 Community & Social Service (21)	1.00	5	3 60.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 23 Legal</b>										
<u>Feeders:</u>										
Job Title: Job Group 23 Legal (23)	1.00	1	1 100.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 25 Education, Training, and Libra</b>										
<u>Feeders:</u>										
Job Title: Job Group 25 Education, Training & Library (25)	1.00	33	27 81.82%	1 3.03%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	1 3.03%
Job Title: Job Group 43 Office and Administrative Support (43)	1.00	422	359 85.07%	28 6.64%	12 2.84%	1 0.24%	3 0.71%	0 0.00%	0 0.00%	3 0.71%
<i>Total Weight:</i>	2.00									

# Factor Components

## Factor 2 - Promotable, Transferable, and Trainable within Organization

Appalachian State University SHRA 2020

02/19/2020

	Weight	Total	Female	Minority	Black	Hisp	Asian	Amlnd	NHOPI	Two+
<b>Job Group: 27 Arts Design Entmt Sports Med</b>										
<b><u>Feeders:</u></b>										
Job Title: Job Group 27 Arts, Design, Entertmt, Sport, M	1.00	40	18 45.00%	4 10.00%	0 0.00%	0 0.00%	2 5.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 29 Healthcare Practitioners &amp; Tec</b>										
<b><u>Feeders:</u></b>										
Job Title: Job Group 29 Healthcare Practitioners & Tech	1.00	18	17 94.44%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 31 Healthcare Support</b>										
<b><u>Feeders:</u></b>										
Job Title: Job Group 31 Healthcare Support (31)	1.00	7	7 100.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 33 Protective Service</b>										
<b><u>Feeders:</u></b>										
Job Title: Job Group 33 Protective Service (33)	1.00	41	7 17.07%	2 4.88%	1 2.44%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 35 Food Prep and Serving Related</b>										
<b><u>Feeders:</u></b>										
Job Title: Job Group 35 Food Prep and Serving Related	1.00	91	39 42.86%	14 15.38%	2 2.20%	2 2.20%	4 4.40%	0 0.00%	0 0.00%	1 1.10%
<i>Total Weight:</i>	1.00									

# Factor Components

## Factor 2 - Promotable, Transferable, and Trainable within Organization

Appalachian State University SHRA 2020

02/19/2020

	Weight	Total	Female	Minority	Black	Hisp	Asian	Amlnd	NHOPI	Two+
<b>Job Group: 37 Bldg &amp; Grnds Cleaning &amp; Maint</b>										
<u>Feeders:</u>										
Job Title: Job Group 37 Building & Grounds, Cleaning &	1.00	184	81 44.02%	10 5.43%	3 1.63%	2 1.09%	1 0.54%	1 0.54%	0 0.00%	1 0.54%
<i>Total Weight:</i>	1.00									
<b>Job Group: 41 Sales and Related</b>										
<u>Feeders:</u>										
Job Title: Job Group 41 Sales and Related (41)	1.00	39	23 58.97%	2 5.13%	0 0.00%	0 0.00%	1 2.56%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 43 Office and Administrative Supp</b>										
<u>Feeders:</u>										
Job Title: Job Group 43 Office and Administrative Suppo	1.00	422	359 85.07%	28 6.64%	12 2.84%	1 0.24%	3 0.71%	0 0.00%	0 0.00%	3 0.71%
<i>Total Weight:</i>	1.00									
<b>Job Group: 47 Construction and Extraction</b>										
<u>Feeders:</u>										
Job Title: Job Group 47 Construction and Extraction (47)	1.00	56	1 1.79%	1 1.79%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 49 Installation, Maint &amp; Repair</b>										
<u>Feeders:</u>										
Job Title: Job Group 49 Installation, Maintenance, Repaii	1.00	88	4 4.55%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									

# Factor Components

## Factor 2 - Promotable, Transferable, and Trainable within Organization

Appalachian State University SHRA 2020

02/19/2020

	Weight	Total	Female	Minority	Black	Hisp	Asian	Amlnd	NHOPi	Two+
<b>Job Group: 51    Production</b>										
<u>Feeders:</u>										
Job Title: Job Group 51 Production (51)	1.00	5	1 20.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									
<b>Job Group: 53    Transportn &amp; Material Moving</b>										
<u>Feeders:</u>										
Job Title: Job Group 53 Transportation and Materials Mo	1.00	11	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
<i>Total Weight:</i>	1.00									

# Factor Availabilities

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Female (%)	Minority (%)	Black (%)	Hisp (%)	Asian (%)	AmInd (%)	NHOPi (%)	Two+ (%)
<b>Factor 1 - Requisite Skills in Reasonable Recruiting Area</b>								
11 Management <i>Labor Area: Custom - 2 Area (NC and TN)</i>	33.98	4.65	0.43	2.74	0.92	0.56	0.00	0.00
13 Business & Financial Operation <i>Labor Area: Custom - 2 Area (NC and TN)</i>	55.84	0.27	0.27	0.00	0.00	0.00	0.00	0.00
15 Computer and Mathematical <i>Labor Area: Custom - 2 Area (NC and TN)</i>	23.89	0.40	0.40	0.00	0.00	0.00	0.00	0.00
17 Architecture and Engineering <i>Labor Area: Custom - 2 Area (NC and TN)</i>	8.90	7.97	0.24	0.00	6.59	0.24	0.00	0.91
19 Life, Physical, and Social Sci <i>Labor Area: Custom - 2 Area (NC and TN)</i>	41.96	0.43	0.00	0.00	0.00	0.00	0.00	0.43
21 Community and Social Service <i>Labor Area: Custom - 2 Area (NC and TN)</i>	61.26	3.29	0.23	1.07	0.00	2.00	0.00	0.00
23 Legal <i>Labor Area: Custom - 2 Area (NC and TN)</i>	46.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00
25 Education, Training, and Libra <i>Labor Area: Custom - 2 Area (NC and TN)</i>	66.93	3.58	1.22	0.83	0.55	0.75	0.00	0.22
27 Arts Design Entmt Sports Med <i>Labor Area: Custom - 2 Area (NC and TN)</i>	45.44	2.21	0.00	1.28	0.00	0.93	0.00	0.00
29 Healthcare Practitioners & Tec <i>Labor Area: Custom - 2 Area (NC and TN)</i>	73.15	3.57	0.52	0.88	0.05	2.12	0.00	0.00
31 Healthcare Support <i>Labor Area: Custom - 2 Area (NC and TN)</i>	97.35	1.88	0.18	0.36	0.89	0.36	0.00	0.11
33 Protective Service <i>Labor Area: Custom - 2 Area (NC and TN)</i>	7.85	0.82	0.60	0.22	0.00	0.00	0.00	0.00
35 Food Prep and Serving Related <i>Labor Area: Custom - 2 Area (NC and TN)</i>	56.65	9.56	0.42	7.01	0.64	1.49	0.00	0.00
37 Bldg & Grnds Cleaning & Maint <i>Labor Area: Custom - 2 Area (NC and TN)</i>	40.68	11.86	0.53	10.22	0.00	1.11	0.00	0.00
41 Sales and Related <i>Labor Area: Custom - 2 Area (NC and TN)</i>	55.54	4.88	0.50	1.50	1.52	0.88	0.00	0.49
43 Office and Administrative Supp <i>Labor Area: Custom - 2 Area (NC and TN)</i>	67.39	5.73	1.11	1.34	0.86	1.60	0.00	0.81



# Factor Availabilities

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Female (%)	Minority (%)	Black (%)	Hisp (%)	Asian (%)	AmInd (%)	NHOPI (%)	Two+ (%)
47 Construction and Extraction <i>Labor Area: Custom - 2 Area (NC and TN)</i>	1.72	9.12	0.14	7.52	0.00	1.46	0.00	0.00
49 Installation, Maint & Repair <i>Labor Area: Custom - 2 Area (NC and TN)</i>	7.85	3.98	1.22	1.01	0.00	1.22	0.53	0.00
51 Production <i>Labor Area: Custom - 2 Area (NC and TN)</i>	39.45	5.63	1.46	3.18	0.16	0.29	0.00	0.53
53 Transportn & Material Moving <i>Labor Area: Custom - 2 Area (NC and TN)</i>	13.71	4.45	1.48	1.19	0.79	0.99	0.00	0.00

# Factor Availabilities

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Female (%)	Minority (%)	Black (%)	Hisp (%)	Asian (%)	AmInd (%)	NHOPI (%)	Two+ (%)
<b>Factor 2 - Promotable, Transferable, and Trainable within Organization</b>								
11 Management	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13 Business & Financial Operation	78.84	5.37	1.42	0.12	1.04	0.00	0.00	1.04
15 Computer and Mathematical	21.17	2.92	0.00	0.00	0.73	0.00	0.00	2.19
17 Architecture and Engineering	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00
19 Life, Physical, and Social Sci	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21 Community and Social Service	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
23 Legal	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
25 Education, Training, and Libra	83.44	4.83	1.42	0.12	0.36	0.00	0.00	1.87
27 Arts Design Entmnt Sports Med	45.00	10.00	0.00	0.00	5.00	0.00	0.00	0.00
29 Healthcare Practitioners & Tec	94.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00
31 Healthcare Support	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
33 Protective Service	17.07	4.88	2.44	0.00	0.00	0.00	0.00	0.00
35 Food Prep and Serving Related	42.86	15.38	2.20	2.20	4.40	0.00	0.00	1.10
37 Bldg & Grnds Cleaning & Maint	44.02	5.43	1.63	1.09	0.54	0.54	0.00	0.54
41 Sales and Related	58.97	5.13	0.00	0.00	2.56	0.00	0.00	0.00
43 Office and Administrative Supp	85.07	6.64	2.84	0.24	0.71	0.00	0.00	0.71
47 Construction and Extraction	1.79	1.79	0.00	0.00	0.00	0.00	0.00	0.00
49 Installation, Maint & Repair	4.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00
51 Production	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
53 Transportn & Material Moving	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 11 Management**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	33.98	4.65	0.43	2.74	0.92	0.56	0.00	0.00	<b>100.00</b>	33.98	4.65	0.43	2.74	0.92	0.56	0.00	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>33.98</b>	<b>4.65</b>	<b>0.43</b>	<b>2.74</b>	<b>0.92</b>	<b>0.56</b>	<b>0.00</b>	<b>0.00</b>

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 13 Business & Financial Operation**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	55.84	0.27	0.27	0.00	0.00	0.00	0.00	0.00	<b>41.00</b>	22.89	0.11	0.11	0.00	0.00	0.00	0.00	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	78.84	5.37	1.42	0.12	1.04	0.00	0.00	1.04	<b>59.00</b>	46.51	3.17	0.84	0.07	0.61	0.00	0.00	0.61
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>69.41</b>	<b>3.28</b>	<b>0.95</b>	<b>0.07</b>	<b>0.61</b>	<b>0.00</b>	<b>0.00</b>	<b>0.61</b>	

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 15 Computer and Mathematical**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	23.89	0.40	0.40	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	21.17	2.92	0.00	0.00	0.73	0.00	0.00	2.19	<b>100.00</b>	21.17	2.92	0.00	0.00	0.73	0.00	0.00	2.19
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>21.17</b>	<b>2.92</b>	<b>0.00</b>	<b>0.00</b>	<b>0.73</b>	<b>0.00</b>	<b>0.00</b>	<b>2.19</b>

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 17 Architecture and Engineering**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	8.90	7.97	0.24	0.00	6.59	0.24	0.00	0.91	<b>33.00</b>	2.94	2.63	0.08	0.00	2.17	0.08	0.00	0.30
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>67.00</b>	9.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>12.51</b>	<b>2.63</b>	<b>0.08</b>	<b>0.00</b>	<b>2.17</b>	<b>0.08</b>	<b>0.00</b>	<b>0.30</b>	

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 19 Life, Physical, and Social Sci**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)								
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	41.96	0.43	0.00	0.00	0.00	0.00	0.00	0.43	<b>100.00</b>	41.96	0.43	0.00	0.00	0.00	0.00	0.00	0.43	
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																	
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Source of Data: Feeder Job Titles																	
<b>100.00</b>																		
<b>Job Group Final Availabilities (%)</b>										<b>41.96</b>	<b>0.43</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.43</b>

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 21 Community and Social Service**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	61.26	3.29	0.23	1.07	0.00	2.00	0.00	0.00	<b>100.00</b>	61.26	3.29	0.23	1.07	0.00	2.00	0.00	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>61.26</b>	<b>3.29</b>	<b>0.23</b>	<b>1.07</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>



# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 23 Legal**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)								
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	46.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>100.00</b>	46.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																	
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Source of Data: Feeder Job Titles																	
<b>100.00</b>																		
<b>Job Group Final Availabilities (%)</b>										<b>46.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 25 Education, Training, and Libra**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	66.93	3.58	1.22	0.83	0.55	0.75	0.00	0.22	<b>50.00</b>	33.47	1.79	0.61	0.42	0.28	0.38	0.00	0.11
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	83.44	4.83	1.42	0.12	0.36	0.00	0.00	1.87	<b>50.00</b>	41.72	2.42	0.71	0.06	0.18	0.00	0.00	0.94
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>75.19</b>	<b>4.21</b>	<b>1.32</b>	<b>0.47</b>	<b>0.45</b>	<b>0.38</b>	<b>0.00</b>	<b>1.05</b>	

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 27 Arts Design Entmt Sports Med**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	45.44	2.21	0.00	1.28	0.00	0.93	0.00	0.00	<b>80.00</b>	36.35	1.77	0.00	1.02	0.00	0.74	0.00	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	45.00	10.00	0.00	0.00	5.00	0.00	0.00	0.00	<b>20.00</b>	9.00	2.00	0.00	0.00	1.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>45.35</b>	<b>3.77</b>	<b>0.00</b>	<b>1.02</b>	<b>1.00</b>	<b>0.74</b>	<b>0.00</b>	<b>0.00</b>

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 29 Healthcare Practitioners & Tec**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	73.15	3.57	0.52	0.88	0.05	2.12	0.00	0.00	<b>100.00</b>	73.15	3.57	0.52	0.88	0.05	2.12	0.00	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	94.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>73.15</b>	<b>3.57</b>	<b>0.52</b>	<b>0.88</b>	<b>0.05</b>	<b>2.12</b>	<b>0.00</b>	<b>0.00</b>

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 31 Healthcare Support**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	97.35	1.88	0.18	0.36	0.89	0.36	0.00	0.11	<b>100.00</b>	97.35	1.88	0.18	0.36	0.89	0.36	0.00	0.11
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>97.35</b>	<b>1.88</b>	<b>0.18</b>	<b>0.36</b>	<b>0.89</b>	<b>0.36</b>	<b>0.00</b>	<b>0.11</b>

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 33 Protective Service**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	7.85	0.82	0.60	0.22	0.00	0.00	0.00	0.00	<b>100.00</b>	7.85	0.82	0.60	0.22	0.00	0.00	0.00	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	17.07	4.88	2.44	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>7.85</b>	<b>0.82</b>	<b>0.60</b>	<b>0.22</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 35 Food Prep and Serving Related**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	56.65	9.56	0.42	7.01	0.64	1.49	0.00	0.00	<b>58.00</b>	32.86	5.54	0.24	4.07	0.37	0.86	0.00	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	42.86	15.38	2.20	2.20	4.40	0.00	0.00	1.10	<b>42.00</b>	18.00	6.46	0.92	0.92	1.85	0.00	0.00	0.46
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>50.86</b>	<b>12.01</b>	<b>1.17</b>	<b>4.99</b>	<b>2.22</b>	<b>0.86</b>	<b>0.00</b>	<b>0.46</b>	

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 37 Bldg & Grnds Cleaning & Maint**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	40.68	11.86	0.53	10.22	0.00	1.11	0.00	0.00	<b>59.00</b>	24.00	7.00	0.31	6.03	0.00	0.65	0.00	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	44.02	5.43	1.63	1.09	0.54	0.54	0.00	0.54	<b>41.00</b>	18.05	2.23	0.67	0.45	0.22	0.22	0.00	0.22
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>42.05</b>	<b>9.23</b>	<b>0.98</b>	<b>6.48</b>	<b>0.22</b>	<b>0.88</b>	<b>0.00</b>	<b>0.22</b>	



# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 41 Sales and Related**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	55.54	4.88	0.50	1.50	1.52	0.88	0.00	0.49	<b>70.00</b>	38.88	3.42	0.35	1.05	1.06	0.62	0.00	0.34
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	58.97	5.13	0.00	0.00	2.56	0.00	0.00	0.00	<b>30.00</b>	17.69	1.54	0.00	0.00	0.77	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>56.57</b>	<b>4.95</b>	<b>0.35</b>	<b>1.05</b>	<b>1.83</b>	<b>0.62</b>	<b>0.00</b>	<b>0.34</b>	

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 43 Office and Administrative Supp**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	67.39	5.73	1.11	1.34	0.86	1.60	0.00	0.81	<b>71.00</b>	47.85	4.07	0.79	0.95	0.61	1.14	0.00	0.58
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	85.07	6.64	2.84	0.24	0.71	0.00	0.00	0.71	<b>29.00</b>	24.67	1.92	0.82	0.07	0.21	0.00	0.00	0.21
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>72.52</b>	<b>5.99</b>	<b>1.61</b>	<b>1.02</b>	<b>0.82</b>	<b>1.14</b>	<b>0.00</b>	<b>0.78</b>	

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 47 Construction and Extraction**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	1.72	9.12	0.14	7.52	0.00	1.46	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	1.79	1.79	0.00	0.00	0.00	0.00	0.00	0.00	<b>100.00</b>	1.79	1.79	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>1.79</b>	<b>1.79</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 49 Installation, Maint & Repair**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	7.85	3.98	1.22	1.01	0.00	1.22	0.53	0.00	<b>40.00</b>	3.14	1.59	0.49	0.40	0.00	0.49	0.21	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	4.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>60.00</b>	2.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>5.87</b>	<b>1.59</b>	<b>0.49</b>	<b>0.40</b>	<b>0.00</b>	<b>0.49</b>	<b>0.21</b>	<b>0.00</b>

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 51    Production**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	39.45	5.63	1.46	3.18	0.16	0.29	0.00	0.53	<b>58.00</b>	22.88	3.27	0.85	1.84	0.09	0.17	0.00	0.31
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>42.00</b>	8.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>31.28</b>	<b>3.27</b>	<b>0.85</b>	<b>1.84</b>	<b>0.09</b>	<b>0.17</b>	<b>0.00</b>	<b>0.31</b>	

# Availability Analysis

Appalachian State University SHRA 2020  
02/19/2020

**Job Group: 53    Transportn & Material Moving**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	13.71	4.45	1.48	1.19	0.79	0.99	0.00	0.00	<b>33.00</b>	4.52	1.47	0.49	0.39	0.26	0.33	0.00	0.00
	Source of Data: Census 2010 Special EEO File 2 Area (NC and TN)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>67.00</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>4.52</b>	<b>1.47</b>	<b>0.49</b>	<b>0.39</b>	<b>0.26</b>	<b>0.33</b>	<b>0.00</b>	<b>0.00</b>

# Incumbency v. Estimated Availability

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Less than 80% ?							
	Female	Minority	Black	Hisp	Asian	AmInd	NHOPi	Two+
11 Management								
13 Business & Financial Operation								
15 Computer and Mathematical								
17 Architecture and Engineering								
19 Life, Physical, and Social Sci								
21 Community and Social Service								
23 Legal								
25 Education, Training, and Libra								
27 Arts Design Entmt Sports Med								
29 Healthcare Practitioners & Tec								
31 Healthcare Support								
33 Protective Service								
35 Food Prep and Serving Related				Yes				
37 Bldg & Grnds Cleaning & Maint		Yes		Yes				
41 Sales and Related								
43 Office and Administrative Supp				Yes		Yes		
47 Construction and Extraction								

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0*

# Incumbency v. Estimated Availability

Appalachian State University SHRA 2020  
02/19/2020

	Less than 80% ?							
Job Group	Female	Minority	Black	Hisp	Asian	AmInd	NHOPI	Two+
49 Installation, Maint & Repair	Yes	Yes						
51 Production								
53 Transportn & Material Moving								

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0*



# Incumbency v. Estimated Availability Summary

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than 80% ?
11 Management	18	Female	6	33.33	33.98	
		Minority	0	0.00	4.65	
		Black	0	0.00	0.43	
		Hispanic	0	0.00	2.74	
		Asian	0	0.00	0.92	
		AmIndian	0	0.00	0.56	
		NHOPI	0	0.00	0.00	
		Two+	0	0.00	0.00	
13 Business & Financial Operation	73	Female	53	72.60	69.41	
		Minority	3	4.11	3.28	
		Black	0	0.00	0.95	
		Hispanic	0	0.00	0.07	
		Asian	1	1.37	0.61	
		AmIndian	0	0.00	0.00	
		NHOPI	0	0.00	0.00	
		Two+	1	1.37	0.61	
15 Computer and Mathematical	137	Female	29	21.17	21.17	
		Minority	4	2.92	2.92	
		Black	0	0.00	0.00	
		Hispanic	0	0.00	0.00	
		Asian	1	0.73	0.73	
		AmIndian	0	0.00	0.00	
		NHOPI	0	0.00	0.00	
		Two+	3	2.19	2.19	
17 Architecture and Engineering	14	Female	2	14.29	12.51	
		Minority	0	0.00	2.63	
		Black	0	0.00	0.08	
		Hispanic	0	0.00	0.00	
		Asian	0	0.00	2.17	
		AmIndian	0	0.00	0.08	
		NHOPI	0	0.00	0.00	
		Two+	0	0.00	0.30	

Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0

# Incumbency v. Estimated Availability Summary

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than 80% ?
19 Life, Physical, and Social Sci	10	Female	4	40.00	41.96	
		Minority	0	0.00	0.43	
		Black	0	0.00	0.00	
		Hispanic	0	0.00	0.00	
		Asian	0	0.00	0.00	
		AmIndian	0	0.00	0.00	
		NHOPI	0	0.00	0.00	
		Two+	0	0.00	0.43	
21 Community and Social Service	5	Female	3	60.00	61.26	
		Minority	0	0.00	3.29	
		Black	0	0.00	0.23	
		Hispanic	0	0.00	1.07	
		Asian	0	0.00	0.00	
		AmIndian	0	0.00	2.00	
		NHOPI	0	0.00	0.00	
		Two+	0	0.00	0.00	
23 Legal	1	Female	1	100.00	46.25	
		Minority	0	0.00	0.00	
		Black	0	0.00	0.00	
		Hispanic	0	0.00	0.00	
		Asian	0	0.00	0.00	
		AmIndian	0	0.00	0.00	
		NHOPI	0	0.00	0.00	
		Two+	0	0.00	0.00	
25 Education, Training, and Libra	33	Female	27	81.82	75.19	
		Minority	1	3.03	4.21	
		Black	0	0.00	1.32	
		Hispanic	0	0.00	0.47	
		Asian	0	0.00	0.45	
		AmIndian	0	0.00	0.38	
		NHOPI	0	0.00	0.00	
		Two+	1	3.03	1.05	

Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0

# Incumbency v. Estimated Availability Summary

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than 80% ?
27 Arts Design Entmt Sports Med	40	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	18 4 0 0 2 0 0 0	45.00 10.00 0.00 0.00 5.00 0.00 0.00 0.00	45.35 3.77 0.00 1.02 1.00 0.74 0.00 0.00	
29 Healthcare Practitioners & Tec	18	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	17 0 0 0 0 0 0 0	94.44 0.00 0.00 0.00 0.00 0.00 0.00 0.00	73.15 3.57 0.52 0.88 0.05 2.12 0.00 0.00	
31 Healthcare Support	7	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	7 0 0 0 0 0 0 0	100.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	97.35 1.88 0.18 0.36 0.89 0.36 0.00 0.11	
33 Protective Service	41	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	7 2 1 0 0 0 0 0	17.07 4.88 2.44 0.00 0.00 0.00 0.00 0.00	7.85 0.82 0.60 0.22 0.00 0.00 0.00 0.00	

Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0

# Incumbency v. Estimated Availability Summary

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than 80% ?
35 Food Prep and Serving Related	91	Female	39	42.86	50.86	Yes
		Minority	14	15.38	12.01	
		Black	2	2.20	1.17	
		Hispanic	2	2.20	4.99	
		Asian	4	4.40	2.22	
		AmIndian	0	0.00	0.86	
		NHOPI	0	0.00	0.00	
		Two+	1	1.10	0.46	
37 Bldg & Grnds Cleaning & Maint	184	Female	81	44.02	42.05	Yes  Yes
		Minority	10	5.43	9.23	
		Black	3	1.63	0.98	
		Hispanic	2	1.09	6.48	
		Asian	1	0.54	0.22	
		AmIndian	1	0.54	0.88	
		NHOPI	0	0.00	0.00	
		Two+	1	0.54	0.22	
41 Sales and Related	39	Female	23	58.97	56.57	
		Minority	2	5.13	4.95	
		Black	0	0.00	0.35	
		Hispanic	0	0.00	1.05	
		Asian	1	2.56	1.83	
		AmIndian	0	0.00	0.62	
		NHOPI	0	0.00	0.00	
		Two+	0	0.00	0.34	
43 Office and Administrative Supp	422	Female	359	85.07	72.52	Yes  Yes
		Minority	28	6.64	5.99	
		Black	12	2.84	1.61	
		Hispanic	1	0.24	1.02	
		Asian	3	0.71	0.82	
		AmIndian	0	0.00	1.14	
		NHOPI	0	0.00	0.00	
		Two+	3	0.71	0.78	

Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0

# Incumbency v. Estimated Availability Summary

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than 80% ?
47 Construction and Extraction	56	Female	1	1.79	1.79	
		Minority	1	1.79	1.79	
		Black	0	0.00	0.00	
		Hispanic	0	0.00	0.00	
		Asian	0	0.00	0.00	
		AmIndian	0	0.00	0.00	
		NHOPI	0	0.00	0.00	
		Two+	0	0.00	0.00	
49 Installation, Maint & Repair	88	Female	4	4.55	5.87	Yes
		Minority	0	0.00	1.59	Yes
		Black	0	0.00	0.49	
		Hispanic	0	0.00	0.40	
		Asian	0	0.00	0.00	
		AmIndian	0	0.00	0.49	
		NHOPI	0	0.00	0.21	
		Two+	0	0.00	0.00	
51 Production	5	Female	1	20.00	31.28	
		Minority	0	0.00	3.27	
		Black	0	0.00	0.85	
		Hispanic	0	0.00	1.84	
		Asian	0	0.00	0.09	
		AmIndian	0	0.00	0.17	
		NHOPI	0	0.00	0.00	
		Two+	0	0.00	0.31	
53 Transportn & Material Moving	11	Female	0	0.00	4.52	
		Minority	0	0.00	1.47	
		Black	0	0.00	0.49	
		Hispanic	0	0.00	0.39	
		Asian	0	0.00	0.26	
		AmIndian	0	0.00	0.33	
		NHOPI	0	0.00	0.00	
		Two+	0	0.00	0.00	

Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0

# Incumbency v. Estimated Availability Detail

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	80% Ratio	Less than 80% ?
11 Management	18	Female	6	33.33	33.98	6.1	-0.1	98.10	
		Minority	0	0.00	4.65	0.8	-0.8	0.00	
		Black	0	0.00	0.43	0.1	-0.1	0.00	
		Hispanic	0	0.00	2.74	0.5	-0.5	0.00	
		Asian	0	0.00	0.92	0.2	-0.2	0.00	
		AmIndian	0	0.00	0.56	0.1	-0.1	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.00	0.0	0.0	100.00	
13 Business & Financial Operation	73	Female	53	72.60	69.41	50.7	2.3	104.60	
		Minority	3	4.11	3.28	2.4	0.6	125.28	
		Black	0	0.00	0.95	0.7	-0.7	0.00	
		Hispanic	0	0.00	0.07	0.1	-0.1	0.00	
		Asian	1	1.37	0.61	0.4	0.6	223.17	
		AmIndian	0	0.00	0.00	0.0	0.0	100.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	1	1.37	0.61	0.4	0.6	223.17	
15 Computer and Mathematical	137	Female	29	21.17	21.17	29.0	0.0	100.00	
		Minority	4	2.92	2.92	4.0	0.0	100.00	
		Black	0	0.00	0.00	0.0	0.0	100.00	
		Hispanic	0	0.00	0.00	0.0	0.0	100.00	
		Asian	1	0.73	0.73	1.0	0.0	100.00	
		AmIndian	0	0.00	0.00	0.0	0.0	100.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	3	2.19	2.19	3.0	0.0	100.00	
17 Architecture and Engineering	14	Female	2	14.29	12.51	1.8	0.2	114.21	
		Minority	0	0.00	2.63	0.4	-0.4	0.00	
		Black	0	0.00	0.08	0.0	0.0	0.00	
		Hispanic	0	0.00	0.00	0.0	0.0	100.00	
		Asian	0	0.00	2.17	0.3	-0.3	0.00	
		AmIndian	0	0.00	0.08	0.0	0.0	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.30	0.0	0.0	0.00	

Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0

# Incumbency v. Estimated Availability Detail

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	80% Ratio	Less than 80% ?
19 Life, Physical, and Social Sci	10	Female	4	40.00	41.96	4.2	-0.2	95.33	
		Minority	0	0.00	0.43	0.0	0.0	0.00	
		Black	0	0.00	0.00	0.0	0.0	100.00	
		Hispanic	0	0.00	0.00	0.0	0.0	100.00	
		Asian	0	0.00	0.00	0.0	0.0	100.00	
		AmIndian	0	0.00	0.00	0.0	0.0	100.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.43	0.0	0.0	0.00	
21 Community and Social Service	5	Female	3	60.00	61.26	3.1	-0.1	97.94	
		Minority	0	0.00	3.29	0.2	-0.2	0.00	
		Black	0	0.00	0.23	0.0	0.0	0.00	
		Hispanic	0	0.00	1.07	0.1	-0.1	0.00	
		Asian	0	0.00	0.00	0.0	0.0	100.00	
		AmIndian	0	0.00	2.00	0.1	-0.1	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.00	0.0	0.0	100.00	
23 Legal	1	Female	1	100.00	46.25	0.5	0.5	216.22	
		Minority	0	0.00	0.00	0.0	0.0	100.00	
		Black	0	0.00	0.00	0.0	0.0	100.00	
		Hispanic	0	0.00	0.00	0.0	0.0	100.00	
		Asian	0	0.00	0.00	0.0	0.0	100.00	
		AmIndian	0	0.00	0.00	0.0	0.0	100.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.00	0.0	0.0	100.00	
25 Education, Training, and Libra	33	Female	27	81.82	75.19	24.8	2.2	108.82	
		Minority	1	3.03	4.21	1.4	-0.4	72.04	
		Black	0	0.00	1.32	0.4	-0.4	0.00	
		Hispanic	0	0.00	0.47	0.2	-0.2	0.00	
		Asian	0	0.00	0.45	0.1	-0.1	0.00	
		AmIndian	0	0.00	0.38	0.1	-0.1	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	1	3.03	1.05	0.3	0.7	289.90	

Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0

# Incumbency v. Estimated Availability Detail

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	80% Ratio	Less than 80% ?
27 Arts Design Entmt Sports Med	40	Female	18	45.00	45.35	18.1	-0.1	99.22	
		Minority	4	10.00	3.77	1.5	2.5	265.39	
		Black	0	0.00	0.00	0.0	0.0	100.00	
		Hispanic	0	0.00	1.02	0.4	-0.4	0.00	
		Asian	2	5.00	1.00	0.4	1.6	500.00	
		AmIndian	0	0.00	0.74	0.3	-0.3	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.00	0.0	0.0	100.00	
29 Healthcare Practitioners & Tec	18	Female	17	94.44	73.15	13.2	3.8	129.11	
		Minority	0	0.00	3.57	0.6	-0.6	0.00	
		Black	0	0.00	0.52	0.1	-0.1	0.00	
		Hispanic	0	0.00	0.88	0.2	-0.2	0.00	
		Asian	0	0.00	0.05	0.0	0.0	0.00	
		AmIndian	0	0.00	2.12	0.4	-0.4	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.00	0.0	0.0	100.00	
31 Healthcare Support	7	Female	7	100.00	97.35	6.8	0.2	102.72	
		Minority	0	0.00	1.88	0.1	-0.1	0.00	
		Black	0	0.00	0.18	0.0	0.0	0.00	
		Hispanic	0	0.00	0.36	0.0	0.0	0.00	
		Asian	0	0.00	0.89	0.1	-0.1	0.00	
		AmIndian	0	0.00	0.36	0.0	0.0	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.11	0.0	0.0	0.00	
33 Protective Service	41	Female	7	17.07	7.85	3.2	3.8	217.49	
		Minority	2	4.88	0.82	0.3	1.7	594.88	
		Black	1	2.44	0.60	0.2	0.8	406.50	
		Hispanic	0	0.00	0.22	0.1	-0.1	0.00	
		Asian	0	0.00	0.00	0.0	0.0	100.00	
		AmIndian	0	0.00	0.00	0.0	0.0	100.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.00	0.0	0.0	100.00	

Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0



# Incumbency v. Estimated Availability Detail

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	80% Ratio	Less than 80% ?
35 Food Prep and Serving Related	91	Female	39	42.86	50.86	46.3	-7.3	84.27	Yes
		Minority	14	15.38	12.01	10.9	3.1	128.14	
		Black	2	2.20	1.17	1.1	0.9	188.38	
		Hispanic	2	2.20	4.99	4.5	-2.5	44.05	
		Asian	4	4.40	2.22	2.0	2.0	198.24	
		AmIndian	0	0.00	0.86	0.8	-0.8	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	1	1.10	0.46	0.4	0.6	238.10	
37 Bldg & Grnds Cleaning & Maint	184	Female	81	44.02	42.05	77.4	3.6	104.69	Yes
		Minority	10	5.43	9.23	17.0	-7.0	58.91	
		Black	3	1.63	0.98	1.8	1.2	166.17	Yes
		Hispanic	2	1.09	6.48	11.9	-9.9	16.79	
		Asian	1	0.54	0.22	0.4	0.6	243.90	
		AmIndian	1	0.54	0.88	1.6	-0.6	61.92	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	1	0.54	0.22	0.4	0.6	243.90	
41 Sales and Related	39	Female	23	58.97	56.57	22.1	0.9	104.25	
		Minority	2	5.13	4.95	1.9	0.1	103.51	
		Black	0	0.00	0.35	0.1	-0.1	0.00	
		Hispanic	0	0.00	1.05	0.4	-0.4	0.00	
		Asian	1	2.56	1.83	0.7	0.3	139.87	
		AmIndian	0	0.00	0.62	0.2	-0.2	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.34	0.1	-0.1	0.00	
43 Office and Administrative Supp	422	Female	359	85.07	72.52	306.0	53.0	117.31	Yes
		Minority	28	6.64	5.99	25.3	2.7	110.72	
		Black	12	2.84	1.61	6.8	5.2	176.32	
		Hispanic	1	0.24	1.02	4.3	-3.3	23.23	
		Asian	3	0.71	0.82	3.4	-0.4	87.04	
		AmIndian	0	0.00	1.14	4.8	-4.8	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	3	0.71	0.78	3.3	-0.3	90.99	

Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0

# Incumbency v. Estimated Availability Detail

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	80% Ratio	Less than 80% ?
47 Construction and Extraction	56	Female	1	1.79	1.79	1.0	0.0	100.00	
		Minority	1	1.79	1.79	1.0	0.0	100.00	
		Black	0	0.00	0.00	0.0	0.0	100.00	
		Hispanic	0	0.00	0.00	0.0	0.0	100.00	
		Asian	0	0.00	0.00	0.0	0.0	100.00	
		AmIndian	0	0.00	0.00	0.0	0.0	100.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.00	0.0	0.0	100.00	
49 Installation, Maint & Repair	88	Female	4	4.55	5.87	5.2	-1.2	77.47	Yes
		Minority	0	0.00	1.59	1.4	-1.4	0.00	Yes
		Black	0	0.00	0.49	0.4	-0.4	0.00	
		Hispanic	0	0.00	0.40	0.4	-0.4	0.00	
		Asian	0	0.00	0.00	0.0	0.0	100.00	
		AmIndian	0	0.00	0.49	0.4	-0.4	0.00	
		NHOPI	0	0.00	0.21	0.2	-0.2	0.00	
		Two+	0	0.00	0.00	0.0	0.0	100.00	
51 Production	5	Female	1	20.00	31.28	1.6	-0.6	63.94	
		Minority	0	0.00	3.27	0.2	-0.2	0.00	
		Black	0	0.00	0.85	0.0	0.0	0.00	
		Hispanic	0	0.00	1.84	0.1	-0.1	0.00	
		Asian	0	0.00	0.09	0.0	0.0	0.00	
		AmIndian	0	0.00	0.17	0.0	0.0	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.31	0.0	0.0	0.00	
53 Transportn & Material Moving	11	Female	0	0.00	4.52	0.5	-0.5	0.00	
		Minority	0	0.00	1.47	0.2	-0.2	0.00	
		Black	0	0.00	0.49	0.1	-0.1	0.00	
		Hispanic	0	0.00	0.39	0.0	0.0	0.00	
		Asian	0	0.00	0.26	0.0	0.0	0.00	
		AmIndian	0	0.00	0.33	0.0	0.0	0.00	
		NHOPI	0	0.00	0.00	0.0	0.0	100.00	
		Two+	0	0.00	0.00	0.0	0.0	100.00	

Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio < 80.0 and Difference <= -1.0

# Annual Placement Goals

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Placement Goals (%)							
	Female	Minority	Black	Hisp	Asian	AmInd	NHOPI	Two+
11 Management	-	-	-	-	-	-	-	-
13 Business & Financial Operation	-	-	-	-	-	-	-	-
15 Computer and Mathematical	-	-	-	-	-	-	-	-
17 Architecture and Engineering	-	-	-	-	-	-	-	-
19 Life, Physical, and Social Sci	-	-	-	-	-	-	-	-
21 Community and Social Service	-	-	-	-	-	-	-	-
23 Legal	-	-	-	-	-	-	-	-
25 Education, Training, and Libra	-	-	-	-	-	-	-	-
27 Arts Design Entmt Sports Med	-	-	-	-	-	-	-	-
29 Healthcare Practitioners & Tec	-	-	-	-	-	-	-	-
31 Healthcare Support	-	-	-	-	-	-	-	-
33 Protective Service	-	-	-	-	-	-	-	-
35 Food Prep and Serving Related	-	-	-	4.99	-	-	-	-
37 Bldg & Grnds Cleaning & Maint	-	9.23	-	6.48	-	-	-	-
41 Sales and Related	-	-	-	-	-	-	-	-
43 Office and Administrative Supp	-	-	-	1.02	-	1.14	-	-
47 Construction and Extraction	-	-	-	-	-	-	-	-
49 Installation, Maint & Repair	5.87	1.59	-	-	-	-	-	-

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

# Annual Placement Goals

Appalachian State University SHRA 2020  
02/19/2020

	Placement Goals (%)							
Job Group	Female	Minority	Black	Hisp	Asian	AmInd	NHOPi	Two+
51 Production	-	-	-	-	-	-	-	-
53 Transportn & Material Moving	-	-	-	-	-	-	-	-

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

# Annual Placement Goals Attainment Report

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Movements	Category	Movements (#)	Movements (%)	Goals (%)	Goal Attained ?
11 Management	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
13 Business & Financial Operation	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
15 Computer and Mathematical	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
17 Architecture and Engineering	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			

<b>Goal Attained? Key:</b>	
* <blank>	Goal was not attained because there was no movement into this job group No goal to attain

# Annual Placement Goals Attainment Report

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Movements	Category	Movements (#)	Movements (%)	Goals (%)	Goal Attained ?
19 Life, Physical, and Social Sci	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
21 Community and Social Service	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
23 Legal	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
25 Education, Training, and Libra	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			

<b>Goal Attained? Key:</b>	
* <blank>	Goal was not attained because there was no movement into this job group No goal to attain

# Annual Placement Goals Attainment Report

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Movements	Category	Movements (#)	Movements (%)	Goals (%)	Goal Attained ?
27 Arts Design Entmt Sports Med	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
29 Healthcare Practitioners & Tec	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
31 Healthcare Support	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
33 Protective Service	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			

<b>Goal Attained? Key:</b>	
* <blank>	Goal was not attained because there was no movement into this job group No goal to attain

# Annual Placement Goals Attainment Report

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Movements	Category	Movements (#)	Movements (%)	Goals (%)	Goal Attained ?
35 Food Prep and Serving Related	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0		4.99	*
37 Bldg & Grnds Cleaning & Maint	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0		9.23 6.48	* *
41 Sales and Related	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
43 Office and Administrative Supp	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0		1.02 1.14	* *

<b>Goal Attained? Key:</b>	
*	Goal was not attained because there was no movement into this job group
<blank>	No goal to attain



# Annual Placement Goals Attainment Report

Appalachian State University SHRA 2020  
02/19/2020

Job Group	Total Movements	Category	Movements (#)	Movements (%)	Goals (%)	Goal Attained ?
47 Construction and Extraction	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
49 Installation, Maint & Repair	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0		5.87 1.59	* *
51 Production	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			
53 Transportn & Material Moving	0	Female Minority Black Hispanic Asian AmIndian NHOPi Two+	0 0 0 0 0 0 0 0			

**Goal Attained? Key:**

*	Goal was not attained because there was no movement into this job group
<blank>	No goal to attain

## 2. University Occupational Classification

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

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

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

## Race and Ethnicity

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

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

As allowable under State of North Carolina Equal Employment Opportunity Plan Guidelines, for purposes of this report the race/ethnicity categories of Hispanic, Asian, and American Indian or Alaskan Native are grouped together into a category called “Other Minority.” Each racial group is presented by both Male and Female.

### **3. Program/Employment Objectives**

Appalachian has documented the job opening estimates for each SOC category. A form has also been completed for each occupational category or sub-category in which underutilization has been identified and in which five or more workers are employed. Employment objectives at Appalachian have been established by percent increase using the Job Openings Estimate Form – Partial Demographic.

**2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Combined Demographic) AS OF 11 / 1 /2019**

<b>AGENCY/UNIVERSITY: Appalachian State University</b>									<b>DIVISION:</b>
<b>SOC CATEGORY: 35 - Food Prep and Serving Related</b>									<b>SUB-CATEGORY:</b>
<b>RECRUITMENT AREA: Eastern TN &amp; Western NC*</b> (Nationwide, Statewide, or specific counties)									<b>AVAILABILITY STANDARD: Two-Factor Analysis</b> (Population, Labor Force Compromise, or Two-Factor Analysis)
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps <small>(list a planned action / program activity from your EEO Plan)</small>
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	43	43	0		47.25%		47.25%		
White Female	34	34	0		37.36%		37.36%		
Black Male	2	1	1		2.20%		2.20%		
Black Female	0		0		0.00%		0.00%		
Other Minority Male	4	4	0		4.40%	4.00%	0.40%		
Other Minority Female	3	4	-1	1	3.30%	3.00%	0.30%	4.40%	1. Outreach to local employment office (NC Works) to enhance advertisement of vacancies in this category to targeted surrounding counties, offer application assistance specific to Appalachian State University and contact local employment offices in surrounding counties to improve partnership.
Ethnicity Unknown	5		5		5.49%		5.49%		2. Improve communication with Search Committees to emphasize underrepresented groups.
<b>TOTAL EMPLOYEES</b>	<b>91</b>	<b>86</b>	<b>5</b>	<b>1</b>	<b>100.00%</b>	<b>7.00%</b>	<b>93.00%</b>	<b>4.40%</b>	
Total Male(s)	49	48	1	0	53.85%	4.00%	49.85%	0.00%	
Total Female(s)	37	38	-1	1	40.66%	3.00%	37.66%	4.40%	
Total Minority	9	9	0	1	9.89%	7.00%	2.89%	4.40%	
Total Veteran						6.70%			
Disabled						7.00%			

\*US Census recruitment area includes:

NC Counties: Alleghany, Ashe, Avery, Watauga (90% weight)

TN Counties: Carter, Johnson, Unicoi (10% weight)

**General goals for all categories:**

- Increased our Employment Team by two new recruiters to expand resources in order to provide more
  - recruitment & selection outreach including education in the importance of diversity,
  - diversify recruitment strategies and resources,
  - promote proactive recruitment,
  - in-depth review of compliance data during the recruitment process to better meet our diversity needs.
- Stronger partnership with University Communication to market our employer branding and enhance social media presence.
- Regular contact with our local employment office (NC Works) to increase recruitment outreach to surrounding counties. Through NC Works, provide application assistance to the community and target local Hispanic communities.
  - NCWorks monthly job fairs,
  - bi-weekly sessions with local NCWorks Office, work to improve network with surrounding counties.
- Utilize the Local JobNetwork outreach management system to establish partnerships with local community-based organizations to source diverse candidates, establish awareness of our institution, and demonstrate our commitment to employing a diverse, local workforce.
- Remove salary history data from application form.
- EEO training for new supervisors to promote equal opportunity employment (3/6 employment team members are participating as trainers).

**2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Combined Demographic) AS OF 11 / 1 /2019**

<b>AGENCY/UNIVERSITY: Appalachian State University</b>									<b>DIVISION:</b>
<b>SOC CATEGORY: 37 - Building &amp; Grounds, Cleaning &amp; Maintenance</b>									<b>SUB-CATEGORY:</b>
<b>RECRUITMENT AREA: Eastern TN &amp; Western NC*</b> (Nationwide, Statewide, or specific counties)									<b>AVAILABILITY STANDARD: Two-Factor Analysis</b> (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	95	95	0		51.63%		51.63%		
White Female	79	79	0		42.93%		42.93%		
Black Male	3	3	0		1.63%		1.63%		
Black Female	0	0	0		0.00%		0.00%		
Other Minority Male	3	6	-3	3	1.63%	5.00%	-3.37%	3.26%	1. Outreach to local employment office (NC Works) to enhance advertisement of vacancies in this category to targeted surrounding areas, offer application assistance specific to Appalachian State University and contact local employment offices in surrounding counties to improve partnership. 2. Improve communication with Search Committees to emphasize underrepresented groups.
Other Minority Female	2	2	0		1.09%	4.00%	-2.91%		
Ethnicity Unknown	2	2	0		1.09%		1.09%		
<b>TOTAL EMPLOYEES</b>	<b>184</b>	<b>187</b>	<b>-3</b>	<b>3</b>	<b>100.00%</b>	<b>9.00%</b>	<b>91.00%</b>	<b>3.26%</b>	
Total Male(s)	101	104	-3	3	54.89%	5.00%	49.89%	3.26%	
Total Female(s)	81	81	0	0	44.02%	4.00%	40.02%	0.00%	
Total Minority	8	11	-3	3	4.35%	9.00%	-4.65%	3.26%	
Total Veteran						6.70%			
Disabled						7.00%			

\*US Census recruitment area includes:

NC Counties: Alleghany, Ashe, Avery, Watauga (90% weight)

TN Counties: Carter, Johnson, Unicoi (10% weight)

**General goals for all categories:**

- Increased our Employment Team by two new recruiters to expand resources in order to provide more
  - recruitment & selection outreach including education in the importance of diversity,
  - diversify recruitment strategies and resources,
  - promote proactive recruitment,
  - in-depth review of compliance data during the recruitment process to better meet our diversity needs.
- Stronger partnership with University Communication to market our employer branding and enhance social media presence.
- Regular contact with our local employment office (NC Works) to increase recruitment outreach to surrounding counties. Through NC Works, provide application assistance to the community and target local Hispanic communities.
  - NCWorks monthly job fairs,
  - bi-weekly sessions with local NCWorks Office, work to improve network with surrounding counties.
- Utilize the Local JobNetwork outreach management system to establish partnerships with local community-based organizations to source diverse candidates, establish awareness of our institution, and demonstrate our commitment to employing a diverse, local workforce.
- Remove salary history data from application form.
- EEO training for new supervisors to promote equal opportunity employment (3/6 employment team members are participating as trainers).

**2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Combined Demographic) AS OF 11 / 1 /2019**

<b>AGENCY/UNIVERSITY: Appalachian State University</b>									<b>DIVISION:</b>
<b>SOC CATEGORY: 43 - Office &amp; Administrative Support</b>									<b>SUB-CATEGORY:</b>
<b>RECRUITMENT AREA: Eastern TN &amp; Western NC*</b> (Nationwide, Statewide, or specific counties)									<b>AVAILABILITY STANDARD: Two-Factor Analysis</b> (Population, Labor Force Compromise, or Two-Factor Analysis)
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps <small>(list a planned action / program activity from your EEO Plan)</small>
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	60	60	0		14.22%		14.22%		
White Female	334	334	0		79.15%		79.15%		
Black Male	0	0	0		0.00%		0.00%		
Black Female	12	12	0		2.84%		2.84%		
Other Minority Male	2	2	0		0.47%	1.00%	-0.53%		
Other Minority Female	6	11	-5	5	1.42%	3.00%	-1.58%	2.61%	1. Add Diversity Boost feature to HigherEd Jobs.
Ethnicity Unknown	8		8		1.90%		1.90%		2. Implement social media resources through University Communications
<b>TOTAL EMPLOYEES</b>	<b>422</b>	<b>419</b>	<b>3</b>	<b>5</b>	<b>100.00%</b>	<b>4.00%</b>	<b>96.00%</b>	<b>2.61%</b>	
Total Male(s)	62	62	0	0	14.69%	1.00%	13.69%	0.00%	
Total Female(s)	352	357	-5	5	83.41%	3.00%	80.41%	2.61%	
Total Minority	20	25	-5	5	4.74%	4.00%	0.74%	2.61%	
Total Veteran						6.70%			
Disabled						7.00%			

\*US Census recruitment area includes:

NC Counties: Alleghany, Ashe, Avery, Watauga (90% weight)

TN Counties: Carter, Johnson, Unicoi (10% weight)

**General goals for all categories:**

1. Increased our Employment Team by two new recruiters to expand resources in order to provide more
  - recruitment & selection outreach including education in the importance of diversity,
  - diversify recruitment strategies and resources,
  - promote proactive recruitment,
  - in-depth review of compliance data during the recruitment process to better meet our diversity needs.
2. Stronger partnership with University Communication to market our employer branding and enhance social media presence.
3. Regular contact with our local employment office (NC Works) to increase recruitment outreach to surrounding counties. Through NC Works, provide application assistance to the community and target local Hispanic communities.
  - NCWorks monthly job fairs,
  - bi-weekly sessions with local NCWorks Office, work to improve network with surrounding counties.
4. Utilize the Local JobNetwork outreach management system to establish partnerships with local community-based organizations to source diverse candidates, establish awareness of our institution, and demonstrate our commitment to employing a diverse, local workforce.
5. Remove salary history data from application form.
6. EEO/DF training for new supervisors to promote equal opportunity employment (3/6 employment team members are participating as trainers).

**2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Combined Demographic) AS OF 11 / 1 /2019**

<b>AGENCY/UNIVERSITY: Appalachian State University</b>									<b>DIVISION:</b>
<b>SOC CATEGORY: 49 - Installation, Maintenance &amp; Repair</b>									<b>SUB-CATEGORY:</b>
<b>RECRUITMENT AREA: Eastern TN &amp; Western NC*</b> (Nationwide, Statewide, or specific counties)									<b>AVAILABILITY STANDARD: Two-Factor Analysis</b> (Population, Labor Force Compromise, or Two-Factor Analysis)
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps <small>(list a planned action / program activity from your EEO Plan)</small>
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	84	90	-6		95.45%		95.45%		
White Female	4	5	-1	1	4.55%		4.55%	5.68%	1. Send job announcements to surrounding Community Colleges for targets positions.
Black Male	0	1	-1	1	0.00%		0.00%	1.14%	2. Improve communication with Search Committees to emphasize underrepresented groups.
Black Female	0	0	0		0.00%		0.00%		
Other Minority Male	0	4	-4		0.00%	1.00%	-1.00%		
Other Minority Female	0	0	0		0.00%	3.00%	-3.00%		
Ethnicity Unknown			0		0.00%		0.00%		
<b>TOTAL EMPLOYEES</b>	<b>88</b>	<b>100</b>	<b>-12</b>	<b>2</b>	<b>100.00%</b>	<b>4.00%</b>	<b>96.00%</b>	<b>6.82%</b>	
Total Male(s)	84	95	-11	1	95.45%	1.00%	94.45%	1.14%	
Total Female(s)	4	5	-1	1	4.55%	3.00%	1.55%	5.68%	
Total Minority	0	5	-5	1	0.00%	4.00%	-4.00%	1.14%	
Total Veteran						6.70%			
Disabled						7.00%			

\*US Census recruitment area includes:

NC Counties: Alleghany, Ashe, Avery, Watauga (90% weight)

TN Counties: Carter, Johnson, Unicoi (10% weight)

**General goals for all categories:**

1. Increased our Employment Team by two new recruiters to expand resources in order to provide more
  - recruitment & selection outreach including education in the importance of diversity,
  - diversify recruitment strategies and resources,
  - promote proactive recruitment,
  - in-depth review of compliance data during the recruitment process to better meet our diversity needs.
2. Stronger partnership with University Communication to market our employer branding and enhance social media presence.
3. Regular contact with our local employment office (NC Works) to increase recruitment outreach to surrounding counties. Through NC Works, provide application assistance to the community and target local Hispanic communities.
  - NCWorks monthly job fairs,
  - bi-weekly sessions with local NCWorks Office, work to improve network with surrounding counties.
4. Utilize the Local JobNetwork outreach management system to establish partnerships with local community-based organizations to source diverse candidates, establish awareness of our institution, and demonstrate our commitment to employing a diverse, local workforce.
5. Remove salary history data from application form.
6. EEO training for new supervisors to promote equal opportunity employment (3/6 employment team members are participating as trainers).



## 4. Attainment of Employment Objectives

When comparing last year's Annual Placement Goals Attainment Report versus this year's report, Appalachian State University saw growth in one of five groups that were identified as underutilized in last year's EEO Plan. That group was Architecture and Engineering.

### SHRA Standard Occupational Categories (SOC) Determined Underutilized\* Changes from 2019 to 2020

#### Underutilized by Year, SOC, and Category

#### Year and Category

SOC	SOC Description	2019	2020
13	Business & Financial Operations	<i>No Longer Underutilized</i>	<i>No Longer Underutilized</i>
15	Computer and Mathematical	<i>No Longer Underutilized</i>	<i>No Longer Underutilized</i>
17	Architecture and Engineering	Minority	<i>No Longer Underutilized</i>
19	Life, Physical, and Social Science	<i>No Longer Underutilized</i>	<i>No Longer Underutilized</i>
35	Food Prep and Serving Related	Hispanic	Hispanic
37	Building & Grounds, Cleaning & Maintenance	Minority, Hispanic	Minority, Hispanic
43	Office and Admin Support	Hispanic, American Indian	Hispanic, American Indian
47	Construction and Extraction	<i>No Longer Underutilized</i>	<i>No Longer Underutilized</i>
49	Installation, Maint & Repair	Female	Minority, Female
51	Production	<i>No Longer Underutilized</i>	<i>No Longer Underutilized</i>

**Items Highlighted in GREEN no longer underutilized**

## 5. Additional Areas of Statistical Evaluation

In addition to the representation data, the inclusion of supplemental statistical data provides 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. Note that Hispanic, American Indian or Alaska Native, Asian, Native Hawaiian or Pacific Islanders, and Two or More are combined below into the OM categories.

### Recruitment and Selection

	WM	WF	BM	BF	OMM	OMF	TOTAL
<b>Representation</b>	580	644	5	13	15	14	1271
<b>Hired</b>	63	73	1	1	1	1	140
<b>Promoted</b>	47	33	1	2	2	2	87

### Performance Management

Overall Rating:	WM	WF	BM	BF	OMM	OMF	TOTAL
<b>Did Not Meet Expectations</b>	0	0	0	0	0	0	0
<b>Meeting Expectations</b>	288	320	8	12	16	16	660
<b>Exceeds Expectations</b>	244	266	1	3	5	10	529

### Discipline and Dismissal

Overall Rating:	WM	WF	BM	BF	OMM	OMF	TOTAL
<b>Written Warning</b>	5	4	0	0	1	1	11
<b>Dismissed</b>	5	3	0	0	0	1	9

## **6. Identification and Correction of Issues**

Appalachian State University continues to actively recruit in occupational groups where underrepresentation occurs. We continue to think and act strategically to identify additional opportunities to market employment at the University through appropriate posting sites and social media, as well as working closely with our local business community and internally conducting job fairs for specific occupational areas.

### **III. Attachments**

# SHRA Employee Reduction-in-Force

Policy 601.7

NOTE: For purposes of all Appalachian State University policies, references to SPA (subject to the State Personnel Act [former terminology]) shall be interchangeable with SHRA (subject to the State Human Resources Act [current terminology]); and references to EPA (exempt from the State Personnel Act [former terminology]) shall be interchangeable with EHRA (exempt from the State Human Resources Act [current terminology]).

## 1 Introduction

1.1 Appalachian State University has established this policy, subject to any changes in applicable laws, regulations, or other policies, to ensure that potential reductions in force shall be considered on a fair and systematic basis in accordance with defined factors. In all instances, reduction in force decisions are made without regard to race, sex, age, color, national origin, religion, disability, sexual orientation, political affiliation, veteran status, or relationship to other University constituents, except where such factors represent bona fide occupational qualifications. This policy specifies the conditions and process for identifying and separating employees due to shortage of funds, shortage of work, abolishment of a position, or other material change in duties and organization.

1.2 This policy will not be used for disciplinary measures. The process for separating employees due to unacceptable performance or conduct is contained in SHRA Disciplinary Action, Suspension, and Dismissal.

## 2 Scope

2.1 This policy applies to all permanent Appalachian State University employees with a permanent appointment who are subject to the State Human Resources Act (SHRA), regardless of source of funds for the position. This policy does not apply to student workers, temporary employees, SHRA employees with time-limited appointments, faculty, or any other employees exempt from the State Human Resources Act (EHRA).

## 3 Definitions

### 3.1 "Career status" or "career State employee"

refers to an employee who is in a permanent position appointment and has been continuously employed by the State of North Carolina in a position subject to the State Personnel Act for the immediate preceding 24 months.

### 3.2 FTE

means full-time equivalent.

### 3.3 HR

means Human Resources or Office of Human Resources.

### 3.4 RIF

means reduction in force.

### 3.5 Work unit

refers to a department or other organizational group affected by separation from employment of one or more employees through a reduction in force (as determined by a Vice Chancellor or the Chief of Staff on the basis of similarity of job

content, unity of mission, proximity of workers or other relevant factors).

## **4 Policy and Procedure Statements**

### **4.1 General**

4.1.1 In accordance with North Carolina State Personnel Commission regulations, Appalachian State University makes reasonable effort to avoid involuntary separation of permanent employees. Therefore, employees with temporary or probationary appointments, and trainees in their initial six months of training, in the same work unit shall not be retained in classes where permanent employees must be separated in the same or related classification band and competency level.

4.1.2 If a position is reduced from full-time to part-time resulting in an economy in the State budget, the employee in the position may choose to be reduced in force, with the rights and benefits provided by policy, in lieu of accepting the reduced hours.

4.1.3 The reduction in force procedure for SHRA employees provides equitable treatment for the separation of SHRA employees when reduction in force becomes necessary. A reduction in force decision based on financial reasons should be reached only after measures such as a hiring freeze on vacant positions, limits on purchasing and travel, and job sharing or work schedule alternatives have been considered.

4.1.4 If a general reduction in operating funds affects the University, Appalachian State University may elect to meet its reduction obligation by prioritizing campus needs. For example, the University may first reduce staff positions in areas outside the academic core to preserve instruction, research, or student services positions. The University may also exempt safety, health, or other such critical positions from a reduction order.

### **4.2 Work Unit Analysis and Recommendation**

4.2.1 To determine which position(s) within the identified work unit are subject to a reduction in force, a thorough analysis of the operational need for particular positions must occur (in consultation with HR) in order to assure the University can provide the highest level of service possible with a reduced workforce. Such an evaluation must include:

1. Determination of the number of positions which must be abolished; feasibility of eliminating entire programs or parts of programs; identification of areas where the number of positions must be reduced or eliminated; and
2. Identification of the classification (banded classification and competency level) of positions to be eliminated and a determination of whether personnel can be interchanged with other work units. Vacant positions within the work unit may be eliminated in order to utilize employees who would otherwise be separated.

4.2.2 After specific positions are identified, comparisons between employees in the same or related band are made. The analysis must include a systematic consideration, at a minimum, of the following factors:

1. Employees' types of appointments.
2. Employees' relative efficiencies. This includes an evaluation of the relative competencies (knowledge, skills, and abilities) and documented performance evaluation of the recommended employee(s) and all others in related classification bands in the work unit in comparison to operational needs.
3. Actual or potential adverse impact on the diversity of the work force.
4. Employees' length of service (which may include up to 5 years of eligible military service).

4.2.3 The director or department head must submit a written recommendation to HR via the appropriate Vice Chancellor or Chief of Staff. The written recommendation must include the analyses described in paragraphs 4.2.1 and 4.2.2 of this section, a description of measures taken to avoid a reduction in force, and the method by which a specific employee or employees are identified for reduction in force. The effect of the analysis at the work unit level is that the employee in the targeted position possibly may not be the employee separated through the reduction in force. Following the analysis and priority determinations, another employee may be identified for reduction in force instead, and the resulting vacancy would be filled through reassignment of the employee who was in the original targeted position.

### **4.3 Endorsement of Vice Chancellor or Chief of Staff**

4.3.1 The division Vice Chancellor or Chief of Staff for the Chancellor's Division must decide whether to endorse the recommendation to separate the identified employee(s) from employment under this policy. This includes the review of other employees within the identified work unit in like positions.

## **4.4 Human Resources Final Review and Notice of Separation**

4.4.1 Upon receipt of an endorsement from the Vice Chancellor or Chief of Staff, the HR Director ensures:

1. the justification for a reduction in force has considered all the necessary factors; and
2. the decision is made in compliance with the University's EEO/AA SHRA plan and policy, and applicable federal law.

4.4.2 Upon completion of this review, the HR Director, on behalf of the Chancellor, notifies the Vice Chancellor, Chief of Staff, or their designee of the decision:

1. If the reduction in force is found to be compliant, the Office of HR prepares the official notice of separation letter and authorizes the Vice Chancellor or delegate to issue the letter to the employee. The employee must receive the letter at least thirty (30) calendar days before the date of separation.
2. If the reduction in force is found to be non-compliant, an HR representative will discuss options and alternatives with the appropriate administrator.

4.4.3 After delivery of the notification letter, an HR representative will meet with the employee to provide information about priority reemployment rights, eligibility for severance or discontinued service retirement, unemployment insurance eligibility, leave payouts, and health insurance continuation.

## **4.5 Reassignment to Avoid Separation**

4.5.1 Once the Notice of Separation letter from the division is issued to the employee, HR attempts to find a suitable vacant position in another division for the employee to avoid the separation. Reasonable efforts will be made to maintain the employee's same salary before the RIF occurred; however, contributing factors could prevent full salary restoration in the reassigned position. A suitable vacant position is one:

1. that is in the same banded classification at the same or lower competency level as is currently held or for positions in a different banded classification with the same or lower journey market rate as is currently held,
2. for which the employee meets minimum qualifications,
3. in which the employee could perform the job within a reasonable period of time as set forth by the supervisor, including normal orientation and training given any new employee, and
4. which is the same FTE.

4.5.2 When HR identifies a vacancy that appears to be suitable, HR reviews the employee's qualifications against the position's requirements to determine whether the employee meets the minimum qualifications.

4.5.3 If a vacancy is either not advertised or advertised but applications have not been referred, the employee's application is forwarded to the department. This referral requires more consideration than other applicants. The department is expected to interview and hire the employee if the employee meets the minimum qualifications for the position and can perform the job within a reasonable period of time as set forth by the supervisor, with normal orientation and training given any new employee. If the department head does not believe that the individual can perform the job duties, the department head must document the reasons and forward this documentation to both the division Vice Chancellor or Chief of Staff and HR for review and consideration.

## **4.6 Severance Salary Continuation**

4.6.1 A permanent, full-time or part-time (20 hours per week and over) employee who does not obtain another permanent job as a State employee by the effective date of the reduction in force may be eligible for severance salary continuation if reemployment is not available. Severance pay does not apply to employees who are probationary; who are separated at the end of time-limited appointments; whose reduction in force is temporary; or who are separated due to retirement. Years of service, age, reemployment, retirement, and funding as directed by the Office of State Budget and Management affect severance. Severance salary continuation payment is subject to prior approval by the Office of State Budget and Management.

## **4.7 Leave Balances**

4.7.1 Vacation Leave Employees will be paid a lump sum for the balance of their vacation leave at the time of separation not to exceed 240 hours. If an employee has over 240 hours of vacation leave at the effective date of separation due to reduction in force, the excess leave will be reinstated if the employee is re-employed by the State within one year.

4.7.2 Sick Leave An employee's sick leave balance at the time of separation due to reduction in force will be reinstated if the employee returns to State employment within five years.

## **4.8 Discontinued Service Retirement Allowance**

4.8.1 Employees notified of a reduction in force with: (a) 20 or more years of creditable retirement service, and who are age 55 or older (no reduction in benefits); or (b) who have 20 or more years of creditable retirement service, and who are age 50 or older (benefits reduced by  $\frac{1}{4}$  of 1 percent for each month that retirement precedes the employee's fifty-fifth birthday), might be eligible for discontinued service retirement allowance. Employees should contact the Benefits Manager in HR to obtain more information about their specific retirement eligibility. The ultimate decision to offer either discontinued service retirement or severance pay is made by the employer, not the employee, subject to approval by the Office of State Budget and Management.

## **4.9 Health Insurance**

4.9.1 Employees with at least one year of State service who are participating in the State Health Plan at the time of separation due to a reduction in force will receive University-sponsored individual health insurance coverage for

1. one year from the date of separation; or
2. until re-employed in another permanent State position; or
3. until the employee is provided health coverage on a non-contributory basis by a subsequent employer, whichever is sooner.

4.9.2 Dependent coverage is not included, but may be purchased by the employee.

## **4.10 Appeals**

4.10.1 An employee separated through a reduction in force may appeal that separation if it is alleged that the separation is in retaliation for the employee's opposition to alleged discrimination against the employee on account of the employee's age, sex, race, color, national origin, religion, political affiliation or disability, or if it is alleged that the separation was a denial of veterans preference. Such an appeal may be made in accordance with the Appalachian State University formal grievance process or may be filed directly with the State Personnel Commission through established procedures of the Office of Administrative Hearings, at the choice of the employee (except that allegations of sexual orientation discrimination may be appealed only through the University procedure).

## **5 Additional References**

State Personnel Manual

## **6 Authority**

N.C.G.S., §§ 126-4; 126-8.5; 28A-25-6; 25 NCAC 01C; 25 NCAC 01E; 25 NCAC 01H

## **7 Contact Information**

Office of Human Resources; (828) 262-3186

## **8 Original Effective Date**

August 17, 2011

## **9 Revision Dates**



# Discrimination, Harassment and Retaliation

Policy 110

## 1 Introduction

1.1 This policy prohibits all forms of discrimination and harassment based on protected class status. This policy also prohibits all forms of retaliation against any individual because of their participation in the reporting, investigation, or adjudication of alleged violations of this policy.

## 2 Scope

### 2.1 Individuals Covered by this Policy

2.1.1 This policy applies to all members of the Appalachian State University community including students, faculty, and staff, as well as visitors and contractors.

### 2.2 Jurisdiction

2.2.1 The University has authority to address any prohibited conduct, as outlined in this policy, that occurs on university premises. The University also reserves the right to address off-campus behavior prohibited by this policy when it is determined that the off-campus behavior is detrimental to the University and its educational mission. In making the determination of whether to address off-campus behavior pursuant to this policy, the Director of Investigations and Title IX Compliance will consider the seriousness of the allegation, the risk of harm, whether those involved are members of the University community, whether alleged misconduct is part of a series of actions that occurred both on and/or off campus and other factors relevant to the impact of the alleged misconduct on the University community.

## 3 Definitions

### 3.1 Director of Investigations and Title IX Compliance

Is defined as the Director of Investigations and Title IX Compliance of Appalachian State University or their designee. The Director serves as the University's Title IX Coordinator. The Director may delegate the authority to perform any of the duties assigned to that official in this policy. All references to the Director of Investigations and Title IX Compliance include any such designee.

### 3.2 Complaint

A request by a person alleging the occurrence of discrimination, harassment or retaliation prohibited by this policy that the University address the alleged behavior through a formal process. All complaints must be reduced to writing, either initially or as part of an investigation.

### 3.3 Confidential Resource

A designated University office whose employees will not share information about or shared by the individuals involved in alleged violations of this policy without permission, unless there is a threat of serious harm to the individual or to others, or there is a legal obligation to reveal such information (e.g., suspected abuse or neglect of a minor). The following offices/organizations are designated as Confidential Resources under this policy:

1. Student Legal Clinic
2. Student Health Services
3. University Ombuds
4. Counseling and Psychological Services
5. Counseling for Faculty and Staff
6. ComPsych or a similar service provider

### **3.4 Day**

Unless specifically indicated otherwise, a “day” is a business day on which the University is open.

### **3.5 Discrimination**

Unlawful or otherwise prohibited distinction of, preference for, or detrimental treatment of, an individual as compared to other individuals that is based on an individual’s protected status (as defined in this policy) and that is sufficiently serious to unreasonably interfere with or limit:

1. An employee’s or employment applicant’s access to employment or terms, conditions and benefits of employment (e.g., hiring, advancement, assignment, etc.);
  2. A student’s or admission applicant’s ability to participate in, access, or benefit from educational programs, services, or activities (e.g., admission, academic standing, grades, assignment, campus housing, etc.);
  3. An authorized volunteer’s ability to participate in a volunteer activity; or
  4. A guest’s or visitor’s ability to participate in, access, or benefit from the University’s programs or deliver services.
- Discrimination includes failure to provide reasonable accommodations, consistent with state and federal law and university policy, to a qualified person with a disability. Discrimination also includes failure to make religious accommodations consistent with state and federal law.

### **3.6 Harassment**

3.6.1 Verbal, physical, electronic, or other conduct based upon an individual’s protected status (as defined in this policy) that creates a hostile environment or involves a quid pro quo exchange. Harassment occurs when this type of conduct unreasonably interferes with an individual’s:

1. Educational environment (e.g., admission, academic standing, grades, assignment, etc.);
2. Work environment (e.g., hiring, advancement, assignment, etc.);
3. Participation in a University program or activity (e.g., campus housing, extra-curricular activities, etc.); or
4. Receipt of legitimately requested services (e.g., disability or religious accommodations, etc.)

3.6.2 Hostile Environment Harassment - Unwelcome conduct based on protected status that is so severe, persistent, or pervasive that it alters the conditions of education, employment, or participation in a university program or activity, thereby creating an environment that a reasonable person in similar circumstances and with similar identities would find hostile, intimidating, or abusive. An isolated incident, unless sufficiently severe, does not constitute hostile environment harassment.

3.6.3 Quid Pro Quo Harassment - Unwelcome conduct based on protected status where submission to or rejection of such conduct is used, explicitly or implicitly, as the basis for decisions adversely affecting an individual’s education, employment, or participation in a University program or activity. Examples of quid pro quo harassment may include, but are not limited to:

1. Promising a promotion or higher grade if an individual acquiesces to sexual advances;
2. Denying an employee a pay raise after the employee has declined a request for sexual favors from a supervisor; or
3. Action to deny membership in an organization to an individual who has declined a request for sexual favors from a leader or member of that organization.

### **3.7 Protected Activity**

An individual’s good faith

1. participation in the reporting, investigation, or resolution of alleged violation(s) of this policy;
2. opposition to policies, practices, or actions that the individual reasonably believes are violations of this policy; or
3. requests for accommodations on the basis of religion or disability.

### **3.8 Protected Status**

Consistent with federal and state law and policies of The University of North Carolina, the University prohibits discrimination and harassment based on the following protected statuses:

1. **Age:** The number of years from the date of a person's birth. With respect to employment, individuals who are forty (40) years of age or older are protected from discrimination and harassment.
2. **Color:** An individual's skin pigmentation, complexion, shade, or tone.
3. **Disability:** A person who has a physical or mental impairment that substantially limits one or more major life activities; or has a record of such impairment; or is regarded as having such impairment. A qualified person with a disability is one who is able to perform the essential functions of the employment or volunteer position or the academic, athletic, or extra-curricular program, with or without reasonable accommodation.
4. **Gender:** An individual's socially constructed status based on the behavioral, cultural, or psychological traits typically associated with societal attribution of masculinity and femininity, typically related to one's assigned sex at birth.
5. **Gender Identity:** The gender with which an individual identifies psychologically, regardless of what gender was assigned at birth.
6. **Gender Expression:** The outward manifestation of one's gender identity, usually expressed through appearance, behavior, or mannerisms. A person's gender expression may or may not be the same as the gender identity or assigned sex at birth.
7. **Genetic Information:** Information about (a) an individual's genetic tests; (b) a genetic disorder in family members of such individuals; and (c) the manifestation of a disease or disorder in family members of such individuals. Genetic information includes, with respect to any individual, any request for, or receipt of, genetic services, or participation in clinical research that includes genetic services by such individual or any family member of such individual.
8. **National Origin:** An individual's actual or perceived country or ethnicity of origin.
9. **Political Affiliation:** Membership in, participation in, or support of, a particular political party, group, or candidate.
10. **Race:** An individual's actual or perceived racial or ethnic ancestry as may be evidenced by physical characteristics, such as a person's skin color, hair, facial features, height, and weight.
11. **Religion:** All aspects of religious observance and practice, as well as sincerely held religious belief.
12. **Sex:** An individual's actual or perceived status of being biologically male or female, including pregnancy. Conduct of a sexual nature is conduct based on sex as a protected status.
13. **Sexual Orientation:** The inclination or capacity to develop intimate emotional, spiritual, physical, and/or sexual relationships with people of the same sex or gender, a different sex or gender, or irrespective of sex or gender.
14. **Veteran Status:** Covered veterans include disabled veterans, special disabled veterans, Vietnam era veterans, and other protected veterans as defined by federal and/or state law.

### **3.9 Report**

A disclosure of information by a person alleging the occurrence of discrimination, harassment or retaliation prohibited by this policy. Filing a report may initiate or result in a formal complaint either by the Reporting Party or the University.

### **3.10 Reporting Party**

A person who submits a report regarding discrimination, harassment, or retaliation prohibited or reasonably thought to be prohibited by this policy.

### **3.11 Responding Party**

A person who is alleged to have committed violation(s) of this policy.

### **3.12 Responsible Employee**

Any employee of the University who has supervisory responsibilities, any employee of the Office of Human Resources, any coach of an intercollegiate athletic team, and any employee of the University's Residence Life staff. Individuals identified as Confidential Resources are not considered to be Responsible Employees.

### **3.13 Retaliation**

Any form of reprisal against an individual for engaging in protected activity under this policy. Retaliation may include intimidation, threats, coercion, or adverse employment or educational actions. Retaliation may be found even when an underlying report made in good faith was not substantiated. Retaliation may be committed by the Responding Party, the Reporting Party, or any other individual or group of individuals.

### **3.14 Title IX Responsible Employee**

Any employee listed as a Responsible Employee and any member of the faculty, as defined in the University's Faculty Handbook. Individuals identified as Confidential Resources are not considered to be Title IX Responsible Employees.

### **3.15 University**

Appalachian State University, a constituent institution of The University of North Carolina, with its main campus located in Boone, North Carolina. This includes any officially designated location, program or activity of the University.

## **4 Policy and Procedure Statements**

### **4.1 Notice of Non-Discrimination Based on Protected Status**

4.1.1 Appalachian State University prohibits all forms of discrimination based upon race, color, religion, sex, national origin, age, political affiliation, veteran status, disability, sexual orientation, gender identity, gender expression, or genetic information.

4.1.2 Appalachian State University prohibits retaliation against any person based on that person's participation in a protected activity. Retaliation against a Reporting Party's spouse, partner, or other close personal relation to the Reporting Party is also impermissible. Any interference, coercion, restraint or reprisal directed against any person opposing, complaining of, or participating in an investigation of harassment and/or other forms of discrimination is prohibited.

### **4.2 Reporting Obligations of Responsible Employees and Title IX Responsible Employees**

4.2.1 Duty of a Responsible Employee to Report: Any Responsible Employee who obtains knowledge of conduct prohibited by this policy must report such information within one (1) day to the Office of Title IX Compliance.

4.2.2 Duty of a Title IX Responsible Employee to Report: Any Title IX Responsible Employee who receives a report of sexual discrimination or harassment covered by this policy, including, but not limited to, a report of sexual assault, must report such information within one (1) day to the Office of Title IX Compliance.

4.2.3. The primary purpose of making such a report is to ensure that the person affected by the alleged prohibited conduct receives information about available resources and support, as well as processes to address the prohibited conduct. Responsible Employees and Title IX Responsible Employees will safeguard an individual's privacy, but may not promise confidentiality.

4.2.4 All employees of the University are encouraged to promptly report any conduct potentially in violation of this policy to the Office of Title IX Compliance.

### **4.3 Reporting Options**

4.3.1 Individuals who believe they have experienced conduct prohibited by this policy have the right to report and/or file a complaint with the University. Choosing to make a report, and deciding to file a complaint, is a process that unfolds over time. The University recognizes that the decision about how to proceed is personal and will make every effort to respect an individual's autonomy in making this determination. There may be instances when the University determines that it must address a reported concern even if the Reporting Party does not wish to proceed with a formal complaint. These situations include, but are not limited to, when the information provided causes a safety concern for the individual reporting or the University community, when the University is required by law to address discrimination in the workplace, and similar situations. The University takes seriously every report and complaint of discrimination, harassment and retaliation. All individuals are encouraged to report and/or file a complaint of any incident of which they are aware, regardless of when or where the incident occurred, and to seek any necessary resources and support from University or other sources.

4.3.2 Consistent with this policy, upon receipt of a report, appropriate university officials will conduct an initial assessment to: (a) review the incident or behavior of concern; (b) assess any risk of harm to the parties, any other individuals, or the broader University community; (c) determine the Reporting Party's desired course of action; and (d) identify any need for interim protective measures for the safety and well-being of the Reporting Party, any other individual, or the community.

4.3.3 Individuals who believe they have experienced discrimination, harassment or retaliation prohibited by this policy are encouraged to report and/or file a complaint about the incident directly as follows:

1. Individuals who believe they have experienced discrimination, harassment or retaliation by an employee, vendor,

contractor or visitor of Appalachian State University are encouraged to report and/or deliver a complaint about the incident to the Office of Title IX Compliance.

2. Individuals who believe they have experienced sex/gender-based discrimination or harassment by a student, as defined in the University's Code of Student Conduct, are encouraged to report and/or deliver a formal complaint about the incident to the Office of Title IX Compliance. Individuals who believe they have experienced any other forms of discrimination, harassment or retaliation by a student are encouraged to report and/or file a formal complaint about the incident to the Office of Student Conduct.

4.3.4 Any employee should file a complaint under this policy immediately, but in no event later than thirty (30) days following the incident(s). The University will address discrimination and harassment concerns brought to the attention of administrators more than thirty (30) days after an occurrence of such discrimination, harassment, and/or retaliation, but employees' rights to appeal internal university decisions will not apply beyond the thirty (30) day reporting period.

4.3.5 Employees subject to the State Human Resources Act (SHRA) should file complaints under this policy within fifteen (15) calendar days to protect their appeal rights provided by Office of State Human Resources policies. The University will address discrimination and harassment concerns brought to the attention of administrators more than fifteen (15) calendar days after an occurrence of such discrimination, harassment, and/or retaliation but employees' rights to appeal internal university decisions will not apply beyond the prescribed fifteen (15) calendar day reporting period.

## **4.4 Privacy and Confidentiality**

4.4.1 Responsible employees and other University officials who receive reports or complaints subject to this policy are expected to respect the privacy of all individuals involved, consistent with the University's responsibility to investigate the allegation(s) and determine what steps the University must take to eliminate the prohibited conduct, prevent its recurrence, and address its effects. University officials responsible for addressing alleged violations of this policy may share information on a "need to know" basis with other University employees, or as otherwise permitted by law.

4.4.2 Confidential Resources will not share information about or shared by the individuals involved in alleged violations of this policy without permission, unless there is a threat of serious harm to the individual or to others, or there is a legal obligation to reveal such information (e.g., suspected abuse or neglect of a minor).

## **4.5 Interim Protective Measures**

4.5.1 When a report is received, the Office of Title IX Compliance, in consultation with other administrators, will impose reasonable and appropriate interim protective measures when necessary for the safety and well-being of the parties or witnesses involved. Interim protective measures are actions taken by the University to ensure equal access to its educational programs, services and activities, or access to employment and the conditions and benefits of employment, during the process of reporting, investigation, and/or adjudication. Interim protective measures may be applied to the Reporting Party, the Responding Party, and other involved individuals as appropriate to ensure their safety and well-being. Interim protective measures may be requested by the parties or directed by the University at any time, regardless of whether any particular course of action is sought by the Reporting Party. Interim measures are initiated on the basis of information gathered during a report or investigation and do not constitute disciplinary actions.

## **4.6 Standard of Proof**

4.6.1 Before a person may be subjected to a serious disciplinary sanction for violation of this policy, the University must establish that the Responding Party is responsible for an alleged violation(s) by a preponderance of the evidence (i.e., that it is more likely than not that the Responding Party violated this policy). This determination must be based solely on the information presented, which may include, but is not limited to, pertinent records (e.g., complaints, police reports, investigation reports), exhibits (e.g., photographs, audio/video information, electronic communications including social media), and written and oral statements. Formal rules of evidence and procedure do not apply.

## **4.7 Investigations**

4.7.1 If the Director of Investigations and Title IX Compliance determines that the most appropriate means for addressing the complaint is through an investigation, the Director will appoint an investigator will be identified and appointed.

4.7.2 The role of the investigator is to gather information and impartially review and report about the alleged incident.

4.7.3 A preliminary investigation may be conducted by interviewing involved parties and witnesses provided by the Reporting Party. If it is concluded that further investigation is warranted, the Responding Party will be advised of the allegations in writing and asked to provide a response to the complaint, along with a witness list and any relevant documentation. The investigation may include the review of written or oral statements, audio or video recordings, pictures, social media information, text messages, class schedules, police investigation reports, medical records and other relevant information.

4.7.4 The investigation will be conducted in a thorough, prompt, impartial and fair manner.

4.7.5 Prior to finalizing the investigative report, the investigator shall provide all parties the opportunity to review their own statements for accuracy. At the conclusion of an investigation, the investigator shall present an investigative report summarizing the key evidence and findings to the appropriate administrator or supervisor.

4.7.6 During an investigation involving students, the parties may be accompanied by support individuals and an advocate as provided in the University's Code of Student Conduct. During an investigation involving employees, the parties may have a third party present for support; provided, however, that the third party is not providing legal representation and does not actively participate in the investigation.

## **4.8 Resolutions**

4.8.1 Complaints involving alleged violation(s) of this policy by a student will be resolved through the Office of Student Conduct. Determinations of responsibility and the imposition of sanctions, if appropriate, shall be made pursuant to the Code of Student Conduct.

4.8.2 Complaints involving alleged violation(s) of this policy by a University employee, contractor, vendor or visitor will be resolved through the Office of Title IX Compliance. The Director of Investigations and Title IX Compliance shall determine whether or not a violation of this policy has occurred. Determinations regarding sanctions and necessary corrective actions, if any, shall be made by the employee's supervisor in consultation with the Director of Investigations and Title IX Compliance and other appropriate University administrators, subject to applicable grievance policies.

4.8.3 The totality of the circumstances and facts will be reviewed to determine whether the alleged conduct constitutes harassment and/or other forms of discrimination or retaliation. The University ordinarily will provide a written response to a reporting party within sixty (60) calendar days following receipt of a complaint by Director of Investigations and Title IX Compliance. This timeline is subject to adjustments as necessitated by the facts and circumstances of each case.

## **4.9 Appeals**

4.9.1 Appeals involving alleged violation(s) of this policy by a student may be filed as provided in the Code of Student Conduct.

4.9.2 Appeals involving alleged violation(s) of this policy by an employee, vendor, contractor or visitor:

1. SHRA employees have grievance rights as provided in the University SHRA Grievance and Appeal Policy. If a grievance alleging conduct prohibited by this policy is filed, the grievance process will be held in abeyance until the Office of Title IX Compliance completes its investigation. Investigations initiated through the SHRA grievance process ordinarily will be completed within forty-five (45) calendar days. An extension may be granted only as provided in the SHRA Grievance and Appeal Policy. The Office of Title IX Compliance will notify the Reporting Party, the Responding Party, and the Office of Human Resources when its investigation is concluded.
2. EHRA Non-Faculty employees have grievance rights as provided in the EHRA Non-Faculty Grievances Policy. If a grievance alleging conduct prohibited by this policy is filed, the grievance process will be held in abeyance until the Office of Title IX Compliance completes its investigation. The Office of Title IX Compliance will notify the Reporting Party, the Responding Party and the Office of Human Resources when its investigation is concluded.
3. Faculty members have grievance rights as stated in the Faculty Handbook. If a grievance is filed alleging conduct prohibited by this policy, the grievance process will be held in abeyance until the Office of Title IX Compliance completes its investigation. The Office of Title IX Compliance will notify the Reporting Party, the Responding Party and the Vice Provost for Faculty Affairs when its investigation is concluded.

## **4.10 Education and Training**

4.10.1 The University is committed to offering educational and training opportunities for the University community to promote awareness and prevention of prohibited conduct as outlined in this policy. Members of the Office of Title IX Compliance provide in-person training on recognizing, preventing and responding to reports of discrimination, harassment and retaliation. To request

a presentation or training, or for additional information, please contact the Office of Title IX Compliance.

## 5 Additional References

[Faculty Handbook](#)

[EHRA Non-Faculty Grievances Policy](#)

[SHRA Grievance and Appeal Policy](#)

[Code of Student Conduct](#)

[The UNC Policy Manual, Chapter 100.1, The Code, Section 103](#)

## 6 Authority

[The UNC Policy Manual, Chapter 100.1, The Code, Section 103](#); Americans with Disabilities Act of 1990, as amended (42 U.S.C. 12101, et seq.)

[Title II, Civil Rights Act of 1964, as amended \(42 U.S.C. 2000a, et seq.\)](#)

[Title VI, Civil Rights Act of 1964, as amended \(42 U.S.C. 2000d, et seq.\)](#)

[Title VII, Civil Rights Act of 1964, as amended \(42 U.S.C. 2000e, et seq.\)](#)

[Rehabilitation Act of 1973, as amended \(29 U.S.C. 701 et seq.\)](#)

[Uniformed Services Employment and Reemployment Rights Act \(38 U.S.C. 4301, et seq.\)](#)

[Title II, Genetic Information Nondiscrimination Act of 2008 \(PL 110-233\)](#)

[Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended \(38 U.S.C. 4212 et seq.\)](#)

[N.C.G.S. §§ 95-241, 126-1.1, 126-5, 126-7.1, 126-14, 126-14.1, 126-14.2, 126-16, 126-17, 126-34.01, 126-34.02, 126-82, 126-85, 168A-3, 168A-5, and 168A-10; 25 NCAC 01J .1101, 25 NCAC 01J. 1302](#)

## 7 Contact Information

Office of Title IX Compliance (828-262-2144)

Office of Human Resources (828-262-3186)

## 8 Original Effective Date

March 6, 2012

## 9 Revision Dates

June 23, 2012

April 24, 2014

December 8, 2015

June 21, 2017 (This revision combined and superseded two prior policies: 602.2 Harassment, Discrimination and Retaliation; and 401.2 Harassment and Discrimination.)

July 31, 2018 (This revision consisted only of the name change for the Office of Equity, Diversity and Compliance - now Office of Title IX Compliance; and title change for Associate Vice Chancellor for Equity, Diversity and Compliance - now Director of Investigations and Title IX)

# SHRA Grievance and Appeal

Policy 601.6

NOTE: For purposes of all Appalachian State University policies, references to SPA (subject to the State Personnel Act [former terminology]) shall be interchangeable with SHRA (subject to the State Human Resources Act [current terminology]); and references to EPA (exempt from the State Personnel Act [former terminology]) shall be interchangeable with EHRA (exempt from the State Human Resources Act [current terminology]).

## 1 Introduction

1.1 Appalachian State University (ASU) has established this grievance and appeal process in order to comply with the University of North Carolina System SHRA Employee Grievance Policy, as it may be amended from time to time. The purpose of this policy is to allow for prompt, fair, and orderly resolution of disputes arising out of employment, consistent with goals approved by the State Human Resources Commission.

1.2 This policy will be posted in the ASU Policy Manual and will be available in hard copy and electronically from the Office of Human Resources. New SHRA employees will be informed of these grievance and appeal procedures during the new employee orientation session. In the event there is a change to these procedures, SHRA employees will be notified no later than 30 days prior to the effective date of the change.

## 2 Scope

2.1 This process applies to former employees and employees in positions that are subject to N.C. Gen. Stat. § 126-1 et seq. (the State Human Rights Act). This process also applies to applicants for positions that are subject to the State Human Rights Act. A covered person's rights to file a grievance under this process will depend upon the person's status (e.g., former employee, applicant, career State employee, probationary State employee) and whether the person has presented a grievable issue under the process.

## 3 Definitions

3.1 The definitions set forth in [- The University of North Carolina System SHRA Employee Grievance Policy](#) are incorporated in their entirety. The term "University" as incorporated in this policy shall refer to Appalachian State University.

## 4 Policy and Procedure Statements

4.1 Appalachian State University adopts as its policy [The University of North Carolina System SHRA Employee Grievance Policy](#), as it may be amended from time to time. That policy is incorporated here in its entirety.

## 5 Additional References

[Policy 602.1 Equal Opportunity](#)  
[Policy 110 Discrimination, Harassment and Retaliation](#)  
[SHRA Employee Grievance Form](#)

## 6 Authority

1. Age Discrimination in Employment Act (29 U.S.C. § 621, et seq.)
2. Americans with Disabilities Act of 1990, as amended (42 U.S.C. 12101, et seq.)
3. Title II, Civil Rights Act of 1964, as amended (42 U.S.C. 2000a, et seq.)
4. Title VI, Civil Rights Act of 1964, as amended (42 U.S.C. 2000d, et seq.)
5. Title VII, Civil Rights Act of 1964, as amended (42 U.S.C. 2000e, et seq.)
6. Fair Labor Standard Act (29 U.S.C. 201, et seq.)



7. Family Medical Leave Act (29 U.S.C. 2601, et seq.)
8. Persons With Disabilities Protection Act (N.C.G.S. §168A-1, et seq.)
9. Rehabilitation Act of 1973, as amended (29 U.S.C. 701 et seq.)
10. Uniformed Services Employment and Reemployment Rights Act (38 U.S.C. 4301, et seq.)
11. Title II, Genetic Information Nondiscrimination Act of 2008 (PL 110-233)
12. Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (38 U.S.C. 4212 et seq.)
13. N.C.G.S. § 95-241 (Discrimination and retaliation prohibited)
14. N.C.G.S. §126-1.1 (Career state employee defined)
15. N.C.G.S. §126-5 (Employees subject to State Personnel Act; exemptions)
16. N.C.G.S. §126-7.1 (Posting requirement; State employees receive priority consideration; reduction-in-force rights; Work First hiring)
17. N.C.G.S. §126-14 (Promise or threat to obtain political contribution or support)
18. N.C.G.S. §126-14.1 (Threat to obtain political contribution or support)
19. N.C.G.S. §126-14.2 (Political hirings limited)
20. N.C.G.S. §126-16 (Equal opportunity for employment and compensation by State departments and agencies and local political subdivisions)
21. N.C.G.S. §126-17 (Retaliation by State departments and agencies and local political subdivisions)
22. N.C.G.S. §126-34 (Grievance appeal for career State employees)
23. N.C.G.S. §126-34.1 (Grounds for contested case under the State Personnel Act defined)
24. N.C.G.S. §126-36 (Appeal of unlawful State employment practice)
25. N.C.G.S. §126-38 (Time limit for appeals)
26. N.C.G.S. §126-82 (Veterans preference)
27. N.C.G.S. §126-85 (Time limit for appeals)
28. N.C.G.S. §168A-3 (Definitions in the North Carolina Persons With Disabilities Protection Act)
29. N.C.G.S. §168A-5 (Discrimination in employment; exemptions)
30. N.C.G.S. §168A-10 (Retaliation prohibited)
31. 25 NCAC 01J .0600 (Disciplinary Action; Suspension and Dismissal)
32. 25 NCAC 01J .1100 (Unlawful Workplace Harassment)
33. 25 NCAC 01J .1200 (Employee Grievances)
34. 25 NCAC 01J .1300 (Employee Appeals and Grievance Process)

## 7 Contact Information

Office of Human Resources, 828.262.6769

## 8 Original Effective Date

November 22, 2011

## 9 Revision Dates

October 17, 2014

August 29, 2016

November 20, 2017