



Equal Employment Opportunity Plan

March 1, 2024

Appalachian State University
Boone, North Carolina

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I. Program Elements

1. Equal Employment Opportunity/Affirmative Action Plan Certification Statement

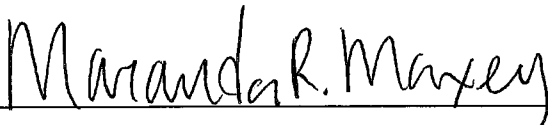
This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents Appalachian State University's commitment to provide equal employment opportunities to all applicants and employees. I attest that Appalachian State University follows the North Carolina Equal Employment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



Sheri Everts, Chancellor
Appalachian State University

2.26.24

Date



Maranda R. Maxey, EEO Officer

2.26.24

Date

2. The State of North Carolina EEO Policy

The State of North Carolina provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination, harassment or retaliation based on race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. The State also 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. 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 of the State Human Resources Manual for provisions related to unlawful harassment, including sexual harassment, and retaliation.

Coverage

Individuals protected by provisions of this policy are:

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

Veterans

Job discrimination of veterans shall be prohibited, and affirmative action shall be undertaken to employ and advance in employment eligible veterans in accordance with Article 13 of G.S. 126 and G.S. 128-15.

See the Veteran's Preference Policy in the State Human Resources Manual for provisions related to veteran's preference including the employment and advancement of protected veterans.

Office of State 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 workforce is diverse at all occupational levels;
4. develop and promote EEO programs and best practices to encourage consistent and fair treatment of all State employees; and
5. meet with agency heads, department heads, and university chancellors, Human Resources Directors, and EEO Directors/Officers annually to discuss the progress made toward reaching program goals.

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 the employee 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 the State Human Resources Manual;
10. develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
11. ensure required employee notices describing Federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
12. maintain records of all complaints and grievances alleging discriminatory practices; and
13. ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1.

See the Equal Employment Opportunity Diversity Fundamentals policy located in the State Human Resources Manual for information related to EEO training.

Complaint Process

An individual covered by this policy who is alleging unlawful discrimination, harassment or retaliation may file a complaint following the process outlined in the SHRA Employee Grievance Policy located in the State Human Resources Manual. This policy is designed to provide a consistent process for the timely, defensible, fair, and orderly resolution of disputes arising out of employment. 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.

3. Agency/University Overview

University Mission Statement

Appalachian State University (“Appalachian” or “University”), a constituent member of the University of North Carolina System sustained by the generous support of North Carolinians, is a long-established public institution that honors our founding commitment to educational access and excellence and our rural mountain heritage through teaching, research, and service.

The University’s vibrant culture shapes students into globally minded, responsible members of society who engage with and actively contribute to their communities.

Our exemplary faculty and staff prepare students in bachelor’s, master’s, and professional doctoral programs to be the leaders of the future.

University Vision Statement

Appalachian State University aspires to strengthen its role as a leading public institution in the Southeast. We commit to empowering learners through innovative academic programs accompanied by experiences beyond the classroom, excellence and equity in all our activities, and the cultivation of scholarship, engagement, and creativity.

4. EEO Achievements and Best Practices

It is the policy of Appalachian State University to provide equal opportunity within employment and to prohibit discrimination on the basis of race, color, religion, national origin, sex, age, disability, or genetic information (N.C. Gen. Stat. § 126-16).

Appalachian is committed to hiring, training, compensating, and promoting the most qualified persons without regard to race, color, religion, national origin, ethnicity, sex, pregnancy, gender identification or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. Similarly, all other personnel matters such as compensation, benefits, transfers, layoffs, tuition assistance, and EEO-related training and education have been administered in accordance with University policy. Employment decisions adhere to the NC OSHR Merit Based Recruitment and Selection Plan and comply with equal employment opportunity and affirmative action principles.

Appalachian is firmly committed to maintaining a workplace free from all forms of unlawful harassment and discrimination. The University has created the Office of Access & Equity to highlight this commitment. The Office of Access & Equity is part of the Division of Institutional Integrity and provides leadership to the University's efforts to foster a welcoming and inclusive environment. The office promotes equity in educational opportunity, programming, and employment and promotes an environment of respect and inclusion for all members of the University community. The Office of Access & Equity includes [Disability Resources \("ODR"\)](#) and [Equal Opportunity \("EO"\)](#).

The Equal Opportunity unit of Access & Equity strives to make Appalachian a discrimination-free, harassment-free environment for faculty, students and staff to work, live, and learn. EO oversees university equal opportunity policies, responds to complaints of discrimination and harassment based on a protected class or workplace violence, conducts neutral investigations, and assists in the development and delivery of training and educational outreach to campus.

In January of 2023, the Office of Human Resources ("HR") engaged with Huron Consulting to undergo an assessment to identify strengths and weaknesses for enhancement, provide recommendations, and increase services related to workforce planning.

5. Assignment of Responsibility and Accountability

Appalachian leadership is committed to annually reviewing the university's workforce to meaningfully assess affirmative hiring and retention practices. In alignment with the University's strategic priority, Investing in Faculty and Staff Excellence by dedicating and ensuring ongoing resources to recruit, retain, and support exceptionally talented faculty and staff: This commitment aligns with the University's commitment to equal employment opportunity by ensuring that resources are allocated fairly and equitably to recruit and support a diverse range of faculty and staff and will be achieved as follows: a) emphasize innovative recruitment and retention strategies: By emphasizing innovative strategies, the university can attract a more diverse pool of candidates, which aligns with the EEO plan's goal of promoting diversity and inclusion, b) identify and invest in ongoing and clear paths for career advancement: This supports the EEO plan by ensuring that all employees, regardless of background, have equal opportunities for career advancement and professional development, c) incentivize employee innovation and collaboration: Encouraging innovation and collaboration fosters an inclusive environment where all employees feel valued for their contributions, which is consistent with the principles of equal employment opportunity, and d) foster a team-oriented community of employees committed to quality of life and work: Building a supportive and inclusive community aligns with the EEO plan's goal of creating an environment where all employees feel respected, valued, and able to thrive professionally.

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

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 the employee's 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;
- Ensure the development and implementation of HR policies, procedures, and programs necessary to achieve a diverse workforce in each occupational category; and
- Take measures to ensure the work environment is consistent with the intent of this policy and supports equal opportunity.

Managers and Supervisors

- 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.

EEO Committee, Search Committees, and Hiring Authorities

Development and implementation of the 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 Access and Equity, the Chief Diversity Officer, Academic Affairs, the Office of General Counsel, and the Office of Institutional Research Assessment and Planning who meet regularly. Collectively, they will periodically survey the organizational climate and evaluate employee attitudes, ensure information is properly presented, action-oriented goals are realistic and measurable, and they 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.

- The effectiveness of the EEO Plan rests heavily on the due diligence practiced by search committees and hiring managers and supervisors. The Employment team within the Office of Human Resources, search committees, and hiring authorities play an active role in the

advertising, recruitment, and selection processes for hiring. The responsibilities of Employment Consultants, 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.
 - This is achieved by leveraging a variety of job advertising avenues. The Employment team intentionally partners with different job boards and organizations to reach diverse audiences.
- Evaluate all applications without regard to impermissible discriminatory factors.
 - This is achieved by focusing all evaluations on merit, skills, transferable knowledge, and behaviors pertinent to the job posting driven by business needs.
- Recommend candidates for hire promptly to ensure the availability of qualified candidates.

EEO Officer

The Chancellor appoints the university's Equal Employment Opportunity Officer. The Executive Director of the Office of Access and Equity serves as the University's EEO Officer. The Associate Vice Chancellor of Human Resources has responsibility for and authority over the following major functional areas: affirmative action/equal employment opportunity compliance in talent acquisition, classification, and compensation, position management, employee engagement, employee rewards and recognition, employee relations, performance management, and learning and organizational development.

The duties and responsibilities include, but are not limited to:

- 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;
- Work in collaboration with the Associate Vice Chancellor of the Office of Human Resources to 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;
- Partner with the Office of Human Resources to 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
- Partner with the Office of Human Resources to ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1.

6. Dissemination Procedures

Appalachian's Equal Opportunity Plan, Equal Opportunity Policy 108, and the Discrimination, Harassment, Retaliation, and Sex-Based Misconduct Policy 110 have been formally distributed to internal and external stakeholders.

Internal

Appalachian's EEO Plan is available for review in hardcopy within the Office of Human Resources during normal business hours. The EEO Plan is also available on the Office of Human Resources website. To ensure hiring managers and supervisors know their EEO responsibilities, regular training is provided regarding 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.

External

Appalachian's EEO Plan is available for review on the Office of Human Resources website. Appalachian maintains regular and routine contact with diverse recruitment resources/organizations. All job postings are scraped automatically and posted to the appropriate recruitment resources. To ensure applicants are informed of Appalachian's commitment, information is publicly posted with resources on the University's employment opportunities job board, along with the University EEO Plan, and disability accommodation information for applicants. 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.

7. Program Activities

Recruitment for SHRA Staff

The Office of Human Resources (HR) has administrative responsibility for overseeing employee recruitment and hiring processes. HR reviews and endorses all hiring actions for SHRA employees. HR additionally oversees the transfer, promotion, reassignment, demotion, and reduction-in-force procedures for SHRA employees. HR's Employee Relations team has developed and implemented sufficient controls to ensure personnel actions are consistent with the equal employment opportunity policy.

1. Appalachian has identified achievements for each of the program activities listed below:
 - a. Achieved clarity and inclusivity in our postings by consistently eliminating unintentionally exclusive language, thereby ensuring accessibility across diverse backgrounds, regardless of educational attainment.
 - b. Successfully expanded our recruitment efforts to encompass underutilized groups by forging partnerships with various job advertising agencies, leveraging known and untapped resources. This strategy facilitated outreach beyond traditional higher education channels, emphasizing the importance of transferable skills and knowledge.
 - c. Maintained regular communication with a wide range of diverse recruitment channels, ensuring they remained informed about available employment opportunities, particularly in managerial, professional, and technical roles.
 - d. Strengthened relationships with regional chamber of commerce partners, enhancing our ability to effectively recruit and support veteran and disabled applicants, thus fostering a more inclusive and supportive hiring environment.

Competitive postings are automatically placed on the Office of Human Resources website. In addition to the employment opportunity job board, all EHRA, SHRA, and Faculty job announcements are automatically posted in the existing locations:

- HigherEd Jobs. This contract includes featuring Appalachian as a featured institution committed to diversity recruitment, and Diversity & Inclusion email sent to HigherEd Jobs opt-in proprietary list as an additional feature;
- The Chronicle of Higher Education;
- HERC (Higher Education Recruitment Consortium);
- CIRCA formerly the Local Job Network; and
- Indeed.

New posting locations added this year include:

- Academic Careers;
- LinkedIn; and
- JobElephant (AI-driven job ads).

The University pays for these advertisements listed above; all other advertising costs must be covered by the unit, department or college that is conducting the search.

Selection

All hiring processes are accessible to persons with disabilities and the requesting accommodation process for applicants is made publicly available. Search committees conduct neutral, objective evaluations to determine which applicants are the most qualified and move forward to be interviewed. The Employment team provides resources, training, guides, and procedures focused on equitable hiring practices and reducing the impact of unconscious bias in the recruitment and selection process. When interviewing has been completed, and a final candidate has been identified, the hiring authority completes an online Hiring Proposal to ensure that departments are following established recruitment and selection policies. For SHRA Hiring Proposals, endorsement by HR provides final approval of the selection, and an offer can be made. HR exercises similar centralized responsibilities

with respect to salaries for new hires, reinstatements, and transfers. HR follows established State of North Carolina pay policies and procedures for SHRA, including following the provisions outlined in Executive Order #93: Prohibiting the Use of Salary History in the Hiring Process, as issued by Governor Roy Cooper. This Executive Order prohibits state agencies from requesting salary history from applicants or relying on previously obtained salary information in determining an applicant's salary.

To strengthen selection, HR has:

1. Conducted comprehensive job analyses to establish precise job-related qualifications statements, selection criteria, training needs, and potential career advancement paths.
2. Analyzed the flow of applicants throughout the selection and appointment processes, identifying and addressing barriers that led to the rejection of qualified candidates from underutilized groups. Monitored employment practices to ensure equitable assignment of work and workplace environments.
3. Reviewed and validated interview questions, written tests, and other selection methods to ensure fairness and effectiveness in candidate evaluation.
4. Provided specialized training to screening and interviewing personnel, equipping them with techniques to mitigate potential biases and promote fair assessment practices.
5. Implemented policies and procedures to ensure the provision of reasonable accommodations for individuals with disabilities, fostering an inclusive and accessible work environment.

Onboarding

The Office of Human Resources provides a comprehensive New Employee Orientation and Onboarding course in AsULearn, the University's online learning management system. As required training for all new, full-time SHRA, EHRA Non-Faculty, and temporary employees, the course may be completed during regularly scheduled work hours. New Employee Orientation is designed to introduce new employees to the 4 Cs at App State:

1. **Culture** – Campus-wide expectations, customs, rituals, and values. In other words, our “personality” and what it's like to work here.
2. **Clarification** – Job training, departmental onboarding, and setting individual goals and performance expectations with your manager using monthly checklists.

3. **Connection** – Developing professional relationships, networking, exploring the campus, and getting involved in the community.
4. **Compliance** – The laws, rules, policies, and values all Mountaineers must know and apply on the job. The EEO Plan and programs are reviewed in this section.

The Employment team ensures each employee receives a written employment appointment letter outlining the terms and conditions of employment.

Promotion

Enhancing upward mobility and maximizing the talents of our current workforce in a fair and inclusive manner is a priority for the University. Our internal posting system ensures that all University employees have access to information about vacant positions. All SHRA vacancies, both internal and external, are advertised via a listserve to all faculty and staff and posted on the internal job board. In accordance with North Carolina law, internal state candidates who meet the qualifications and have met career state service of 12 months receive priority consideration.

Training

Appalachian is committed to providing training and development to all employees. All educational and training programs sponsored by the University are open to eligible employees without regard to race, color, religion, national origin, ethnicity, sex, pregnancy, gender identification or expression, sexual orientation, age (40 or older), political affiliation, or National Guard or veteran status, genetic information, or disability.

In addition to New Employee Orientation training and EEO/DF, Appalachian offers robust training opportunities.

All Employees:

LinkedIn Learning Online Training and Professional Development: Appalachian's online professional development system, LinkedIn Learning, offers thousands of online professional development courses in a wide variety of fields, including project management, communication, and supervisory best practices, dealing with conflicts, strategic planning, IT and much more. It is available at no charge to any current Appalachian student, faculty or staff member with a Banner ID.

1. *Learning and Organizational Development Trainings:* The Office of Human Resources provides a range of learning opportunities throughout the year, which include the following topics: Performance Management Fundamentals, Safety Preparedness, Leave Management, Facilitating Difficult Discussions, Disability Resources and the ADA, Title IX Training, Ethical Issues for Supervisors, Payroll Issues, etc.
2. *Equal Opportunity Trainings:* The Office of Access & Equity offers a range of established training programs in addition to individually tailored training for specific departments upon request. Established training programs include Mandatory Reporter training, Title IX Fundamentals, Equal Opportunity Fundamentals, the ADA, Digital Accessibility, and Consent 101.

Additional Training for Supervisors and Managers:

1. *Supervisor Development Series:* The primary objective of this leadership development program is to equip attendees with the necessary knowledge, skills, and tools to effectively lead teams, drive organizational growth, and achieve strategic objectives. Over two days, the following topics will be covered: EHS for managers, Payroll, Time & leave, Work-Life Balance, Performance Management Fundamentals, Employee Relations, and Class/Comp Review. This program will be offered every quarter and will require attendees to be present for both days of training.
2. *Core Supervisor Training - Search Committee Training:* This one-hour workshop on Merit-Based Selection Interviewing Techniques educates supervisors on uncovering the most qualified candidates for their team.

Compensation and Benefits

SHRA compensation is determined without regard to race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. University compensation procedures SHRA employees to ensure they align with the State of North Carolina's compensation systems for graded positions. 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. Regular monitoring and review to analyze practices to determine patterns and trends, as well as the salary approval process for equity is conducted.

SHRA Benefits Permanent, SHRA full-time employees are eligible for the following benefits:

- Leave (annual leave, civil leave, military leave, family illness leave, family medical leave, paid parental leave, sick leave, voluntary shared leave, educational leave, and community service leave);
- Health Insurance;
- Contributory Retirement System (Teachers' and State Employees' Retirement System (TSERS), or UNC Optional Retirement Plan (ORP));
- Employee Tuition Waiver;
- Death Benefit (TSERS' participants only);
- Optional Insurance Plans (dental insurance, vision insurance, life insurance, supplemental disability income insurance, accidental death and dismemberment insurance, automobile and homeowners insurance, and cancer insurance);
- Disability Income Plan of NC;
- Supplemental Retirement;
- Voluntary vision, dental, critical illness, life, accidental death, cancer, and home/auto insurance plans;
- Health Care Flexible Spending Account; and
- Dependent Care Flexible Spending Account.

Performance Management

At Appalachian State University, the App State Careers performance management module is invaluable for establishing meaningful objectives and conducting fair and consistent evaluations of employees throughout the organization. For SHRA employees, the University operates on an annual performance appraisal cycle from April 1 to March 31. This cycle encompasses all SHRA probationary, time-limited, permanent, and career-status state employees. Managers and supervisors are held accountable for the progress of the EEO/AA program; it is included as an expectation in their annual evaluation.

The management of employee performance follows a structured process that involves work planning, which includes the identification and establishment of both individual and institutional goals. Regular feedback is integral to this process, culminating in an annual performance review. Goals are calibrated as institutional and individual goals. Institutional Goals include Expertise, Accountability, Customer-Oriented, Team-Oriented, Compliance and Integrity, and Supervision (For supervisors only). It is the supervisor's duty to establish meaningful SMART Goals within the performance plan to ensure precise appraisals. Additionally, they are tasked with adding three to five individual goals for each employee throughout the performance cycle.

Transfers, Separations, Reduction in Force (RIF)

Transfers:

To promote employee career mobility, the University encourages departments to consider internal employees for vacant SHRA positions. Transfer candidates must apply for specific vacancies using the University's online job applicant system (PeopleAdmin). SHRA employees who achieved career status may be entitled to priority considerations for promotions over applicants outside of state government.

Separations:

SHRA employees are requested to submit written notice of resignation at least two weeks prior of the employee's last day of work.

RIF:

The University adheres to the policy on Reduction in Force as outlined by NC OSHR.

SHRA Disciplinary Procedures

The University follows the UNC System SHRA Employee Grievance Policy for addressing employee performance and conduct issues in a reliable, consistent, and effective manner. Any disciplinary action issued in accordance with this policy must be for just cause. All disciplinary actions are to be administered consistently and equitably without regard to race, color, religion, national origin, ethnicity, sex, pregnancy, gender identification or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. All disciplinary actions are subject to the approval of the appropriate administrator and the Associate Vice Chancellor for Human Resources. Retaliation is prohibited against employees or applicants who file complaints or participate in a grievance procedure. Appalachian reviews and monitors data to identify any trends or patterns related to grievances.

This policy provides employees and management with a process for correcting and improving performance problems and for handling instances of unacceptable personal conduct or grossly inefficient job performance. Any employee of the University may be warned in writing, demoted, suspended, or dismissed for just cause. However, SHRA employees with career status must receive successive discipline as this policy prescribes. Unsatisfactory job performance, grossly inefficient job performance, or unacceptable personal conduct constitute just cause for discipline up to and including dismissal. When just cause exists, the disciplinary actions provided under this policy are written warning, suspension without pay, demotion, or dismissal.

Grievance Process

SHRA Grievances

Appalachian utilizes the [University of North Carolina SHRA Grievance Policy](#). This policy provides a clear process for addressing unlawful harassment allegations through the Equal Employment Opportunity Informal Inquiry for SHRA employees. The policy outlines that grievable issues from employees and applicants include unlawful discrimination or harassment based on race, religion, color, national origin, ethnicity, sex, age, disability, pregnancy, genetic information, gender identity or expression, National Guard or veteran status, political affiliation and sexual orientation if the employee believes that they have 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.

Retaliation is prohibited against employees and applicants who file complaints or participate in a grievance procedure. The Associate Vice Chancellor of Human Resources and the EEO Officer review and monitor program data to identify trends and patterns.

8. Equal Employment Opportunity and Diversity Fundamentals (EEODF)

Per House Bill 834, NC G.S. 126-16.1, EEODF is required for all state government employees who were hired, promoted, or appointed to the position of supervisor and/or manager on or after July 1, 1991 within one year appointment into their role. Managers and supervisors hired before July 1, 1991, are encouraged to participate in EEODF.

In partnership with the Office of Human Resources, Appalachian utilizes the OSHR EEODF curriculum to train qualified managers and supervisors at Appalachian State University as North Carolina General Statute 126-16.1 prescribes. The Learning and Organizational Development Department also provides further professional development opportunities, including a supervisor training curriculum designed to equip all supervisors to support the employee life cycle – from recruitment to off-boarding. The learning objectives address the application of state equal employment opportunity/affirmative action laws and empower managers and supervisors to work more effectively with a diverse workforce. Qualifying managers and supervisors are identified through available personnel records, and attendance is required and managed internally.

9. Employment First and Reasonable Accommodation

Appalachian State University is committed to non-discrimination based on disability and is intentional to ensure compliance with federal and state laws governing reasonable accommodation. The University adheres to Title I of the Americans with Disabilities Act (ADA) and Executive Order #92 Employment First for North Carolinians with Disabilities. The University is committed to engaging in an interactive process to ensure the provision of reasonable accommodations to applicants and employees, unless such accommodation would impose an undue hardship. To proactively ensure equal opportunities for individuals with disabilities in accessing digital material, Policy 909 Digital Accessibility was created. This policy seeks to provide direction on creating accessible materials and applies to all University Constituents and third parties, under circumstances within the University's control, who distribute host, otherwise make available, or obtain Digital Material when conducting University Business.

In adherence to Title VII of the Civil Rights Act as amended, Appalachian also complies with regulations to reasonably accommodate an employee's religious beliefs or practices.

The University is working diligently to strengthen outreach efforts to attract qualified individuals with disabilities and is improving recruitment. Employees are encouraged to complete annually the Voluntary Self-Identification Disability form located in their employee self-service.

The Equal Opportunity unit of the Office of Access and Equity oversees the reasonable accommodation process for applicants and employees. Information regarding reasonable accommodations can be found on the University's employment opportunities job board, Equal Opportunity's website, and within Policy 108 Equal Employment Opportunity Policy, which is made available for applicants through the hiring process and presented at new employee orientation.

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;
- Review of hiring and promotion practices 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;
- Track and analyze data RIFs and all other terms and conditions of employment;
- 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 Associate Vice Chancellor of Human Resources and the EEO Officer will provide reports to senior management, 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 is committed to creating and maintaining an equitable and institutional environment free from Discrimination, Harassment, Retaliation, and Sex-Based Misconduct. Employees have the right to work in an environment free from discrimination and harassing conduct. Appalachian has established procedures to address prohibited conduct that falls under the definition of unlawful workplace harassment, including sexual harassment, discrimination, or retaliation. No employment decision will be made based on race, color, religion, national origin, ethnicity, sex, pregnancy, gender identification or expression, sexual orientation, age, political affiliation, National Guard or veteran status, genetic information, or disability.

Appalachian has established prevention goals for unlawful workplace discrimination and harassment. These goals are periodically reviewed:

1. Distribution of unlawful workplace harassment policy;
2. Education and training to new and current employees regarding discrimination and harassment;
3. Procedures for confidential reporting of complaints and inquiries;
4. Procedures for informal resolution paths of complaints; and
5. Procedures for unbiased and confidential Administrative Resolution options to resolve complaints, including investigations.

Appalachian has the following strategies in place to prevent discrimination and harassment and to strategically communicate expectations to employees and supervisors through multiple venues.

Strategy 1: Commitment by Appalachian to the prohibition of unlawful workplace harassment, sexual harassment, and retaliation -- University Policies 108 & 110

University Policy 108 Equal Opportunity highlights Appalachian's commitment to providing an equal opportunity experience to the Appalachian community. This policy applies to all members of the Appalachian community, including students, faculty, staff, visitors, volunteers, and others who participate in programs, activities, or conduct business on behalf of Appalachian.

University [Policy 110 Discrimination, Harassment, Retaliation & Sex-Based Misconduct](#) prohibits all forms of discrimination and harassment based on protected class status. This policy addresses prohibited conduct that is adverse to the University's commitment to preventing discrimination and harassment, as well as to provide oversight and an administrative framework for reporting, investigating, adjudicating, and resolving violations of this policy. Policy 110 prohibits all forms of retaliation against any individual because of their participation in the reporting, investigating, or adjudicating of alleged violations. The policy is reviewed with new employees during new employee orientation and is posted in the University Policy Manual. All employees are responsible for reporting prohibited conduct as defined by Policy 110.

Any supervisor who witnesses such harassment or is otherwise informed of a violation of this policy is directed to bring this to the immediate attention of the EEO Officer. Failure of a supervisor (or others) with such knowledge to promptly advise the EEO Officer may be grounds for disciplinary action up to and including dismissal. Any employee found to have harassed another employee in violation of this policy is subject to disciplinary action up to and including dismissal, depending on the severity of the offense.

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

In addition to the required EEO-DF training, Appalachian makes training available to all employees, managers, and supervisors describing the University's commitment to an environment free from unlawful discrimination, harassment, and retaliation.

Strategy 3: Process for disseminating information prohibiting unlawful workplace harassment and retaliation to all University employees.

Annual notification of policies and procedures related to unlawful workplace discrimination, harassment, and retaliation is sent to all University employees. The information is also reviewed in New Employee Orientation and training programs through the Office of Human Resources and the Office of Access & Equity.

12. Reduction in Force Procedures

Appalachian State University fully complies with the Office of State Human Resources Reduction in Force policy and Reduction in Force Priority policy for employees subject to the State Human Resources Act (SHRA). Appalachian has the authority to separate an employee whenever necessary due to a shortage of funds or work, abolishing a position, or other material change in duties or organization. Retention of employees in affected classes shall be based on systematic consideration, at a minimum, of the following factors: type of appointment, relative efficiency, actual or potential adverse impact on the diversity of the workforce, or length of service.

Appalachian shall notify the employee of separation in writing as soon as possible and, in any case, not less than 30 calendar days before the effective date of separation. The written notification shall include the reasons for the reduction in force, the 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 the Office of State Human Resources policy, employees with career status (as defined by G.S §126-1.1) who have received official written notification of imminent separation due to Reduction in Force are eligible for priority consideration under the provisions outlined in the 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 is committed to supporting pregnant employees. Appalachian 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.

In addition to Executive Order #82, the Pregnant Workers Fairness Act (PWFA) took effect on June 27, 2023. The PWFA expands workers' rights affected by pregnancy, childbirth, or related medical conditions to receive reasonable accommodations, absent undue hardship. Additionally, the PUMP Act for Nursing Mothers Act ("PUMP Act") took effect in 2023, and extends to more nursing employees the right to receive break time to pump and a private place to pump at work.

Lactation Lounges:

In addition to scheduled breaks for nursing, Appalachian offers three lactation lounges as designated spaces for faculty, staff, students, and campus visitors during the facility's regular operating hours.

Resources & Workplace Accommodations:

The Office of Access & Equity's website hosts a dedicated webpage for pregnant or parenting and includes applicable resources and adjustments available for support specifically for students and employee support in the workplace. Information is disseminated through internal communications, the Office of Human Resources websites, and campus meetings.

Paid Parental Leave:

Appalachian is proud of the continual participation and implementation of the Paid Parental Leave program. The Paid Parental Leave benefit is available to eligible employees for qualifying events, including the birth of a child, adoption, foster care, or other legal placement of a child. Eligible employees who give birth will receive eight weeks of paid leave to recover from birth and bond with and care for the child. Other eligible employees will receive four weeks of paid leave to bond with and care for the child. Paid Parental Leave will be paid at 100 percent of the eligible employee's regular pay. Equal Opportunity and the Office of Human Resources, Leave Management, regularly collaborate to review special circumstances or for employee pregnancy-related accommodation and leave.

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) 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 OSHR in their annual EEO Plan.

Appalachian 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 for 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.

15. Recognizing the Value of Experience in State Government Hiring

Appalachian State University is fully committed to complying with the new Executive Order #278 (Recognizing the value of Experience in State Government Hiring) as issued by Governor Roy Cooper.

The Order specifies that state agencies create processes to identify job classifications that do not require academic degrees and train human resources personnel on how to properly screen applicants to broaden access to career opportunities.

Appalachian will ensure compliance with the Order by adding the language “equivalent combination of education and experience” in the minimum requirements section of all SHRA job postings and encouraging all position types to include this language to boost the recruitment of qualified candidates.

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 2020 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. Representation levels were determined using the two-factor analysis standard as defined by the OFCCP.

- Factor 1 – Requisite Skills in Reasonable Recruiting Area.
- Factor 2 – Promotable, Transferable, and Trainable within Organization.

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:

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

Race and Ethnicity

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

1. **White** (Non-Hispanic or Latino) – All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
2. **Black or African American** (Non-Hispanic or Latino) - A person having origins in any of the black racial groups of Africa.
3. **Hispanic or Latino** - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
4. **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.
5. **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.
6. **Native Hawaiian or Other Pacific Islander** - A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

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

Veterans

Appalachian State University uses employment objectives that are consistent with federal standards for veterans. The university includes an overall employment objective for veterans, as well as the overall veteran representation in our workforce.

Organizational Display

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Department	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Employees	Minorities									
AppState	1,295	69	<i>Male</i>	596	570	10	5	5	2	0	4
			<i>Female</i>	699	656	19	14	1	2	0	7
Totals	1,295	69	<i>Male</i>	596	570	10	5	5	2	0	4
			<i>Female</i>	699	656	19	14	1	2	0	7

Census Codes and Job Titles

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 11 Management

Census Code	Job Title
S110 - Management	Job Group 11

Job Group: 13 Business & Financial Operation

Census Code	Job Title
S130 - Business and Financial Operations	Job Group 13

Job Group: 15 Computer & Mathematical

Census Code	Job Title
S150 - Computer and Mathematical	Job Group 15

Job Group: 17 Architecture & Engineering

Census Code	Job Title
S170 - Architecture and Engineering	Job Group 17

Job Group: 19 Life, Physical & Social Sci

Census Code	Job Title
S190 - Life, Physical, and Social Science	Job Group 19

Job Group: 21 Community & Social Service

Census Code	Job Title
S210 - Community and Social Service	Job Group 21

Job Group: 23 Legal

Census Code	Job Title
S230 - Legal	Job Group 23

Census Codes and Job Titles

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 25 Education, Training, & Libra

Census Code	Job Title
S250 - Educational Instruction and Library	Job Group 25

Job Group: 27 Arts Design, Entmt Sports Med

Census Code	Job Title
S270 - Arts, Design, Entertainment, Sports, and Media	Job Group 27

Job Group: 29 Healthcare Practitioners & Tec

Census Code	Job Title
S290 - Healthcare Practitioners and Technical	Job Group 29

Job Group: 31 Healthcare Support

Census Code	Job Title
S310 - Healthcare Support	Job Group 31

Job Group: 33 Protective Service

Census Code	Job Title
S330 - Protective Service	Job Group 33

Job Group: 35 Food Prep & Serving Related

Census Code	Job Title
S350 - Food Preparation and Serving Related	Job Group 35

Job Group: 37 Bldg & Grnds Cleaning & Maint

Census Code	Job Title
S370 - Building and Grounds Cleaning and Maintenance	Job Group 37

Census Codes and Job Titles

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 39 Personal Care & Service

Census Code	Job Title
S390 - Personal Care and Service	Job Group 39

Job Group: 41 Sales & Related

Census Code	Job Title
S410 - Sales and Related	Job Group 41

Job Group: 43 Office & Administrative Supp

Census Code	Job Title
S430 - Office and Administrative Support	Job Group 43

Job Group: 47 Sales & Related

Census Code	Job Title
S470 - Construction and Extraction	Job Group 47

Job Group: 49 Installation, Maint & Repair

Census Code	Job Title
S490 - Installation, Maintenance, and Repair	Job Group 49

Job Group: 51 Production

Census Code	Job Title
S510 - Production	Job Group 51

Job Group: 53 Transportn & Material Moving

Census Code	Job Title
S530 - Transportation and Material Moving	Job Group 53

Workforce Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Department: AppState

Incl/ Excl	Job Title	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
		Employees	Minorities									
	Job Group 11	21	0	Male	15	15	0	0	0	0	0	0
				Female	6	6	0	0	0	0	0	0
	Job Group 13	72	4	Male	21	20	0	0	1	0	0	0
				Female	51	48	1	1	0	0	0	1
	Job Group 15	119	5	Male	94	89	0	3	0	0	0	2
				Female	25	25	0	0	0	0	0	0
	Job Group 17	13	0	Male	13	13	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0
	Job Group 19	17	3	Male	10	8	0	0	1	1	0	0
				Female	7	6	0	0	0	0	0	1
	Job Group 21	6	0	Male	1	1	0	0	0	0	0	0
				Female	5	5	0	0	0	0	0	0
	Job Group 23	1	0	Male	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0
	Job Group 25	41	3	Male	4	4	0	0	0	0	0	0
				Female	37	34	2	0	0	0	0	1
	Job Group 27	42	1	Male	23	23	0	0	0	0	0	0
				Female	19	18	0	1	0	0	0	0
	Job Group 29	24	2	Male	0	0	0	0	0	0	0	0
				Female	24	22	0	1	0	0	0	1
	Job Group 31	9	0	Male	1	1	0	0	0	0	0	0
				Female	8	8	0	0	0	0	0	0
	Job Group 33	8	1	Male	6	5	1	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0
	Job Group 35	97	11	Male	58	52	3	2	0	0	0	1
				Female	39	34	2	3	0	0	0	0
	Job Group 37	190	8	Male	98	93	4	0	1	0	0	0
				Female	92	89	0	2	1	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Department: AppState

Incl/ Excl	Job Title	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
		Employees	Minorities									
	Job Group 39	1	0	Male	1	1	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0
	Job Group 41	36	1	Male	18	18	0	0	0	0	0	0
				Female	18	17	1	0	0	0	0	0
	Job Group 43	433	26	Male	74	72	0	0	2	0	0	0
				Female	359	335	13	6	0	2	0	3
	Job Group 47	48	1	Male	48	47	0	0	0	1	0	0
				Female	0	0	0	0	0	0	0	0
	Job Group 49	96	0	Male	91	91	0	0	0	0	0	0
				Female	5	5	0	0	0	0	0	0
	Job Group 51	8	1	Male	8	7	0	0	0	0	0	1
				Female	0	0	0	0	0	0	0	0
	Job Group 53	13	2	Male	12	10	2	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0
Totals		1,295	69	Male	596	570	10	5	5	2	0	4
				%	46.02	44.02	0.77	0.39	0.39	0.15	0.00	0.31
				Female	699	656	19	14	1	2	0	7
				%	53.98	50.66	1.47	1.08	0.08	0.15	0.00	0.54

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Job Group Analysis Summary - Gender within Race

Analysis Data as of 01/01/2024

Appalachian State University

Job Group	Total Employees	Female		Minority			White		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races			
		#	%	#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%		
41 Sales & Related	36	18	50.00	1	2.78	Female	17	47.22	1	2.78	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	18	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
43 Office & Administrative Supp	433	359	82.91	26	6.00	Female	335	77.37	13	3.00	6	1.39	0	0.00	2	0.46	0	0.00	0	0.00	3	0.69
						Male	72	16.63	0	0.00	0	0.00	2	0.46	0	0.00	0	0.00	0	0.00	0	0.00
47 Sales & Related	48	0	0.00	1	2.08	Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	47	97.92	0	0.00	0	0.00	0	0.00	1	2.08	0	0.00	0	0.00	0	0.00
49 Installation, Maint & Repair	96	5	5.21	0	0.00	Female	5	5.21	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	91	94.79	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51 Production	8	0	0.00	1	12.50	Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	7	87.50	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	13	1	7.69	2	15.38	Female	1	7.69	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	10	76.92	2	15.38	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Totals	1,295	699	53.98 %	69	5.33 %	Female	656	50.66 %	19	1.47 %	14	1.08 %	1	0.08 %	2	0.15 %	0	0.00 %	7	0.54 %		
						Male	570	44.02 %	10	0.77 %	5	0.39 %	5	0.39 %	2	0.15 %	0	0.00 %	4	0.31 %		

Factor 1 External Availability

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 11 Management

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S110 - Management	21	100.00	34.73	34.73	4.46	4.46	0.55	0.55	0.46	0.46	0.51	0.51	2.30	2.30	0.18	0.18	0.46	0.46
Total Reasonable Recruitment Area Availability		21		34.73		4.46		0.55		0.46		0.51		2.30		0.18		0.46	

Job Group: 13 Business & Financial Operation

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S130 - Business and Financial Operations	72	100.00	62.30	62.30	2.42	2.42	0.49	0.49	0.07	0.07	0.65	0.65	0.24	0.24	0.00	0.00	0.97	0.97
Total Reasonable Recruitment Area Availability		72		62.30		2.42		0.49		0.07		0.65		0.24		0.00		0.97	

Job Group: 15 Computer & Mathematical

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S150 - Computer and Mathematical	119	100.00	39.00	39.00	13.18	13.18	3.52	3.52	2.38	2.38	0.00	0.00	7.28	7.28	0.00	0.00	0.00	0.00
Total Reasonable Recruitment Area Availability		119		39.00		13.18		3.52		2.38		0.00		7.28		0.00		0.00	

Job Group: 17 Architecture & Engineering

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S170 - Architecture and Engineering	13	100.00	8.53	8.53	9.81	9.81	0.14	0.14	1.77	1.77	0.00	0.00	0.18	0.18	0.00	0.00	7.72	7.72
Total Reasonable Recruitment Area Availability		13		8.53		9.81		0.14		1.77		0.00		0.18		0.00		7.72	

Factor 1 External Availability

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 19 Life, Physical & Social Sci

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S190 - Life, Physical, and Social Science	17	100.00	43.65	43.65	1.17	1.17	0.51	0.51	0.59	0.59	0.00	0.00	0.07	0.07	0.00	0.00	0.00	0.00
Total Reasonable Recruitment Area Availability		17		43.65		1.17		0.51		0.59		0.00		0.07		0.00		0.00	

Job Group: 21 Community & Social Service

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S210 - Community and Social Service	6	100.00	65.92	65.92	2.06	2.06	1.17	1.17	0.03	0.03	0.00	0.00	0.35	0.35	0.00	0.00	0.51	0.51
Total Reasonable Recruitment Area Availability		6		65.92		2.06		1.17		0.03		0.00		0.35		0.00		0.51	

Job Group: 23 Legal

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S230 - Legal	1	100.00	48.67	48.67	4.59	4.59	0.24	0.24	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.35	4.35
Total Reasonable Recruitment Area Availability		1		48.67		4.59		0.24		0.00		0.00		0.00		0.00		4.35	

Job Group: 25 Education, Training, & Libra

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S250 - Educational Instruction and Library	41	100.00	68.51	68.51	6.47	6.47	1.89	1.89	0.77	0.77	0.00	0.00	2.56	2.56	0.25	0.25	0.99	0.99
Total Reasonable Recruitment Area Availability		41		68.51		6.47		1.89		0.77		0.00		2.56		0.25		0.99	

Factor 1 External Availability

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 27 Arts Design, Entmt Sports Med

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S270 - Arts, Design, Entertainment, Sports, and Media	42	100.00	49.71	49.71	4.17	4.17	2.89	2.89	0.00	0.00	0.05	0.05	0.88	0.88	0.00	0.00	0.35	0.35
Total Reasonable Recruitment Area Availability		42		49.71		4.17		2.89		0.00		0.05		0.88		0.00		0.35	

Job Group: 29 Healthcare Practitioners & Tec

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S290 - Healthcare Practitioners and Technical	24	100.00	80.74	80.74	6.07	6.07	0.74	0.74	0.23	0.23	0.00	0.00	4.04	4.04	0.04	0.04	1.02	1.02
Total Reasonable Recruitment Area Availability		24		80.74		6.07		0.74		0.23		0.00		4.04		0.04		1.02	

Job Group: 31 Healthcare Support

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S310 - Healthcare Support	9	100.00	86.27	86.27	5.52	5.52	1.13	1.13	1.42	1.42	0.81	0.81	2.10	2.10	0.00	0.00	0.06	0.06
Total Reasonable Recruitment Area Availability		9		86.27		5.52		1.13		1.42		0.81		2.10		0.00		0.06	

Job Group: 33 Protective Service

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S330 - Protective Service	8	100.00	14.38	14.38	1.23	1.23	0.79	0.79	0.00	0.00	0.00	0.00	0.20	0.20	0.00	0.00	0.23	0.23
Total Reasonable Recruitment Area Availability		8		14.38		1.23		0.79		0.00		0.00		0.20		0.00		0.23	

Factor 1 External Availability

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 35 Food Prep & Serving Related

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S350 - Food Preparation and Serving Related	97	100.00	50.68	50.68	15.25	15.25	2.34	2.34	1.45	1.45	0.01	0.01	10.65	10.65	0.00	0.00	0.81	0.81
Total Reasonable Recruitment Area Availability		97		50.68		15.25		2.34		1.45		0.01		10.65		0.00		0.81	

Job Group: 37 Bldg & Grnds Cleaning & Maint

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S370 - Building and Grounds Cleaning and Maintenance	190	100.00	37.80	37.80	15.34	15.34	0.88	0.88	0.19	0.19	0.67	0.67	13.02	13.02	0.00	0.00	0.57	0.57
Total Reasonable Recruitment Area Availability		190		37.80		15.34		0.88		0.19		0.67		13.02		0.00		0.57	

Job Group: 39 Personal Care & Service

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S390 - Personal Care and Service	1	100.00	68.28	68.28	11.02	11.02	2.37	2.37	0.99	0.99	1.90	1.90	4.29	4.29	0.22	0.22	1.25	1.25
Total Reasonable Recruitment Area Availability		1		68.28		11.02		2.37		0.99		1.90		4.29		0.22		1.25	

Job Group: 41 Sales & Related

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S410 - Sales and Related	36	100.00	50.37	50.37	3.92	3.92	0.97	0.97	0.33	0.33	0.28	0.28	2.23	2.23	0.00	0.00	0.11	0.11
Total Reasonable Recruitment Area Availability		36		50.37		3.92		0.97		0.33		0.28		2.23		0.00		0.11	

Factor 1 External Availability

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 43 Office & Administrative Supp

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S430 - Office and Administrative Support	433	100.00	79.78	79.78	5.97	5.97	1.44	1.44	0.43	0.43	0.70	0.70	1.68	1.68	0.44	0.44	1.28	1.28
Total Reasonable Recruitment Area Availability		433		79.78		5.97		1.44		0.43		0.70		1.68		0.44		1.28	

Job Group: 47 Sales & Related

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S470 - Construction and Extraction	48	100.00	3.59	3.59	10.92	10.92	0.28	0.28	0.10	0.10	0.03	0.03	10.28	10.28	0.00	0.00	0.23	0.23
Total Reasonable Recruitment Area Availability		48		3.59		10.92		0.28		0.10		0.03		10.28		0.00		0.23	

Job Group: 49 Installation, Maint & Repair

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S490 - Installation, Maintenance, and Repair	96	100.00	7.92	7.92	6.34	6.34	0.32	0.32	0.00	0.00	0.59	0.59	5.16	5.16	0.00	0.00	0.27	0.27
Total Reasonable Recruitment Area Availability		96		7.92		6.34		0.32		0.00		0.59		5.16		0.00		0.27	

Job Group: 51 Production

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S510 - Production	8	100.00	30.97	30.97	9.67	9.67	2.96	2.96	1.14	1.14	0.00	0.00	4.15	4.15	1.14	1.14	0.28	0.28
Total Reasonable Recruitment Area Availability		8		30.97		9.67		2.96		1.14		0.00		4.15		1.14		0.28	

Factor 1 External Availability

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 53 Transportn & Material Moving

Location	Census Code	Employees		Total Female		Total Minority		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	Weight	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Appalachian State University	S530 - Transportation and Material Moving	13	100.00	18.75	18.75	7.95	7.95	1.73	1.73	0.13	0.13	0.05	0.05	4.41	4.41	0.00	0.00	1.63	1.63
Total Reasonable Recruitment Area Availability		13		18.75		7.95		1.73		0.13		0.05		4.41		0.00		1.63	

Factor 2 Internal Availability

2024 Appalachian State University

Analysis Data as of 01/01/2024

Receiving Plan: Appalachian State University

Receiving Job Group: 19 Life, Physical & Social Sci

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
19 Life, Physical & Social Sci / Job Group 19	100.00	41.18	41.18	17.65	17.65	0.00	0.00	0.00	0.00	5.88	5.88	5.88	5.88	0.00	0.00	5.88	5.88
Total Internal Availability		41.18		17.65		0.00		0.00		5.88		5.88		0.00		5.88	

Receiving Job Group: 21 Community & Social Service

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
21 Community & Social Service / Job Group 21	100.00	83.33	83.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Internal Availability		83.33		0.00		0.00		0.00		0.00		0.00		0.00		0.00	

Receiving Job Group: 23 Legal

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
23 Legal / Job Group 23	100.00	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Internal Availability		100.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	

Receiving Job Group: 25 Education, Training, & Libra

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
25 Education, Training, & Libra / Job Group 25	50.00	90.24	45.12	7.32	3.66	4.88	2.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.44	1.22
43 Office & Administrative Supp	50.00	82.91	41.45	6.00	3.00	3.00	1.50	1.39	0.69	0.46	0.23	0.46	0.23	0.00	0.00	0.69	0.35
Total Internal Availability		86.58		6.66		3.94		0.69		0.23		0.23		0.00		1.57	

Factor 2 Internal Availability

2024 Appalachian State University

Analysis Data as of 01/01/2024

Receiving Plan: Appalachian State University

Receiving Job Group: 35 Food Prep & Serving Related

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
35 Food Prep & Serving Related / Job Group 35	100.00	40.21	40.21	11.34	11.34	5.15	5.15	5.15	5.15	0.00	0.00	0.00	0.00	0.00	0.00	1.03	1.03
Total Internal Availability		40.21		11.34		5.15		5.15		0.00		0.00		0.00		1.03	

Receiving Job Group: 37 Bldg & Grnds Cleaning & Maint

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
37 Bldg & Grnds Cleaning & Maint / Job Group 37	100.00	48.42	48.42	4.21	4.21	2.11	2.11	1.05	1.05	1.05	1.05	0.00	0.00	0.00	0.00	0.00	0.00
Total Internal Availability		48.42		4.21		2.11		1.05		1.05		0.00		0.00		0.00	

Receiving Job Group: 41 Sales & Related

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
41 Sales & Related / Job Group 41	100.00	50.00	50.00	2.78	2.78	2.78	2.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Internal Availability		50.00		2.78		2.78		0.00		0.00		0.00		0.00		0.00	

Receiving Job Group: 43 Office & Administrative Supp

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
43 Office & Administrative Supp / Job Group 43	100.00	82.91	82.91	6.00	6.00	3.00	3.00	1.39	1.39	0.46	0.46	0.46	0.46	0.00	0.00	0.69	0.69
Total Internal Availability		82.91		6.00		3.00		1.39		0.46		0.46		0.00		0.69	

Factor 2 Internal Availability

2024 Appalachian State University

Analysis Data as of 01/01/2024

Receiving Plan: Appalachian State University

Receiving Job Group: 47 Sales & Related

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
47 Sales & Related / Job Group 47	100.00	0.00	0.00	2.08	2.08	0.00	0.00	0.00	0.00	0.00	0.00	2.08	2.08	0.00	0.00	0.00	0.00
Total Internal Availability			0.00		2.08		0.00		0.00		0.00		2.08		0.00		0.00

Receiving Job Group: 49 Installation, Maint & Repair

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
49 Installation, Maint & Repair / Job Group 49	100.00	5.21	5.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Internal Availability			5.21		0.00		0.00		0.00		0.00		0.00		0.00		0.00

Receiving Job Group: 51 Production

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
51 Production / Job Group 51	100.00	0.00	0.00	12.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.50	12.50
Total Internal Availability			0.00		12.50		0.00		0.00		0.00		0.00		0.00		12.50

Receiving Job Group: 53 Transportn & Material Moving

Source Job Group / Job Title	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
<i>Source Plan: Appalachian State University</i>																	
53 Transportn & Material Moving / Job Group 53	100.00	7.69	7.69	15.38	15.38	15.38	15.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Internal Availability			7.69		15.38		15.38		0.00		0.00		0.00		0.00		0.00

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 11 Management

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	100.00	34.73	34.73	4.46	4.46	0.55	0.55	0.46	0.46	0.51	0.51	2.30	2.30	0.18	0.18	0.46	0.46
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	0.00	28.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<i>Feeders:</i>	100.00%	11 Management / Job Group 11															
Total Weighted Availability			34.73	4.46	0.55	0.46	0.51	2.30	0.18	0.46							

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 13 Business & Financial Operation

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	56.00	62.30	34.89	2.42	1.35	0.49	0.27	0.07	0.04	0.65	0.36	0.24	0.14	0.00	0.00	0.97	0.54
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	44.00	76.87	33.82	5.78	2.54	2.20	0.97	1.39	0.61	0.93	0.41	0.23	0.10	0.00	0.00	1.04	0.46
<i>Feeders:</i>	50.00%	13 Business & Financial Operation / Job Group 13															
	50.00%	43 Office & Administrative Supp															
Total Weighted Availability			68.71	3.90	1.24	0.65	0.77	0.24	0.00	1.00							

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 15 Computer & Mathematical

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	57.00	39.00	22.23	13.18	7.51	3.52	2.01	2.38	1.36	0.00	0.00	7.28	4.15	0.00	0.00	0.00	0.00
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	43.00	21.01	9.03	4.20	1.81	0.00	0.00	2.52	1.08	0.00	0.00	0.00	0.00	0.00	0.00	1.68	0.72
<i>Feeders:</i>	100.00%	15 Computer & Mathematical / Job Group 15															
Total Weighted Availability			31.26		9.32		2.01		2.44		0.00		4.15		0.00		0.72

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 17 Architecture & Engineering

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	83.00	8.53	7.08	9.81	8.15	0.14	0.12	1.77	1.47	0.00	0.00	0.18	0.15	0.00	0.00	7.72	6.41
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	17.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<i>Feeders:</i>	100.00%	17 Architecture & Engineering / Job Group 17															
Total Weighted Availability			7.08	8.15		0.12		1.47		0.00		0.15		0.00		6.41	

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 19 Life, Physical & Social Sci

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	100.00	43.65	43.65	1.17	1.17	0.51	0.51	0.59	0.59	0.00	0.00	0.07	0.07	0.00	0.00	0.00	0.00
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	0.00	41.18	0.00	17.65	0.00	0.00	0.00	0.00	0.00	5.88	0.00	5.88	0.00	0.00	0.00	5.88	0.00
<i>Feeders:</i>	100.00%	19 Life, Physical & Social Sci / Job Group 19															
Total Weighted Availability		43.65		1.17		0.51		0.59		0.00		0.07		0.00		0.00	

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 21 Community & Social Service

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	100.00	65.92	65.92	2.06	2.06	1.17	1.17	0.03	0.03	0.00	0.00	0.35	0.35	0.00	0.00	0.51	0.51
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	0.00	83.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<i>Feeders:</i>	100.00%	21 Community & Social Service / Job Group 21															
Total Weighted Availability			65.92	2.06		1.17		0.03		0.00		0.35		0.00		0.51	

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 25 Education, Training, & Libra

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	67.00	68.51	45.90	6.47	4.33	1.89	1.27	0.77	0.52	0.00	0.00	2.56	1.72	0.25	0.16	0.99	0.67
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	33.00	86.58	28.57	6.66	2.20	3.94	1.30	0.69	0.23	0.23	0.08	0.23	0.08	0.00	0.00	1.57	0.52
<i>Feeders:</i>	50.00%	25 Education, Training, & Libra / Job Group 25															
	50.00%	43 Office & Administrative Supp															
Total Weighted Availability			74.47		6.53		2.57		0.75		0.08		1.79		0.16		1.18

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 27 Arts Design, Entmt Sports Med

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	57.00	49.71	28.33	4.17	2.38	2.89	1.65	0.00	0.00	0.05	0.03	0.88	0.50	0.00	0.00	0.35	0.20
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	43.00	45.24	19.45	2.38	1.02	0.00	0.00	2.38	1.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<i>Feeders:</i>	100.00%	27 Arts Design, Entmt Sports Med / Job Group 27															
Total Weighted Availability			47.79	3.40	3.40	1.65	1.65	1.02	1.02	0.03	0.03	0.50	0.50	0.00	0.00	0.20	0.20

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 29 Healthcare Practitioners & Tec

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	100.00	80.74	80.74	6.07	6.07	0.74	0.74	0.23	0.23	0.00	0.00	4.04	4.04	0.04	0.04	1.02	1.02
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	0.00	100.00	0.00	8.33	0.00	0.00	0.00	4.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.17	0.00
<i>Feeders:</i>	100.00%	29 Healthcare Practitioners & Tec / Job Group 29															
Total Weighted Availability			80.74	6.07		0.74		0.23		0.00		4.04		0.04		1.02	

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University
Job Group: 31 Healthcare Support

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	100.00	86.27	86.27	5.52	5.52	1.13	1.13	1.42	1.42	0.81	0.81	2.10	2.10	0.00	0.00	0.06	0.06
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	0.00	88.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<i>Feeders:</i>	100.00%	31 Healthcare Support / Job Group 31															
Total Weighted Availability		86.27		5.52		1.13		1.42		0.81		2.10		0.00		0.06	

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University
Job Group: 33 Protective Service

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	100.00	14.38	14.38	1.23	1.23	0.79	0.79	0.00	0.00	0.00	0.00	0.20	0.20	0.00	0.00	0.23	0.23
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	0.00	25.00	0.00	12.50	0.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<i>Feeders:</i>	100.00%	33 Protective Service / Job Group 33															
Total Weighted Availability			14.38	1.23	1.23	0.79	0.79	0.00	0.00	0.00	0.00	0.20	0.20	0.00	0.00	0.23	0.23

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 35 Food Prep & Serving Related

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	0.00	50.68	0.00	15.25	0.00	2.34	0.00	1.45	0.00	0.01	0.00	10.65	0.00	0.00	0.00	0.81	0.00
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	100.00	40.21	40.21	11.34	11.34	5.15	5.15	5.15	5.15	0.00	0.00	0.00	0.00	0.00	0.00	1.03	1.03
<i>Feeders:</i>	100.00%	35 Food Prep & Serving Related / Job Group 35															
Total Weighted Availability			40.21	11.34	11.34	5.15	5.15	5.15	5.15	0.00	0.00	0.00	0.00	0.00	0.00	1.03	1.03

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 37 Bldg & Grnds Cleaning & Maint

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	78.00	37.80	29.48	15.34	11.96	0.88	0.69	0.19	0.15	0.67	0.52	13.02	10.15	0.00	0.00	0.57	0.45
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	22.00	48.42	10.65	4.21	0.93	2.11	0.46	1.05	0.23	1.05	0.23	0.00	0.00	0.00	0.00	0.00	0.00
<i>Feeders:</i>	100.00%	37 Bldg & Grnds Cleaning & Maint / Job Group 37															
Total Weighted Availability			40.14		12.89		1.15		0.38		0.76		10.15		0.00		0.45

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University Job Group: 39 Personal Care & Service

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	93.00	68.28	63.50	11.02	10.25	2.37	2.20	0.99	0.92	1.90	1.77	4.29	3.99	0.22	0.20	1.25	1.16
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	7.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Weighted Availability			63.50		10.25		2.20		0.92		1.77		3.99		0.20		1.16

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University Job Group: 41 Sales & Related

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	86.00	50.37	43.32	3.92	3.37	0.97	0.83	0.33	0.28	0.28	0.24	2.23	1.92	0.00	0.00	0.11	0.09
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	14.00	50.00	7.00	2.78	0.39	2.78	0.39	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<i>Feeders:</i>	100.00%	41 Sales & Related / Job Group 41															
Total Weighted Availability			50.32	3.76		1.22		0.28		0.24		1.92		0.00		0.09	

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 43 Office & Administrative Supp

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	72.00	79.78	57.44	5.97	4.30	1.44	1.04	0.43	0.31	0.70	0.50	1.68	1.21	0.44	0.31	1.28	0.92
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	28.00	82.91	23.21	6.00	1.68	3.00	0.84	1.39	0.39	0.46	0.13	0.46	0.13	0.00	0.00	0.69	0.19
<i>Feeders:</i>	100.00%	43 Office & Administrative Supp / Job Group 43															
Total Weighted Availability			80.66	5.98		1.88		0.70		0.63		1.34		0.31		1.12	

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University Job Group: 47 Sales & Related

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	100.00	3.59	3.59	10.92	10.92	0.28	0.28	0.10	0.10	0.03	0.03	10.28	10.28	0.00	0.00	0.23	0.23
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	0.00	0.00	0.00	2.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.08	0.00	0.00	0.00	0.00	0.00
<i>Feeders:</i>	100.00%	47 Sales & Related / Job Group 47															
Total Weighted Availability			3.59	10.92		0.28		0.10		0.03		10.28		0.00		0.23	

Availability Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group: 51 Production

Factor	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Factor 1 - Requisite skills in recruitment area	70.00	30.97	21.68	9.67	6.77	2.96	2.07	1.14	0.80	0.00	0.00	4.15	2.90	1.14	0.80	0.28	0.20
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	30.00	0.00	0.00	12.50	3.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.50	3.75
<i>Feeders:</i>	100.00%	51 Production / Job Group 51															
Total Weighted Availability			21.68	10.52	2.07	0.80	0.00	2.90	0.80	3.95							

Summary Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group	Total Employees	Class	Employees		Availability	Placement Goal Set?	Expected	Difference
			#	%	%		#	#
11 Management	21	Female	6	28.57	34.73	Yes	7.29	1.29
		Minority	0	0.00	4.46		0.94	0.94
		Black	0	0.00	0.55		0.12	0.12
		Asian	0	0.00	0.46		0.10	0.10
		Native American	0	0.00	0.51		0.11	0.11
		Hispanic	0	0.00	2.30		0.48	0.48
		Pacific Islander	0	0.00	0.18		0.04	0.04
		Two or more races	0	0.00	0.46		0.10	0.10
13 Business & Financial Operation	72	Female	51	70.83	68.71		49.47	0.00
		Minority	4	5.56	3.90		2.81	0.00
		Black	1	1.39	1.24		0.89	0.00
		Asian	1	1.39	0.65		0.47	0.00
		Native American	1	1.39	0.77		0.56	0.00
		Hispanic	0	0.00	0.24		0.17	0.17
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	1	1.39	1.00		0.72	0.00
15 Computer & Mathematical	119	Female	25	21.01	31.26	Yes	37.20	12.20
		Minority	5	4.20	9.32	Yes	11.09	6.09
		Black	0	0.00	2.01	Yes	2.39	2.39
		Asian	3	2.52	2.44		2.91	0.00
		Native American	0	0.00	0.00		0.00	0.00
		Hispanic	0	0.00	4.15	Yes	4.93	4.93
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	2	1.68	0.72		0.86	0.00
17 Architecture & Engineering	13	Female	0	0.00	7.08		0.92	0.92
		Minority	0	0.00	8.15		1.06	1.06
		Black	0	0.00	0.12		0.02	0.02
		Asian	0	0.00	1.47		0.19	0.19
		Native American	0	0.00	0.00		0.00	0.00
		Hispanic	0	0.00	0.15		0.02	0.02

Summary Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group	Total Employees	Class	Employees		Availability	Placement Goal Set?	Expected	Difference
			#	%	%		#	#
17 Architecture & Engineering	13	Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	0	0.00	6.41		0.83	0.83
19 Life, Physical & Social Sci	17	Female	7	41.18	43.65		7.42	0.42
		Minority	3	17.65	1.17		0.20	0.00
		Black	0	0.00	0.51		0.09	0.09
		Asian	0	0.00	0.59		0.10	0.10
		Native American	1	5.88	0.00		0.00	0.00
		Hispanic	1	5.88	0.07		0.01	0.00
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	1	5.88	0.00		0.00	0.00
21 Community & Social Service	6	Female	5	83.33	65.92		3.96	0.00
		Minority	0	0.00	2.06		0.12	0.12
		Black	0	0.00	1.17		0.07	0.07
		Asian	0	0.00	0.03		0.00	0.00
		Native American	0	0.00	0.00		0.00	0.00
		Hispanic	0	0.00	0.35		0.02	0.02
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	0	0.00	0.51		0.03	0.03
23 Legal	1	Female	1	100.00	48.67		0.49	0.00
		Minority	0	0.00	4.59		0.05	0.05
		Black	0	0.00	0.24		0.00	0.00
		Asian	0	0.00	0.00		0.00	0.00
		Native American	0	0.00	0.00		0.00	0.00
		Hispanic	0	0.00	0.00		0.00	0.00
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	0	0.00	4.35		0.04	0.04
25 Education, Training, & Libra	41	Female	37	90.24	74.47		30.53	0.00
		Minority	3	7.32	6.53		2.68	0.00
		Black	2	4.88	2.57		1.05	0.00

Summary Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group	Total Employees	Class	Employees		Availability	Placement Goal Set?	Expected	Difference
			#	%	%		#	#
25 Education, Training, & Libra	41	Asian	0	0.00	0.75		0.31	0.31
		Native American	0	0.00	0.08		0.03	0.03
		Hispanic	0	0.00	1.79		0.74	0.74
		Pacific Islander	0	0.00	0.16		0.07	0.07
		Two or more races	1	2.44	1.18		0.48	0.00
27 Arts Design, Entmt Sports Med	42	Female	19	45.24	47.79	Yes	20.07	1.07
		Minority	1	2.38	3.40		1.43	0.43
		Black	0	0.00	1.65		0.69	0.69
		Asian	1	2.38	1.02		0.43	0.00
		Native American	0	0.00	0.03		0.01	0.01
		Hispanic	0	0.00	0.50		0.21	0.21
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	0	0.00	0.20		0.08	0.08
29 Healthcare Practitioners & Tec	24	Female	24	100.00	80.74		19.38	0.00
		Minority	2	8.33	6.07		1.46	0.00
		Black	0	0.00	0.74		0.18	0.18
		Asian	1	4.17	0.23		0.05	0.00
		Native American	0	0.00	0.00		0.00	0.00
		Hispanic	0	0.00	4.04		0.97	0.97
		Pacific Islander	0	0.00	0.04		0.01	0.01
		Two or more races	1	4.17	1.02		0.24	0.00
31 Healthcare Support	9	Female	8	88.89	86.27		7.76	0.00
		Minority	0	0.00	5.52		0.50	0.50
		Black	0	0.00	1.13		0.10	0.10
		Asian	0	0.00	1.42		0.13	0.13
		Native American	0	0.00	0.81		0.07	0.07
		Hispanic	0	0.00	2.10		0.19	0.19
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	0	0.00	0.06		0.01	0.01

Summary Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group	Total Employees	Class	Employees		Availability	Placement Goal Set?	Expected	Difference
			#	%	%		#	#
33 Protective Service	8	Female	2	25.00	14.38		1.15	0.00
		Minority	1	12.50	1.23		0.10	0.00
		Black	1	12.50	0.79		0.06	0.00
		Asian	0	0.00	0.00		0.00	0.00
		Native American	0	0.00	0.00		0.00	0.00
		Hispanic	0	0.00	0.20		0.02	0.02
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	0	0.00	0.23		0.02	0.02
35 Food Prep & Serving Related	97	Female	39	40.21	40.21		39.00	0.00
		Minority	11	11.34	11.34		11.00	0.00
		Black	5	5.15	5.15		5.00	0.00
		Asian	5	5.15	5.15		5.00	0.00
		Native American	0	0.00	0.00		0.00	0.00
		Hispanic	0	0.00	0.00		0.00	0.00
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	1	1.03	1.03		1.00	0.00
37 Bldg & Grnds Cleaning & Maint	190	Female	92	48.42	40.14		76.26	0.00
		Minority	8	4.21	12.89	Yes	24.49	16.49
		Black	4	2.11	1.15		2.19	0.00
		Asian	2	1.05	0.38		0.73	0.00
		Native American	2	1.05	0.76		1.44	0.00
		Hispanic	0	0.00	10.15	Yes	19.29	19.29
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	0	0.00	0.45		0.85	0.85
39 Personal Care & Service	1	Female	0	0.00	63.50		0.63	0.63
		Minority	0	0.00	10.25		0.10	0.10
		Black	0	0.00	2.20		0.02	0.02
		Asian	0	0.00	0.92		0.01	0.01
		Native American	0	0.00	1.77		0.02	0.02
		Hispanic	0	0.00	3.99		0.04	0.04

Summary Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group	Total Employees	Class	Employees		Availability	Placement Goal Set?	Expected	Difference
			#	%	%		#	#
39 Personal Care & Service	1	Pacific Islander	0	0.00	0.20		0.00	0.00
		Two or more races	0	0.00	1.16		0.01	0.01
41 Sales & Related	36	Female	18	50.00	50.32		18.12	0.12
		Minority	1	2.78	3.76		1.35	0.35
		Black	1	2.78	1.22		0.44	0.00
		Asian	0	0.00	0.28		0.10	0.10
		Native American	0	0.00	0.24		0.09	0.09
		Hispanic	0	0.00	1.92		0.69	0.69
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	0	0.00	0.09		0.03	0.03
43 Office & Administrative Supp	433	Female	359	82.91	80.66		349.24	0.00
		Minority	26	6.00	5.98		25.88	0.00
		Black	13	3.00	1.88		8.14	0.00
		Asian	6	1.39	0.70		3.02	0.00
		Native American	2	0.46	0.63		2.74	0.74
		Hispanic	2	0.46	1.34	Yes	5.80	3.80
		Pacific Islander	0	0.00	0.31	Yes	1.36	1.36
		Two or more races	3	0.69	1.12	Yes	4.83	1.83
47 Sales & Related	48	Female	0	0.00	3.59	Yes	1.72	1.72
		Minority	1	2.08	10.92	Yes	5.24	4.24
		Black	0	0.00	0.28		0.13	0.13
		Asian	0	0.00	0.10		0.05	0.05
		Native American	0	0.00	0.03		0.02	0.02
		Hispanic	1	2.08	10.28	Yes	4.93	3.93
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	0	0.00	0.23		0.11	0.11
49 Installation, Maint & Repair	96	Female	5	5.21	5.21		5.00	0.00
		Minority	0	0.00	0.00		0.00	0.00
		Black	0	0.00	0.00		0.00	0.00

Summary Analysis

2024 Appalachian State University

Analysis Data as of 01/01/2024

Appalachian State University

Job Group	Total Employees	Class	Employees		Availability	Placement Goal Set?	Expected	Difference
			#	%	%		#	#
49 Installation, Maint & Repair	96	Asian	0	0.00	0.00		0.00	0.00
		Native American	0	0.00	0.00		0.00	0.00
		Hispanic	0	0.00	0.00		0.00	0.00
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	0	0.00	0.00		0.00	0.00
51 Production	8	Female	0	0.00	21.68	Yes	1.73	1.73
		Minority	1	12.50	10.52		0.84	0.00
		Black	0	0.00	2.07		0.17	0.17
		Asian	0	0.00	0.80		0.06	0.06
		Native American	0	0.00	0.00		0.00	0.00
		Hispanic	0	0.00	2.90		0.23	0.23
		Pacific Islander	0	0.00	0.80		0.06	0.06
		Two or more races	1	12.50	3.95		0.32	0.00
53 Transportn & Material Moving	13	Female	1	7.69	7.69		1.00	0.00
		Minority	2	15.38	15.38		2.00	0.00
		Black	2	15.38	15.38		2.00	0.00
		Asian	0	0.00	0.00		0.00	0.00
		Native American	0	0.00	0.00		0.00	0.00
		Hispanic	0	0.00	0.00		0.00	0.00
		Pacific Islander	0	0.00	0.00		0.00	0.00
		Two or more races	0	0.00	0.00		0.00	0.00

4. Attainment of Employment Objectives

Appalachian State University saw growth in two groups that were identified as underutilized in last year's EEO Plan. Those groups are Food Prep and Serving Related and Installation Maint & Repair. Appalachian State University had 1 new area of underutilization (Construction & Extraction) for a total of 7 areas of underutilization, which is down from 8 areas in 2023.

SHRA Standard Occupational Categories (SOC) Determined Underutilized*
Changes from 2020 to 2023

Underutilized by Year, SOC, and Category		Year and Category				
SOC	SOC Description	2020	2021	2022	2023	2024
11	Management	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>	Female	Female
13	Business & Financial Operations	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>	Black	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>
15	Computer & Mathematical	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>	Hispanic, Black, Female	Hispanic, Black, Female
19	Life, Physical, and Social Science	<i>No areas of underutilization</i>	Female	Female	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>
27	Arts Design, Entmt Sports Med	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>	Black, Female	Female
35	Food Prep and Serving Related	Hispanic	Minority, Female	Hispanic, Female	Hispanic, Female	<i>No areas of underutilization</i>
37	Building & Grounds, Cleaning & Maintenance	Minority, Hispanic	Minority, Hispanic	Hispanic	Hispanic	Hispanic
43	Office and Admin Support	Hispanic, American Indian	Hispanic, American Indian	Hispanic, American Indian	Hispanic, Pacific Islander	Hispanic, Pacific Islander
47	Construction & Extractions	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>	Hispanic	<i>No areas of underutilization</i>	Hispanic, Female
49	Installation, Maint & Repair	Minority, Female	Minority, Female	Black, Female	Hispanic, Female	<i>No areas of underutilization</i>
51	Production	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>	Female	Female	Female
53	Transportation & Materials Moving	<i>No areas of underutilization</i>	Female	Female	<i>No areas of underutilization</i>	<i>No areas of underutilization</i>

*Items in yellow are new underutilization areas

*Items in green are no longer underutilized in previous category

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	Unknown	TOTAL
Representation	570	656	10	19	16	24	11	1306
Hired	74	99	4	7	5	13	17	219
Promoted	42	32	1	1	1	3	0	80

Performance Management

	WM	WF	BM	BF	OMM	OMF	Unknown	TOTAL
Did Not Meet Expectations	4	2	0	0	1	0	0	7
Meeting Expectations	400	461	17	29	13	34	6	960
Exceeds Expectations	301	390	8	12	12	16	5	744

Discipline and Dismissal

	WM	WF	BM	BF	OMM	OMF	Unknown	TOTAL
Written Warning	3	1	0	0	0	0	0	4
Dismissed	7	6	0	0	0	1	2	16

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 internal/local job fairs for specific occupational areas. We will continue to focus on building community relationships, creating advancement opportunities and cross-training opportunities, as well as using multivariant outreach efforts to increase representation of minorities across campus.

III. Documents

EEO Plan Requirements Checklist

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- B. Program Elements
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 - 2. The State EEO Policy
 - 3. Agency/University Overview
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 - b) Mission
 - c) Purpose
 - 4. Agency/University EEO Achievements and Best Practices
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 - h) Transfers and/or Separation
 - i) Disciplinary Process
 - j) Grievance Process
 - 8. Equal Employment Opportunity and Diversity Fundamentals (EEO/DF)
 - 9. Employment First and Reasonable Accommodation
 - 10. Program Evaluation and Reporting
 - 11. Harassment Prevention Strategies
 - 12. Reduction in Force Procedures
 - 13. Pregnancy Workplace Adjustments (EO #82)
 - 14. Prohibiting the Use of Salary History (EO #93)
- C. Data Elements
 - 1. Workforce Availability
 - 2. Agency/University Occupational Classifications
 - 3. Program/Employment Objectives
 - 4. Attainment of Employment Objectives
 - 5. Additional Areas of Statistical Evaluation
 - a) EEO Quantitative Analysis Form
 - b) Performance Management
 - c) Recruitment and Selection
 - d) Discipline and Dismissal
 - 6. Identification and Correction of Issues
- D. Documents/Attachments

IV. Attachments

Equal Opportunity

From Appalachian State University Policy Manual

Policy 108

1 Introduction

1.1 Appalachian State University (“Appalachian”) is committed to providing an equal opportunity experience to the Appalachian community.

2 Scope

2.1 This policy applies to all members of the Appalachian community, including students, faculty, staff, visitors, volunteers, and others who participate in programs, activities, or conduct business on behalf of Appalachian.

3 Definitions

4 Policy and Procedure Statements

4.1 Equal Opportunity Non-Discrimination.

4.1.1 Appalachian State University is committed to providing equal opportunity in education and employment to all applicants, students, and employees. Appalachian does not discriminate in access to its educational programs or activities, or with respect to hiring or the terms and conditions of employment, on the basis of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, political affiliation, race, religion, sex (including pregnancy), sexual orientation, or veteran status. Appalachian actively promotes diversity among students and employees.

4.1.2 The Office of Access & Equity: 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 and compliance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act (Section 504).

4.1.3 The Office of Access & Equity: Equal Opportunity (EO) coordinates the University’s response to reports of discrimination, harassment, and retaliation on the basis of on the basis of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, political affiliation, race, religion, sex (including pregnancy), sexual orientation, or veteran status. Appalachian will respond and provide fair procedure with due process protections for complainants and respondents.

4.1.4 The Office of Human Resources in collaboration with the University's Equal Employment Opportunity Officer, is responsible for coordinating compliance with university policies prohibiting discriminatory employment practices and managing the University's Equal Employment Opportunities/Affirmative Action programs. For Affirmative Action inquiries, please contact the Office of Human Resources, for Equal Employment Opportunity inquiries contact the Office of Access & Equity: Equal Opportunity.

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- 3 Definitions
- 4 Policy and Procedure Statements
- 5 Additional References
- 6 Authority
- 7 Contact Information
- 8 Original Effective Date
- 9 Revision Dates

5 Additional References

Appalachian Policy 110 – Discrimination, Harassment, Retaliation and Sex-Based Misconduct

Appalachian Policy 602.32 – Workplace Violence

6 Authority

Executive Order 11246 EEO

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

Title IV, the Violence Against Women Act, Violence Crime Control and Law Enforcement Act of 1994

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

Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 701 et seq.)

Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1990

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

Pregnancy Discrimination Act of 1978 (95 U.S.C. 555, et seq.)

Americans with Disabilities Act of 1990

7 Contact Information

Equal Employment Opportunity (equalopportunity@appstate.edu)

8 Original Effective Date

October 1, 2011

9 Revision Dates

June 25, 2012

September 9, 2020

November 5, 2021 - previously policy 114

November 4, 2022

July 26, 2023

Retrieved from "https://policy.appstate.edu/index.php?title=Equal_Opportunity&oldid=12876"

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Discrimination, Harassment, Retaliation and Sex-Based Misconduct

From Appalachian State University Policy Manual

Policy 110

1 Introduction

1.1 The purpose of this policy is to support Appalachian State University's ("University") commitment to creating and maintaining an equitable and institutional environment free from Discrimination, Harassment, Retaliation, and Sex Based Misconduct.

1.2 This policy serves to address Prohibited Conduct which is adverse to the University's commitment to preventing discrimination and harassment, as well as to provide oversight and an administrative framework for reporting, investigating, adjudicating, and resolving violations of this policy.

2 Scope

2.1 This policy applies to all members of the University community, including students, employees, and other third parties who either participate in University programs or activities, or conduct business on behalf of the University, whether on or off-campus.

3 Definitions

3.1 Discrimination

Conduct based on an individual's Protected Status that is an unlawful or otherwise prohibited preference for, or detrimental treatment of, one individual compared to other individuals. The conduct must be sufficiently serious to unreasonably interfere with or limit:

- (a) an employee or employment applicant's access to employment, terms, conditions or benefits of employment;
- (b) a student or admission applicant's ability to participate in, access or benefit from University programs, services, or activities; or
- (c) a volunteer or visitor's ability to participate in, access or benefit from or deliver University's programs or services.

3.2 Employees

Individuals employed by the University including but not limited to employees full or part time who are SHRA, EHRA-NF, Faculty, Student Employees, and Postdoctoral fellows.

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 - 3.4 Prohibited Conduct
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3.3 Harassment

Communication or conduct, including, but not limited to: verbal, physical, electronic, or written, that creates a Hostile Environment or involves a Quid Pro Quo exchange for an individual within a Protected Status that unreasonably interferes with the individual's:

- (a) educational environment;
- (b) work environment; or
- (c) participation in a University program or activity.

3.3.1 Hostile Environment

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 in which 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 a Hostile Environment.

3.3.2 Quid Pro Quo

Conduct based on Protected Status whereby 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.

3.4 Prohibited Conduct

Conduct which includes Discrimination, Harassment, Retaliation, or Sex Based Misconduct.

3.5 Protected Status

Classes of individuals who receive certain protections under applicable federal and state law, and UNC System policies, due to their age, color, disability, gender, gender expression, gender identity, genetic information, national origin, political affiliation, race, religion, sex (including pregnancy), sexual orientation, or veteran status.

3.6 Resolution Procedures

Regulations governing University actions under this policy, commencing with the University's initial receipt of alleged misconduct through final resolution.

3.7 Retaliation

Any adverse action against an individual, or an individual's spouse, partner, or other person with a close personal relation to the individual, for: (a) making or supporting a claim of Prohibited Conduct, (b) opposing any Prohibited Conduct, (c) participating in the reporting, investigation, or resolution of alleged violation(s) under this policy, or (d) otherwise engaging in a protected activity under this policy or other associated University policies. Examples of Retaliation include intimidation, threats, coercion, or adverse employment or educational actions. Retaliation may be found even when an underlying report or complaint made in good faith was not substantiated.

3.8 Sex Based Misconduct

3.8.1 Title IX Sex Based Misconduct

Sex Based misconduct regulated by Title IX of the Education Amendments Acts which involves the sexual harassment or sex-based discrimination of an individual including instances involving quid pro quo harassment, sexual assault, dating violence, domestic violence, or sex-based stalking that occurred in the United States and in the University's education program or activity.

3.8.2 Non-Title IX Sex Based Misconduct

Sex Based misconduct that is not regulated by Title IX of the Education Amendments Acts due to the location or nature of the incident including quid pro quo harassment, discrimination, non-consensual sexual contact or intercourse, sexual exploitation, intimate partner violence, or stalking.

3.9 Student

Individual who has accepted an offer of admission to the University; is currently enrolled in coursework or has registered for coursework at the University; has a continuing relationship with the University; is auditing coursework; or is participating in an educational program sponsored by or affiliated with the University. In general, the continuing relationship ends upon conferral of a degree, termination of the relationship, or a break in enrollment of twelve (12) consecutive months after the last semester attended at the University.

3.10 Third Parties

Individuals who either participate in University programs or activities, or conduct business on behalf of the University including but not limited to contractors, vendors, visitors, or guests.

4 Policy Statement

4.1 Reporting

4.1.1 Generally. Any person may report an allegation of Prohibited Conduct as defined in this policy. Individuals reporting allegations of Prohibited Conduct should report in accordance with the applicable Resolution Procedures within the Office of Access & Equity: Equal Opportunity ("EO").

4.1.2 Required Reporting. The following employees are required to report any information that may indicate the occurrence of Prohibited Conduct based on the Protected Status of gender, gender expression, gender identity, sex, or sexual orientation to EO as promptly as possible, but in no event after seventy-two (72) hours of receipt: Faculty, Athletics Staff, Office of Human Resources Staff, University Housing Staff, and any University staff with supervisory responsibility.

4.1.2.1 All Employees, not included above, should report information that may indicate the occurrence of Prohibited Conduct based on other Protected Statuses to EO as promptly as possible.

4.2 Applicable Procedures

4.2.1 The University's Office of Access & Equity: Equal Opportunity ("EO") responds to reports of prohibited conduct as outlined in this policy, and utilizes Resolution Procedures to address and remedy the alleged prohibited conduct. Resolution procedures shall be governed and administered by EO to ensure fair and equitable resolutions,

which shall include due process protections for complainants and respondents. Such applicable procedures shall be made readily available through EO.

4.3 Standard of Proof

4.3.1 The evidentiary standard for all violations of this policy, utilized to determine whether an individual is responsible for an alleged violation(s), shall be a preponderance of the evidence. This standard is met when the evidence shows that it is “more likely than not” that the alleged Prohibited Conduct occurred.

4.4 Privacy and Confidentiality

4.4.1 Information obtained by the University in response to allegations of Prohibited Conduct shall be reviewed in a manner that considers an individual's preferences for privacy with the University’s legal obligations and its obligations to provide a safe and nondiscriminatory environment. Complete confidentiality cannot be guaranteed, and information may be shared as necessary to investigate or address the Prohibited Conduct, fulfill legal obligations, or pursuant to University policies.

4.5 Enforcement

4.5.1 The University shall enforce violations of this policy in accordance with applicable federal and state law, and UNC System policies. Violations of this policy may result in grounds for disciplinary action, up to and including termination or expulsion.

5 Additional References

Code of Student Conduct
 Equal Opportunity
 EHRA Non-Faculty Grievances
 Faculty Handbook
 SHRA_Grievance_and_Appeal
 The UNC Policy Manual, Chapter 100.1, The Code, Section 103

6 Authority

North Carolina Office of State Human Resources - Unlawful Workplace Harassment
 North Carolina Office of State Human Resources - Reasonable Accommodation
 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.)
 Section 504 of the 1973 Rehabilitation Act of 1973 (29 U.S.C. 701 et seq.)
 Title II, Civil Rights Act of 1964, as amended (42 U.S.C. 2000a, et seq.)
 Title IV, the Violence Against Women Act, Violence Crime Control and Law Enforcement Act of 1994
 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.)
 Title IX of the Education Amendments Act of 1972
 Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1990
 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.)
 Pregnancy Discrimination Act of 1978 (95 U.S.C. 555, et seq.)
 Age Discrimination Act of 1967 (29 U.S.C. 621 et seq.)
 N.C. Gen. Stat. § 95-241

N.C. Gen. Stat. §§ 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

N.C. Gen. Stat. §§ 168A-3, 168A-5 168A-10
25 NCAC 01J .1101 and 25 NCAC 01J. 1302

7 Contact Information

Office of Access and Equity [1] (828-262-2144)
Office of Academic Affairs [2] (828-262-2070)
Office of Human Resources [3] (828-262-3186)
Office of Student Conduct [4] (828-262-2704)

8 Original Effective Date

March 6, 2012

9 Revision Dates

June 23, 2012
April 24, 2014
December 8, 2015
June 21, 2017
July 31, 2018
March 2, 2020
August 14, 2020
November 4, 2022
July 26, 2023

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SHRA Employee Reduction-in-Force

From Appalachian State University Policy Manual

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).

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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

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I. POLICY

It is the policy of The University of North Carolina that the grievance process exists to allow for prompt, fair and orderly resolution of disputes arising out of employment. The University of North Carolina has therefore adopted this University SHRA Employee Grievance Policy to further these goals as approved by the State Human Resources Commission.

II. OBJECTIVES

In establishing this University SHRA Employee Grievance Policy, the University seeks to achieve the following objectives:

- A. Provide procedural consistency across The University of North Carolina;
- B. Ensure SHRA employees have access to an internal process to address grievable issues timely, fairly, cost effectively, and without fear of reprisal; and
- C. Resolve workplace issues efficiently and effectively.

III. DEFINITIONS

The following are definitions of terms used in this policy:

TERM	DEFINITION
Applicant	A person (including a current State employee) who submits an application for an initial hire, promotion or reemployment for a SHRA position within the University.
Career State Employee	A State employee who is in a permanent position with a permanent appointment and has been continuously employed by the State of North Carolina or a local entity as provided in G.S. 126-5(a)(2) in a position subject to the North Carolina Human Resources Act for the immediate 12 preceding months. Employees who are hired by a State agency, department or university in a sworn law enforcement position and who are required to complete a formal training program prior to assuming law enforcement duties with the hiring agency, department or university shall become career State employees only after being employed by the agency, department or university for 24 continuous months.
Complainant (EEO only)	An applicant, probationary State employee, former probationary State employee, career State employee or former career State employee who initiates an informal complaint through the Equal Employment Opportunity (EEO) Informal Inquiry process.
Contested Case Issue	A grievable issue that may be appealed to the Office of Administrative Hearings (OAH).
EEO/AA Officer	The University Officer responsible for Equal Employment Opportunity / Affirmative Action.
Equal Employment Opportunity Informal Inquiry (EEO Informal Inquiry)	An informal process for addressing allegations of unlawful discrimination, harassment, or retaliation that may facilitate a resolution prior to the filing of a grievance. This process is equivalent to the institution’s internal complaint process for allegations of a violation of an institution’s non-discrimination and equal opportunity policy. <i>[Note: Complaints or reports of Title IX Sexual Harassment and appeals of Title IX determinations of responsibility are investigated and resolved through the institution’s Title IX complaint process.]</i>



TERM	DEFINITION
Final University Decision (FUD)	The final decision authorized by the Chancellor (or by the President for SHRA employees at the UNC System Office) or their designee that concludes the internal grievance process.
Formal Internal Grievance Process	The process available to an applicant, probationary State employee, former probationary State employee, career State employee or former career State employee to file a formal grievance based on issues that are defined as grievable by State statute.
Formal Internal Grievance Process Timeframe	The internal grievance process must be completed within 90 calendar days. Time spent in the Informal Discussion and the EEO Informal Inquiry process is not included in the 90 calendar day timeframe.
Grievable Issue	A statutorily defined workplace event or action as defined by State statute as grievable that allows an eligible employee to challenge the alleged workplace event or action through established grievance procedures for resolution.
Grievant	An applicant, probationary State employee, former probationary State employee, career State employee or former career State employee who initiates a grievance, including EHRA Law Enforcement Officers and applicants for EHRA Law Enforcement Officer positions.
Hearing Officer	An officer appointed by the Chancellor or designee to oversee the proceedings of a hearing and submit a proposed recommendation for a FUD.
Hearing Panel	A University appointed panel of no less than three members selected to conduct a hearing. The designated panel chair has the responsibility to oversee the proceedings of the hearing and submit a proposed recommendation for a Final University Decision.
Impasse	An Impasse occurs when Mediation does not result in an agreement.
Informal Discussion	An informal process for addressing grievable issues that may facilitate a resolution prior to the filing of a formal internal grievance and the process for addressing issues for which one may not file a formal internal grievance.
Mediation	The process in which the Grievant and Respondent use an approved Office of State Human Resources (OSHR) mediator to attempt to resolve a grievance in a mutually acceptable manner. Responsibility for resolving the grievance rests with the parties.
Mediation Agreement	The written agreement resulting from the successful resolution of a grievance reached in Mediation. The Mediation Agreement is legally binding on both parties.
Mediator	A neutral third party(s) approved by OSHR whose role is to guide the mediation process, facilitate communication, and assist the parties to generate and evaluate possible outcomes for a successful resolution. A Mediator does not act as a judge and does not render decisions.
Probationary or Time-Limited State Employee	A State employee who is exempt from certain provisions of the North Carolina Human Resources Act only because the employee has not been continuously employed by the State for the time period required to become a Career State Employee.

TERM	DEFINITION
Respondent	A designated University representative who will have the authority to negotiate an agreement on behalf of the University to resolve a grievance.
Title IX Sexual Harassment	<p>A type of unlawful discrimination which is described under Title IX of the Education Amendments of 1972 at 34 C.F.R. 106.30(a) (2020).</p> <p>Title IX Sexual Harassment means conduct on the basis of sex that satisfies one or more of the following:</p> <ul style="list-style-type: none"> a) An employee of the institution conditioning the provision of an aid, benefit, or service of the institution on an individual’s participation in unwelcome sexual conduct; b) unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to the institution’s education program or activity; or c) “Sexual assault” as defined in 20 U.S.C. 1092(f)(6)(A)(v), “dating violence” as defined in 34 U.S.C. 12291(a)(10), “domestic violence” as defined in 34 U.S.C. 12291(a)(8), or “stalking” as defined in 34 U.S.C. 12291(a)(30). (34 C.F.R. 106.30(a) (2020)). <p>This is distinct from sexual harassment as defined by Title VII of the Civil Rights Act of 1964. 42 U.S.C. 2000e</p>
University	A constituent institution or employer unit within the University of North Carolina System.

IV. GRIEVABLE ISSUES AND WHO MAY GRIEVE¹

A. The following issues may be grieved at the University level only and through the Informal Discussion process. The employee cannot proceed to the formal internal grievance process.

WHO MAY FILE	GRIEVABLE ISSUE
1) Career State employee or former career State employee	<ul style="list-style-type: none"> a) Overall performance rating of less than “meets expectations” or equivalent as defined in the University SHRA Performance Appraisal Policy b) Denial of request to remove inaccurate and misleading information from personnel or applicant file (excludes the contents of a performance appraisal and written disciplinary action) c) Items covered in the University’s AA/EEO statement which promote inclusion and diversity, but not within the definition of unlawful discrimination, harassment, or retaliation as contained in NCGS 126-34.02 (b) (1) and (2) d) Denial of National Guard preference as provided for by law
2) Probationary or former probationary state employee	<ul style="list-style-type: none"> a) Denial of request to remove inaccurate and misleading information from personnel or applicant file (excludes the contents of a performance appraisal and written disciplinary action)

¹ Complaints or reports of Title IX Sexual Harassment and appeals of Title IX determinations of responsibility are investigated and resolved through the institution’s Title IX complaint process.



	<ul style="list-style-type: none"> b) Items covered in the University’s AA/EEO statement which promote inclusion and diversity, but not within the definition of unlawful discrimination, harassment, or retaliation as contained in NCGS 126-34.02 (b) (1) and (2) c) Denial of National Guard preference as provided for by law.
3) Applicant for University employment (initial hire, promotion, or reemployment)	<ul style="list-style-type: none"> a) Denial of request to remove inaccurate and misleading information from applicant file (excludes the contents of a performance appraisal and written disciplinary action) b) Items covered in the University’s AA/EEO statement which promote inclusion and diversity, but not within the definition of unlawful discrimination, harassment, or retaliation as contained in NCGS 126-34.02 (b) (1) and (2) c) Denial of National Guard preference as provided for by law.

The following issues must first be grieved through the formal internal University process. If the Grievant is not satisfied with the Final University Decision, the Grievant may appeal to the Office of Administrative Hearings.

WHO MAY FILE	GRIEVABLE ISSUE
1) Career State employee or former career State employee	<ul style="list-style-type: none"> a) Dismissal, demotion or suspension without pay for disciplinary reasons without just cause b) Involuntary non-disciplinary separation due to unavailability c) All issues listed below that are grievable by a probationary or former probationary employee d) All issues listed below that are grievable by an applicant for University employment e) Denial of reemployment or hiring due to denial of reduction-in-force priority as required by law (NCGS 126-7.1) f) Denial of promotional opportunity due to failure to give priority consideration for promotion to a Career State employee as required by law (NCGS 126-7.1)
2) Probationary State employee or former probationary State employee	<ul style="list-style-type: none"> a) Denial of hiring or promotional opportunity due to failure to post position (unless hiring opportunity is not required to be posted by law) b) Denial of veteran’s preference as provided for by law c) Any retaliatory personnel action for reporting improper government activities (“whistle blower”) as contained in Article 14 of NCGS 126 d) Unlawful discrimination or harassment based on race, religion, color, national origin, sex (including sexual orientation, gender identity and expression, and pregnancy), age, disability, genetic information, or political affiliation if the employee believes that he or she has been discriminated against in the terms and conditions of employment e) Retaliation against an employee for protesting (objecting to or supporting another person’s objection to) unlawful discrimination based on race, religion, color, national origin, sex (including sexual orientation, gender identity and expression, and pregnancy), age, disability, genetic information, or political affiliation if the employee believes that he or she has been retaliated against in the terms and conditions of employment



<p>3) Applicant for University employment (initial hire, promotion, or reemployment)</p>	<p>a) Denial of hiring or promotional opportunity due to failure to post position (unless hiring opportunity is not required to be posted by law)</p> <p>b) Denial of veteran’s preference as provided for by law</p> <p>c) Unlawful discrimination or harassment based on race, religion, color, national origin, sex, age, disability, genetic information, or political affiliation, if the applicant believes that he or she has been discriminated against in his or her application for employment</p> <p>d) Retaliation for protesting (objecting to or supporting another person’s objection to) unlawful discrimination based on race, religion, color, national origin, sex (including sexual orientation, gender identity and expression, and pregnancy), age, disability, genetic information, or political affiliation if the applicant believes that he or she has been retaliated against in his or her application of employment</p>
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V. GRIEVANCE PROCESS FOR ALL GRIEVABLE ISSUES²

- A. A grievance or complaint must be initiated in accordance with this policy within **15 calendar days** of the alleged event or action that is the basis of the grievance.
 - a. Any grievance or complaint that alleges unlawful discrimination, harassment, or retaliation shall be addressed and completed through the University Equal Employment Opportunity (EEO) Informal Inquiry process before being considered in the formal internal grievance process.
 - b. All grievable issues, except for issues pertaining to discrimination, harassment, retaliation, disciplinary actions, and non-disciplinary separation due to unavailability, must first be discussed with the immediate or other appropriate supervisor in the employee’s chain of command or other appropriate personnel or agency or University that has jurisdiction regarding the alleged event or action that is the basis of the grievance prior to filing a formal internal grievance.
 - c. Informal Discussion shall not be part of grievances related to disciplinary action or to non-disciplinary separation due to unavailability; both shall proceed directly to the formal internal grievance process.
- B. Disciplinary action and non-disciplinary separation due to unavailability grievances shall bypass the Informal Discussion and proceed directly to the formal internal grievance process. Disciplinary action grievances (i.e., dismissal, suspension without pay, demotion) that include both an allegation of unlawful discrimination, harassment, or retaliation, and an allegation that the disciplinary action lacks just cause shall first be addressed through the University EEO Informal Inquiry process before proceeding to the formal internal grievance process. Likewise, a grievance that involves both a separation due to unavailability and an allegation of unlawful discrimination, harassment, or retaliation shall first be addressed through the EEO Informal Inquiry process before proceeding to the formal internal grievance process. After the EEO Informal Inquiry process is completed, the employee may pursue all remaining grievable issues that may be considered in the formal internal grievance process if pursued by the employee per the procedures below.
- C. Grievances that are untimely filed or do not contain a grievable issue as defined in Section IV of this policy shall not proceed through the grievance process. Grievable issues that have not been substantiated or responded to by the institution shall still be permitted to proceed through the grievance process.

² Complaints or reports of Title IX Sexual Harassment and appeals of Title IX determinations of responsibility are investigated and resolved through the institution’s Title IX complaint process.



D. Institutions have the discretion to administer grievances alleging:

- 1) denial of request to remove inaccurate and misleading information from personnel or applicant file, and/or
- 2) an overall performance rating of less than “meets expectations” or equivalent as defined in the University SHRA Performance Appraisal Policy,

through this University SHRA Employee Grievance Policy or to establish a separate dispute resolution process. These issues are not appealable to the Office of Administrative Hearings.

VI. UNLAWFUL DISCRIMINATION, HARASSMENT, OR RETALIATION GRIEVANCE PROVISIONS

A. Option 1 -- EEO Informal Inquiry Process for Unlawful Discrimination, Harassment or Retaliation²

An applicant for State employment, probationary State employee, former probationary State employee, career State employee, or former career State employee (hereafter referred to as Complainant) alleging unlawful discrimination, harassment, or retaliation shall first file a complaint with the University Equal Employment Opportunity (EEO)/Affirmative Action (AA) Officer or other designated personnel within **15 calendar days** of the alleged discriminatory, harassment or retaliatory act that is the basis of the complaint.

If the Complainant alleges facts that would constitute discrimination, harassment, or retaliation as prohibited by law or university policy, the complaint will be investigated under the institution’s existing non-discrimination/equal opportunity investigatory process (hereafter referred to as the EEO Informal Inquiry). The EEO/AA Officer or other designated personnel will investigate the complaint and determine if the facts related to the allegations support a finding of reasonable cause, or no reasonable cause, to believe that unlawful discrimination, harassment, or retaliation occurred.

The EEO Informal Inquiry should be completed in the timeframe defined by the institution’s non-discrimination/equal opportunity policy **not to exceed 90 calendar days**. The institution has **75 calendar days** from receipt of the complaint to investigate and respond to the complainant, unless the complainant and the employer mutually agree in writing to extend the time due to occurrences that are unavoidable or beyond the control of either party. Any extension shall not exceed **15 calendar days**.

If there is reasonable cause to believe that discrimination, harassment, or retaliation as prohibited by law or university policy occurred, management shall appropriate action toward resolving the matter.

The EEO/AA Officer shall inform the Complainant in writing regarding the conclusions of the investigation, including applicable appeal rights.

If the complaint is successfully resolved, the complainant will sign a letter of agreement with the institution detailing the terms of the resolution. The institution shall ensure that the terms of the agreement under the control of the institution are implemented.

If the complaint is not successfully resolved, the Complainant has 15 calendar days from receipt of the conclusions of the investigation to file a formal internal grievance, which will commence with Step 1 mediation.

If the complainant has not received a response from the institution after 90 calendar days from the institution’s receipt of the EEO Informal Inquiry request, then the complainant may continue the process by filing a formal internal grievance.

At any point in the grievance process, the Complainant/Grievant has the right to bypass discussions with or review by the alleged offender. Time spent in the EEO Informal Inquiry process is not part of the formal internal grievance process.



B. Option 2 -- External Filing of a Discrimination Charge

The Complainant alleging discrimination, harassment or retaliation as prohibited by law or university policy has the right, at any time, to bypass or discontinue the EEO Informal Inquiry process or the formal internal grievance process and file a charge directly with the Equal Employment Opportunity Commission (EEOC) or the Office of Administrative Hearings - Civil Rights Division (OAH-CRD). The Complainant may not, however, file a contested case with the Office of Administrative Hearings - Hearings Division if the internal process has not been completed. Filing deadlines may vary.

Information about filing an EEOC charge and deadlines for filling the charge can be found at: <http://www.eeoc.gov/employees/charge.cfm> or by calling the EEOC regional offices located in Raleigh, Greensboro and Charlotte at 1-800-669-4000.

Information about filing through the Civil Rights Division of the Office of Administrative Hearings can be found at: <http://www.ncoah.com/civil/> or by calling 984-236-1850.

C. Option 3 – Simultaneous Internal and External Filing of a Discrimination Charge

An applicant for State employment, probationary State employee, former probationary State employee, career State employee or former career State employee may file simultaneously with the EEOC at any point in either the EEO Informal Inquiry process or the formal internal grievance process.

VII. INFORMAL DISCUSSION

A request for an Informal Discussion must occur within **15 calendar days** of the alleged event or action that is the basis of the grievance. Prior to filing a grievance about any issue which does not involve an allegation of unlawful discrimination, harassment, or retaliation and does not involve a disciplinary action or a non-disciplinary separation due to unavailability, the employee shall first discuss the grievable issue with the immediate supervisor, other appropriate supervisor in the employee's chain of command, or other appropriate personnel or agency or University that has jurisdiction regarding the alleged event or action that is the basis of the grievance. The university institution's Human Resources Office ("the institution HR Office") may develop internal procedures to administer and coordinate any Informal Discussion process.

The employee must clearly declare to the supervisor or other appropriate personnel that the Informal Discussion request is regarding an alleged event or action that is the basis of a potential grievance. The supervisor or other appropriate personnel shall confirm the intention of the requested Informal Discussion with the employee before beginning the process.

The informal process should be completed within a **15 calendar day** after the employee requests the Informal Discussion. However, if progress is being made toward a successful resolution to the dispute or if unavoidable circumstances (e.g. illness, academic calendar) require an extension in the timeframe, both parties may agree to an extension. This extension must be agreed to in writing and approved by the institution HR Office.

The supervisor or other appropriate personnel shall notify the institution HR Office when an employee requests an informal discussion. The supervisor is responsible for attempting to resolve the grievable issue with the employee.

The institution HR Office will serve as a content and procedural resource advisor during these discussions, and work with both parties to strive for a timely resolution to the workplace dispute. The outcome of the informal discussions must be clearly communicated to the employee by the supervisor or other appropriate personnel in writing.

If the Informal Discussion is unsuccessful in resolving the grievable issue, or if no written response is provided by the supervisor within the **15 calendar day** timeframe (including any agreed-upon extensions), then the employee may proceed by filing a formal internal grievance, if eligible. Time spent in the Informal Discussion with Supervisor is not a part of the formal internal grievance process.



VIII. FORMAL GRIEVANCE – STEP 1 MEDIATION

The formal internal grievance process begins when a Grievant files a formal internal grievance request in accordance with the University SHRA Employee Grievance Policy. The Grievant must begin the formal internal grievance process by filing a written grievance to the Human Resources Director or designee within the University. The Grievant must complete any required informal processes within the stated time frames before filing a formal internal grievance.

The University, upon approval by OSHR, has the discretion to bypass Step 1 and proceed directly to Step 2 in situations involving discipline for jeopardizing campus safety, personal misconduct, or other similar egregious workplace issues. A decision to request bypassing mediation must be approved by the University Human Resources Office and authorized by the Chancellor or President. The decision to bypass Step 1 only occurs after careful consultation with parties involved in the workplace dispute.

The employee must file a formal internal grievance request within 15 calendar days of the alleged event or action that is the basis of the grievance or within 15 days of receiving a response at the conclusion of any informal process(es).

A. Purpose of Mediation

Mediation provides the Grievant and the University Respondent an opportunity to openly discuss the grievance in a neutral environment with the goal of reaching a mutually acceptable resolution.

B. Mediation Process

University Human Resources shall submit the request for mediation within **3 business days** of receipt of the grievance. The mediation process shall be concluded within **35 calendar days** from the filing of the grievance unless the Grievant and the University mutually agree in writing to extend the time due to extenuating circumstances. Any extension of Step 1 will not extend the **90 calendar day** timeline.

C. Location and Time Allocation

Mediation shall be conducted in a location identified by the University. The manner in which the mediation is conducted, whether virtually, telephonic or in-person, shall be approved by the OSHR Statewide Mediation Coordinator or designee. The mediation shall be scheduled for an amount of time determined by the Mediator(s) to be sufficient. Mediation may be recessed by the Mediator(s) and reconvened at a later time.

D. Office of State Human Resources-Approved Mediators

Only OSHR-approved Mediators will mediate SHRA (employees subject to the State Human Resources Act) grievances for Universities. OSHR will maintain a pool of qualified Mediators to facilitate mediations. Mediators will not be selected from the University requesting the mediation.

E. Mediation Attendees

The following individuals may attend a mediation:

- 1) Grievant
- 2) Respondent
- 3) The OSHR-appointed Mediator(s).
- 4) The OSHR Statewide Mediation Coordinator and designees may attend Mediations as observers.

Emergency substitution of a Mediator must be approved by the OSHR Statewide Mediation Coordinator or designee. Attorneys and other advisors may not attend the mediation. Either the Grievant or Respondent may ask for a recess at any time to consult with an attorney or other advisor.

There shall be no stenographic, audio, or video recording of the mediation process by any participant. This prohibition includes recording either surreptitiously or with the agreement of the parties.

F. Post Mediation

- 1) If an agreement is reached, the following shall occur:
 - a) The Grievant and the Respondent will sign a Mediation Agreement that states the terms of agreement and is a legally binding document.
 - b) The original signed Mediation Agreement is provided to the University Human Resources. A copy of the signed Mediation Agreement is provided to the Grievant, Respondent and the OSHR Statewide Mediation Coordinator.
 - c) Human Resources will review the provisions of the Mediation Agreement to assure that the terms comply with the State Human Resources Commission policies or rules, University policies or rules, and applicable State or federal law.
 - d) Human Resources will ensure that terms of the Mediation Agreement that are under the control of the University are implemented.
 - e) The Mediation Agreement shall be maintained on file for three years.
- 2) If an agreement is not reached (Impasse), the following shall occur:
 - a) The Grievant and the Respondent will sign a Notice of Impasse stating that the mediation did not result in an agreement.
 - b) The original signed Notice of Impasse is provided to the University Human Resources Office. A copy of the signed Notice of Impasse is provided to the Grievant, the respondent and the OSHR Statewide Mediation Coordinator.
 - c) Prior to signing the impasse form, the University must provide the Grievant information regarding Step 2 of the formal internal grievance process and inform the Grievant that the Step 2 filing must be received by the University within **5 calendar days** of the date on which the mediation resulted in impasse.
 - d) The Notice of Impasse shall be maintained on file for three years or until any known litigation is completed.

G. Confidentiality of Documents Produced in Mediation

All documents generated during mediation and any communications shared in connection with mediation are confidential to the extent provided by law.

H. Limitations on a Mediation Agreement

The Mediation Agreement shall serve as a written record and shall:

- 1) Not contain any provision(s) contrary to State Human Resources Commission policies, administrative rules, University policies or rules, and applicable state and federal law;
- 2) Not contain any provision(s) that exceeds the scope of the parties' authority; and
- 3) Not be transferable to another state agency or University.
- 4) When Mediation resolves a grievance but it is determined upon review by University Human Resources or OSHR that one or more provisions of the Mediation Agreement do not comply with the State Human Resources Commission policies or rules, University policies or rules, or applicable State or federal laws, Mediation shall be reconvened to resolve the specific issue(s). This will not extend the **90 calendar day** formal grievance period. If the parties are unable to resolve the noncompliance issue(s), the mediation will reach impasse and the Grievant may proceed to Step 2 of the formal internal grievance process. The time resolving a mediation agreement does not extend the 90 calendar day timeframe for the formal internal grievance process.



- 5) Should additional information or clarification be needed to implement the terms of the Mediation Agreement, communication with all parties may occur remotely. In the event the Mediator that facilitated the mediation is not available, the OSHR Statewide Mediation Coordinator or designee will have the authority to stand in place of the Mediator in these communications.

I. Mediation Agreement Approval

The approval of the Director of State Human Resources or designee is required for mediation agreements that need a personnel transaction to be processed, except where the only personnel action is the substitution of resignation for dismissal. If a mediation agreement involves an exception to State Human Resources Commission policy, the approval of the Director of State Human Resources or designee is required. Mediation agreements requiring OSHR approval shall follow the OSHR Settlement Guidelines.

J. Mediation Responsibilities

1) Grievant Responsibilities

- a) Attending the mediation as scheduled by the University;
- b) Preparing for the mediation by being able to communicate clear and concise information regarding the issues surrounding the grievance and the remedies sought;
- c) Notifying and receiving approval from University Human Resources, in advance of the scheduled mediation, if occurrences that are unavoidable or beyond the control of the Grievant prevent attendance at the mediation; and
- d) Making a good faith effort to resolve the grievance.

A Grievant who has an unexcused failure to attend mediation as scheduled forfeits the right to proceed with the internal grievance process.

2) Respondent Responsibilities

- a) Attending the mediation as scheduled by the University;
- b) Preparing for the mediation by becoming knowledgeable regarding the issues surrounding the grievance and remedies sought;
- c) Notifying and receiving approval from University Human Resources, in advance of the scheduled mediation, if occurrences that are unavoidable or beyond the control of the respondent prevent attendance at the mediation;
- d) Consulting with management, Human Resources and/or legal counsel regarding possible areas of negotiation for grievance resolution; and
- e) Making a good a faith effort to resolve the grievance.

If a Respondent has an unexcused failure to attend mediation as scheduled, the Grievant may either proceed to Step 2 of the formal internal grievance process or reschedule the mediation if time allows as determined by the OSHR Mediation Coordinator. If the mediation is not rescheduled, the agency must provide notice of appeal rights to the grievant and the Step 2 Grievance Form must be filed within 5 calendar days of the original date of mediation. This will not extend the 90 calendar day timeframe of the formal grievance process.

3) University Human Resources Responsibilities

- a) Administering the mediation program within the University;
- b) Appointing a University Mediation Coordinator, and other personnel as needed, to manage and schedule mediations;



- c) Ensuring that the Grievant receives appropriate information about the mediation process;
 - d) Designating a qualified and informed University representative to serve as the Respondent for each mediation and who will have the authority to negotiate an agreement on behalf of the University that resolves the grievance;
 - e) Ensuring that the Respondent is adequately prepared for the mediation to understand possible areas of negotiation for grievance resolution;
 - f) Ensuring appropriate personnel (management, Human Resources or legal counsel) are available to respond to any issues that may arise during the course of the mediation;
 - g) Designating appropriate personnel to be available to review the terms of the draft agreement to ensure it is complete, complies with State Human Resources Commission policies or rules or with applicable State or Federal laws, and contains the necessary information for implementation;
 - h) Reinforce the expectations for confidentiality of the Mediation;
 - i) Identifying suitable locations for Mediations;
 - j) Using only OSHR-approved Mediator(s) for each mediation session;
 - k) Reimbursing Mediators for travel at state-approved rates;
 - l) Providing nominees for consideration that meet the qualifications set forth by OSHR to be trained as OSHR mediators; and
 - m) Assuming financial responsibility for the initial and ongoing training of University nominated mediators.
- 4) Office of State Human Resources Responsibilities
- a) Developing and maintaining mediation procedures and forms;
 - b) Establishing mediator eligibility and training requirements;
 - c) Maintaining a pool of qualified mediators;
 - d) Providing employment mediation training;
 - e) Maintaining a process for assigning mediators upon University request;
 - f) Ensuring that mediators adhere to the OSHR Mediator Code of Conduct; and
 - g) Conducting ongoing studies/analyses to evaluate program effectiveness.

IX. FORMAL GRIEVANCE – STEP 2 – HEARING PANEL/HEARING OFFICER

A. Hearing Process

If Mediation does not result in a resolution at Step 1, the Grievant has the ability to proceed to Step 2 of the internal grievance process. Human Resources will notify the Grievant of the opportunity to present the grievance orally to a Hearing Panel/Hearing Officer outside of the employee's chain of command. The Step 2 filing must be received by the University HR Office within **5 calendar days** of the date of the completion of mediation. The hearing process generally shall be concluded within **35 calendar days of filing Step 2 of the grievance**.

B. Right to Challenge Appointed Hearing Officer or Hearing Panel Members

The Grievant has one opportunity to challenge the appointed Hearing Officer or up to 2 members of the Hearing Panel if the Grievant believes they cannot render an unbiased recommendation due to a real or perceived conflict of interest. The Grievant must submit the basis for the challenge in writing, in accordance with the institution's established process, within 5 calendar days of receiving notification of the name(s) of the Hearing Officer/Panelists. Human Resources will review the challenge and replace the member(s) as appropriate.

C. Hearing Attendees

- 1) The Grievant who initiated the grievance;
- 2) Hearing Officer or Hearing Panel members;
- 3) Witnesses, as approved by the Hearing Officer or Hearing Panel Chair in accordance with the University process; and
- 4) Appropriate University and HR representatives. Attorneys and other advisors cannot attend the hearing.

Stenographic recording, audiotape, videotape, recording devices, and transmission devices are not permitted during the hearing unless approved by the Chancellor or designee of a constituent institution, or unless approved by the President or designee for the UNC System.

D. Hearing Participant Responsibilities

- 1) Grievant Responsibilities
 - a) Attending the hearing as scheduled by the University;
 - b) Notifying and receiving approval from Human Resources, in advance of the scheduled hearing, if occurrences that are unavoidable or beyond the control of the Grievant prevent attendance at the hearing;
 - c) Preparing for the hearing by being able to present clear and concise information regarding the issues surrounding the grievance and remedies sought; and
 - d) A Grievant who has an unexcused failure to attend a hearing as scheduled forfeits the right to proceed with the internal grievance process.
- 2) Hearing Officer/Hearing Panel Chair Responsibilities
 - a) Calling the hearing to order and establishing the process for the proceedings;
 - b) Maintaining order and decorum;
 - c) Ensuring that all parties are allotted adequate time to present evidence and question witnesses; and
 - d) Submitting a proposed recommendation with documentation for a Final University Decision addressing all matters raised by the Grievant.
- 3) University Human Resources Responsibilities
 - a) Establishing the use of either a Hearing Panel/Hearing Officer;
 - b) Administering the hearing process within the University;
 - c) Providing that all parties receive appropriate information about the hearing process;
 - d) Establishing a process for the Grievant to challenge the appointed Hearing Officer or Hearing Panel members;
 - e) Consulting with OSHR on the proposed Final University Decision Recommendation; and
 - f) Issuing a Final University Decision

E. Grievance Presentation

- 1) The Hearing Officer or Hearing Panel Chair will preside over the hearing to allow the parties to present information relevant to the nature of the grievance, facts upon which the grievance is based, and the remedies sought.
- 2) Each party shall be given a fair opportunity to present evidence on the issues to be heard and to question witnesses.
- 3) A hearing officer may not decline to hear a grievable issue raised by the grievant solely because the agency did not complete the informal inquiry process within the deadline stated in this Policy was not completed.



F. Hearing Report, Proposed Recommendation, and Final University Decision

- 1) The Hearing Panel Chair or Hearing Officer will draft a hearing report that includes a proposed recommendation for a Final University Decision (FUD), including justification to support the recommendation, and submit it to the Chancellor or designee.
- 2) The Chancellor or appropriate designee will forward the hearing report and the proposed FUD to UNC System Chief Human Resources Officer or designee for review.
- 3) The UNC System Chief Human Resources Officer or designee, in consultation with the Director of State Human Resources or designee, will review the hearing report and proposed FUD and will respond to the Chancellor or designee within **10 calendar days**.
- 4) The proposed FUD shall not be issued or become final until reviewed and approved by the Office of State Human Resources. Once approved, the Chancellor or designee must issue the FUD to the Grievant within **5 calendar days** of the approval and no later than **90 calendar days** from the date the grievance is filed.
- 5) For allegations of Title IX Sexual Harassment, the outcome of the Title IX complaint resolution process rather than this Formal Grievance Procedure, shall constitute the Final University Decision for an SHRA employee who is a Title IX complainant.

G. Settlement Approval

The approval of the Director of State Human Resources or designee is required for settlements that need a personnel transaction to be processed, except where the only personnel action is the substitution of a resignation for a dismissal. If a settlement involves an exception to State Human Resources Commission policy, the approval of the Director of State Human Resources or designee is required.

X. APPEAL TO THE OFFICE OF ADMINISTRATIVE HEARINGS

A. University Requirements to Notify Grievant of Appeal Rights

The Final University Decision shall inform the Grievant in writing of any appeal rights through the Office of Administrative Hearings for contested case issues. The Grievant must be specifically informed of the following:

- 1) The appeal is made by filing a "Petition for a Contested Case" hearing with the Office of Administrative Hearings;
- 2) The appeal to the Office of Administrative Hearings must be filed within **30 calendar days** after the Grievant receives the Final University Decision; and
- 3) A fee is charged for filing a Petition for a Contested Case Hearing.

B. Grievant Access to the Office of Administrative Hearings

- 1) If the Grievant is not satisfied with the Final University Decision, the Grievant may file a Petition for Contested Case Hearing in the Office of Administrative Hearings in cases where the grievable issue may be appealed. An Administrative Law Judge will conduct a hearing and render a Final Decision.
- 2) A Petition for Contested Case Hearing must be filed within 30 calendar days after the Grievant receives the Final University Decision. The Grievant may file the appeal at:

Office of Administrative Hearings
1711 New Hope Church Road (Mailing and Physical Address) Raleigh, NC 27609
984-236-1850



- 3) Hearing procedure requirements and filing form (OAH Form H-06A) can be obtained from the Office of Administrative Hearings at: <http://www.ncoah.com/hearings/> or by calling 984-236-1850.

XI. RESPONSIBILITIES FOR THE UNIVERSITY SHRA EMPLOYEE GRIEVANCE POLICY

A. University Human Resources, AA/EEO Office Responsibilities

- 1) Adhere to the University SHRA Employee Grievance Policy;
- 2) Develop and communicate internal procedures as needed;
- 3) Provide current SHRA employees and new SHRA hires with access to the University SHRA Employee Grievance Policy;
- 4) Notify SHRA employees of any change to the internal University grievance process no later than 30 calendar days prior to the effective date of the change;
- 5) Provide employee grievance reports to OSHR as requested.

B. Office of State Human Resources Responsibilities

- 1) Seek appropriate approval of the University SHRA Employee Grievance Policy any time modifications are made;
- 2) Notify institutions of changes to this policy once approved by the State Human Resources Commission.
- 3) Provide consultation and technical assistance to the UNC System as needed; and
- 4) Conduct ongoing studies/analyses to evaluate policy effectiveness and communicate results to improve the program effectiveness.

XII. Savings Clause

If any provision of this Policy or its application to any person or circumstances is held invalid by any court of competent jurisdiction, this invalidity does not affect any other provision or application of this Policy which can be given effect without the invalid provision or application. To achieve this purpose, the provisions of this Policy are declared to be severable.

XIII. SOURCES OF AUTHORITY

- A. N.C.G.S. 126-1.1 defines the Career State Employee.
- B. N.C.G.S. 126-4(17) authorizes the State Human Resources Commission, to establish policies and rules for alternative dispute resolution procedures.
- C. N.C.G.S. 126-25 sets out the process for a State employee or applicant to object to material in their employee file.
- D. N.C.G.S. 126-35 authorizes the State Human Resource Commission to adopt rule subject to approval of the Governor for just cause for disciplinary actions and a process of appeal after the final agency decision.
- E. 25 NCAC 01J .0600 sets out the process for disciplinary actions such as suspension and dismissal for State employees.

OSHR Merit Based Recruitment and Selection Plan

Purpose The purpose of this merit-based recruitment and selection plan is to fill positions subject to the State Human Resources Act from among the most qualified individuals.

In the recruiting and selection process, the Office of State Human Resources will give equal employment opportunity to all applicants, without regard to race, religion, color, creed, national origin, sex, age, disability, or political affiliation/influence; and will be based solely on job related criteria. The recruitment and selection process will be consistently applied, nondiscriminatory, and promote fairness, diversity, and integrity. The recruitment and selection process will comply with all Federal and State laws, regulations, and policies.

Commitment from Management The State Human Resources Director and Senior Management officials accept responsibility for ensuring that all hiring practices are applied consistently and equitably, thereby demonstrating commitment to and support of the recruitment and selection plan.

The State Human Resources Director and Senior Management officials accept responsibility for ensuring that the recruitment and selection process complies with all applicable and existing state and federal laws, policies, and rules governing personnel actions. Positive efforts will be made to recruit qualified individuals including minorities, women and persons with disabilities for applicant pools.

Ethics Statement The citizens of North Carolina and the state workforce deserve strong assurances that knowledge, skills, and abilities (KSAs/competencies) are the basis for state government hiring decisions, not political patronage. In order to assure the integrity of state government, every employee has a responsibility to view public service as a public trust and to act impartially. Preferential treatment will not be given to any private organization or individual based on political affiliation or influence.

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OSHR Merit Based Recruitment and Selection Plan (Continued)

Communication The Office of State Human Resources will implement strategies to inform employees, applicants, and the general public of the recruitment and selection plan.

After approval is received from the State Human Resources Commission, employees will be informed of the recruitment and selection plan and processes through an e-mail announcement. The Plan will be located on the OSHR internal website. Employees may also contact the HR Officer with questions.

**Role
Definitions/
Expectations**

The State Human Resources Director and Senior Management officials are responsible for providing leadership in developing and implementing procedures and demonstrating commitment to and support of recruitment and selection.

Senior Management will be oriented to the recruitment and selection process and will be responsible for ensuring the recruitment and selection process is followed in their respective groups.

Managers and supervisors are responsible for evaluating the need for filling vacant positions; maintaining accurate and current position descriptions for subordinate jobs; understanding the concepts of the merit-based system and communicating the process to employees and applicants; making every effort to achieve and maintain a diverse workforce; demonstrating commitment and support for merit-based recruitment and selection; making all hiring decisions based on merit principles; and, documenting selection decisions.

The HR Officer, along with the Equal Employment Opportunity (EEO) Officer is responsible for demonstrating commitment and support for merit-based recruitment and selection. The HR Officer is responsible for providing technical advice and assistance to managers and supervisors; developing agency specific policies and procedures for merit based actions (including criteria for use of panels); ensuring the training of managers, supervisors, and panel members on a variety of issues relating to recruitment and selection; monitoring recruitment and selection activities for adherence to merit-based policies and procedures; and maintaining recruitment and selection data in order to enable employment trend analysis.

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OSHR Merit Based Recruitment and Selection Plan (continued)

**Role
Expectations/
Definitions
(continued)**

Applicants are responsible for obtaining vacancy information in order to submit the required materials; providing full and complete information as to their qualifications; and submitting accurate materials for the vacancy by the established deadline.

**Pre-
recruitment/
Recruitment
Activities**

The Office of State Human Resources will strive to actively recruit from a variety of sources to achieve a diverse workforce that successfully meets the needs and demands of OSHR.

The hiring manager will:

- assess the need for the position to ensure it contributes to meeting the goals, objectives, and mission of the work unit;
- conduct a job analysis including a review of the duties, responsibilities, and qualifications of the position; and
- revise the position description if necessary.

Job analysis is necessary only when there is a change in the duties and responsibilities that impacts qualifications required. Therefore, if a current, accurate job analysis already exists for a given job type; there is no need to conduct a new one for each individual vacancy. For example, in instances where there is a high volume of positions in a class, frequent turnover in a class, or little job change, there will likely not be a need to conduct a new job analysis each time a vacancy occurs. If there is a job analysis on file that accurately assesses the position, it is not required to conduct another one.

The hiring manager should assure that the critical tasks, KSAs/competencies, and training and experience requirements, including any selective criteria, necessary to successfully perform the duties of the position have been identified. In order to assure a timely and efficient process, generic KSAs/competencies (included on class specifications) may be utilized for recruitment and selection purposes where they are sufficient for differentiating qualifications of applicants.

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OSHR Merit Based Recruitment and Selection Plan (continued)

Pre-recruitment/ Recruitment Activities (continued)

Information from the job analysis and position description will guide the hiring manager in drafting the vacancy announcement. The HR Officer will ensure the vacancy announcement meets the requirements of State policy. In addition, the EEO Officer will also review the vacancy announcement.

The hiring manager and HR Officer will determine the appropriate option in posting a vacancy (internal to OSHR, state government, or external). Vacancies will be posted on the main OSHR website. As appropriate and/or needed, additional recruitment sources will be used to target specific audiences, including professional journals, newspapers, and technical colleges/universities.

Prior to the vacancy closing date, the hiring manager will determine any selection tool(s) that will be used in the final evaluation process. Any selection tool(s) utilized will be objective, based upon job-related KSAs/competencies, and be consistently applied to all applicants in the final section pool. The HR Officer should be consulted for assistance and will review selection tools and procedures. Some examples of selection tools include structured interview, in-basket exercises, skills tests and reference checks.

Selection Process

A. Definitions

- 1) Selective criteria - additional minimum qualifications specifically related to the duties and responsibilities of the individual position
 - 2) Knowledge, skills, and abilities (KSAs/competencies); competencies
 - knowledge - information which makes adequate performance on the job possible
 - skill - a proficiency that is readily observable, quantifiable, and measurable (examples include skill in typing; skill in operating a vehicle)
 - ability - capacity to perform an activity at the present time
 - competencies - sets of knowledge, skills, and abilities demonstrated on the job
-

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OSHR Merit Based Recruitment and Selection Plan (continued)

Selection Process (continued)

- 3) Preferences - Specific types of experiences, degrees, licenses, KSAs/competencies, or other selection factors above those minimally required to perform the duties and responsibilities of a position
- 4) Qualified - those applicants whose credentials indicate the possession of training and experience, selective criteria and KSAs/competencies included in the vacancy announcement.
- 5) Most qualified - the group of applicants who, to the greatest extent, possess qualifications which exceed the minimum requirements described in the vacancy announcement.

B. Differentiating qualified and most qualified applicants

- 1) Determining qualified applicants

The HR Specialist will screen all applications to determine which applicants meet minimum qualification requirements, including any selective criteria.

- 2) Determining most qualified applicants

For those applicants meeting minimum qualifications, a second level of evaluation will be conducted to determine those applicants that are most qualified. Applications are evaluated to determine to what extent minimum qualifications are exceeded in order to identify the most qualified.

Panels may be used for this second level of evaluation, particularly where positions are technically complex and/or organizationally sensitive. However, in instances where qualification requirements are readily evaluated, management may opt not to use panels to determine the most qualified.

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OSHR Merit Based Recruitment and Selection Plan (continued)

Selection Process (continued)

Applications are grouped according to those that do not meet minimum qualifications, those that meet minimum qualifications, and those that clearly exceed minimum qualifications. Those clearly exceeding minimum qualifications should be a manageable number to refer to the hiring manager. Any further analysis must continue to be based upon the job-related qualifications identified in the vacancy announcement. Applications are referred to the hiring manager in alphabetical order.

If there are no applicants who clearly exceed the minimum qualifications, the applications meeting minimum qualifications are forwarded to the hiring manager. A decision may be made to re-advertise the vacancy.

Applications referred to the hiring manager must be reviewed in relation to all applicable policies and issues.

- C. Use of panel/individual for evaluation process for determining most qualified applicants

Key Points:

- applications will not be sent directly to the hiring manager
- panel/individual members involved normally do not report directly to the hiring manager
- the HR Officer will identify individual/panel members
- individual/panel members will maintain the confidentiality of the material they review

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OSHR Merit Based Recruitment and Selection Plan (continued)

- 1) When a panel evaluates applications, panel members will:
 - be selected from the same or closely related field to the position being filled
 - include the HR Officer as an advisor to ensure that merit-based policies and procedures are consistently applied
 - receive orientation/training on selection process
 - consist of 2-5 members depending upon the number of applicants being rated
 - appoint a chairperson
 - 2) When an individual evaluates applications, he or she will:
 - possess knowledge of job subject matter or receive training
 - receive orientation/training on selection process.
-

Employment/ Reemployment Priorities

The HR Specialist will review the initial applicant pool to identify applicants with priority status. All employment/reemployment priorities are to be afforded in accordance with State policy. This will require, in some instances that applications of individuals with certain priorities will be included among those referred to the hiring manager. All individuals involved in application evaluation, including the hiring manager, will receive advice and guidance from the HR Officer regarding the priority consideration that must be afforded.

Consideration must be given to applicants that have the following priorities:

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OSHR Merit Based Recruitment and Selection Plan (continued)

Priority Reemployment	For complete details on the priority to be afforded to individuals who have been notified of pending separation due to reduction in force, refer to the Priority Reemployment Policy in the State Human Resources Manual.
Exempt Policy-Making/Managerial	Employees separated from exempt-policy-making/managerial positions for reasons other than just cause have priority consideration. Refer to the State Human Resources Manual for additional details.
Veteran's Preference	Preference is to be given for initial employment, subsequent employment, promotions, reassignments, horizontal transfers and reduction-in-force situations to qualified veteran applicants.
Promotional Priority	Career state employees are eligible for priority consideration over non-state applicants when the individuals possess substantially equal qualifications.
Injured-on-the-job/Workers' Compensation	Employees injured-on-the-job, placed on workers' compensation leave, and who have been released to return to work by their physician, have reemployment considerations based upon maximum medical improvement.

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OSHR Merit Based Recruitment and Selection Plan (continued)

Making the Final Selection Recommendation/Decision

The final selection recommendation/decision will be made from among the most qualified applicants. Applicants with priority reemployment must also be given appropriate consideration. The hiring manager will utilize selection tools that are objective and based upon job-related KSAs/competencies. Any selection tool will be consistently applied to all applicants in the final pool. The hiring manager will also be responsible for documenting the selection process and justifying the hiring recommendation and/or decision. The HR Officer will be available for guidance and assistance to the hiring manager at any time during the selection process. In addition, the Equal Employment Opportunity Officer will review the selection package for consistent and equitable application of hiring criteria.

Approval Process

The hiring manager will discuss the selection recommendation with the respective Division Director. If the Division Director supports the recommendation, it will be forwarded to the State Human Resources Director for a final decision.

Notification In Writing

Applicants not selected for the position will receive timely written notice of the selection decision.

Documentation of Process

It is the practice of the Office of State Human Resources to maintain documentation of the recruitment and selection process in order to support the decisions and to provide fact-based information for monitoring and evaluating recruitment and selection practices and procedures.

The HR Officer will maintain a file in hard copy or in NeoGov for each hiring event for a minimum of three years. Each file will contain:

- any record of job analysis conducted for the vacancy including any additional KSAs/competencies and/or selective criteria that resulted from job analysis (or a reference to the job analysis utilized for the vacancy)
- vacancy announcement
- recruitment sources
- selection tools and criteria
- applications received
- selection/decision log
- inventory of applicants

Monitoring/ Evaluation

The HR Officer will maintain program data across OSHR to ensure the recruitment and selection activities are in compliance with the Office of State Human Resources's plan.

An annual summary analyzing selection activity will be prepared by the EEO Officer for the State Human Resources Director. This report will include analysis of the impact on demographic groups, exceptions to policy, and other relevant factors. The Office of State Human Resources will also comply with the reporting and plan update requirements consistent with other Cabinet agencies.

Appeals Process

If an applicant has reason to believe (s)he was denied employment due to political affiliation or influence, the applicant may appeal the hiring decision directly to the Office of Administrative Hearings (OAH) within 30 days of written notification that the position has been filled if all the following conditions apply:

- applicant timely applied for the position in question;
- applicant was not hired into the position;
- applicant was among the most qualified persons applying for the position;
- successful applicant for the position was not among the most qualified persons applying for the position; and
- hiring decision was based upon political affiliation or political influence

OSHR Merit Based Recruitment and Selection Plan (continued)

Pre-Recruitment, Recruitment, and Selection Processes Office of State Human Resources

Pre-Recruitment

A. Hiring Manager Assesses Need for Position

- Review Strategic Plan
- Assess need for the position to ensure it contributes to meeting the goals, objectives and mission of the work unit
- Consult with Division Director
- Justify Position
 - Budget
 - Disciplinary Actions
 - Reduction in Force (RIF)
 - Openly Recruit?

B. Hiring Manager Assesses Responsibility and Level of Position

- Conduct a job analysis including a review of the duties, responsibilities, and qualifications of the position, and revise the position description, if necessary
- Identify Knowledge, Skills, and Abilities (KSAs/competencies): the hiring manager should assure that the critical tasks, KSAs/competencies, and training and experience requirements (T&E), including any selective criteria, necessary to successfully perform the duties of the position have been identified.
- Prepare or Update the Job Description if needed
- Obtain necessary approvals

C. Hiring Manager Will Prepare Vacancy Announcement for Posting on the NeoGov system

- Contact OSHR HR Officer and obtain Vacancy form to complete
- Develop a Brief Summary of Duties
- List KSAs/competencies
- Add any supplemental questions, if desired
- Add any Management Preferences, if desired
- Indicate Type of Posting: Hiring Manager and HR Officer will determine the appropriate option for posting the vacancy (i.e., Internal to OSHR (OSHR Only), Internal to State Government (All NC State Employees), or Internal to and External of State Government (Any Interested Parties). Request

to post for Internal to State Government or Internal to OSHR must be accompanied by justification to the HR Officer.

- Determine Timeframes: All vacancies will be posted for at least the minimum posting period required by the State Human Resources Policy.
- Vacancy Announcement forwarded to OSHR HR Officer for posting on the NeoGov system

Recruitment

D. OSHR HR Specialist and HR Officer Manages Applicant Tracking on NeoGov system

- OSHR HR Specialist reviews applications for minimally qualified ones and refers them to SMEs (Subject Matter Expert) to identify the most qualified pool
- SMEs will identify applicants deemed most qualified and the HR Officer will place the applicants on the eligible list
- OSHR HR Officer will refer the applicants placed on the eligible list to the hiring manager

E. Hiring Manager Determines Selection Method

- Determine Type of Interview: Panel or Hiring Manager (Panel is encouraged)
- If Panel Interview: Identify Panel Members (HR Officer provides guidance for Panel)

F. Hiring Manager Develops Selection Tools

- Prior to the vacancy closing date, the hiring manager will determine any selection tool(s) (skill testing, assessment center, structured interview, etc.) that will be used in the final evaluation process. Any selection tool(s) utilized will be objective, based upon job-related KSAs/competencies, and be consistently applied to all applicants in the final selection pool.
- Develop exercises/simulations, recruit/train assessors, determine benchmark answers, make schedule, etc.
- Choose location and time and gather materials needed

G. Applications Evaluated and Categorized by OSHR HR Specialist and SMEs

- OSHR HR Specialist determines if Applicants are Not Qualified (NQ) or Qualified (Q), and any applicable employment/reemployment priorities.
- OSHR HR Specialist sends notification to those applicants Not Qualified via e-mail on the NeoGov system
- OSHR HR Specialist refers the Qualified applicants to SMEs who will determine the Most Qualified Pool (MQP)
- The SMEs refers the MQP to the HR Officer who then send the MQP applications and related documents to the hiring manager via the NeoGov system

H. Hiring Manager Reviews Applications

- Interview Panel/Hiring Manager determines those to be interviewed based upon criteria outlined in the vacancy announcement

Selection

I. Schedule/Arrange Method of Selection

- Interview Panel/Hiring Manager conducts selection process
- Interview Panel/Hiring Manager determines top applicants
- Hiring Manager conducts reference checks
- Employment/Reemployment Priorities are considered (RIF, exempt policy making, veteran's preference, workers' comp, exempt managerial, promotional priority, etc.)
- Hiring Manager documents recommendations (must be able to justify decision)
- Obtain Supervisor's and Division Director's signatures on Applicant Selection Decision Form indicating approval

J. Completed Applicant Selection Decision Form to OSHR HR Officer Indicating Top Three Candidates for Approval Process

1. EEO Officer Approval
2. State Human Resources Director Approval
3. Budget Officer Approval
4. HR Officer Approval

K. Selection-Notification Process

- Hiring Manager makes offer
- OSHR HR Officer sends “offer letter” to selected applicant
- HR Specialist sends e-mail via NeoGov system to applicants not selected for the position
- OSHR HR Officer maintains recruitment package on file for three years

C. Neal Alexander, Jr.
State Human Resources Director

Date

Charlene Shabazz
HR Manager/HR Officer

Date