



Equal Employment Opportunity Plan

March 1, 2023

Appalachian State University
Boone, North Carolina

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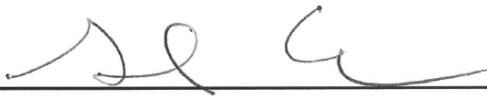
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I. Program Elements

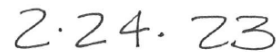
1. EEO/AA Plan Certification Statement

EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION PLAN CERTIFICATION STATEMENT

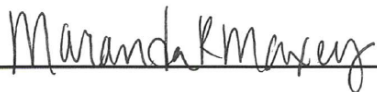
This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents Appalachian State University's commitment to provide equal employment opportunities to all applicants and employees. I attest that Appalachian State University follows the North Carolina Equal Employment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



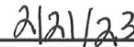
Sheri Everts, Chancellor
Appalachian State University



Date



Maranda Maxey, EEO Officer



Date

2. The State's EEO Policy

THE STATE OF NORTH CAROLINA EQUAL EMPLOYMENT OPPORTUNITY 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 and policies. Employees shall not engage in harassing conduct, and if harassing conduct does occur, it should be reported. Managers and supervisors maintain a critical role and responsibility in preventing and eliminating harassing conduct in our workplace. See the Unlawful Workplace Harassment policy of the State Human Resources Manual for provisions related to unlawful harassment, including sexual harassment.

Acts of retaliation against an employee who engages in protected activity or the exercise of any appeal or grievance right provided by law will not be tolerated in our workplace.

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 work force is diverse at all occupational levels;
4. develop and promote EEO programs and best practices to encourage consistent and fair treatment of all State employees; 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 Employee Grievance Policy located in the State Human Resources Manual. For the purpose of this policy, political affiliation is not a protected classification under federal EEO law but may be grieved pursuant to G.S. 126-34.02 as a contested case after completion of the agency grievance procedure and the Office of State Human Resources review.

3. Agency/University Overview

Our Mission

Appalachian State 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.

Our Vision

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 that take place beyond the classroom, excellence and equity in all our activities, and the cultivation of scholarship, engagement, and creativity.

4. EEO Achievements and Best Practices

We at Appalachian State University are committed to diversity, equity, and inclusive excellence both locally and globally. Inclusive Excellence is the intrinsic value that a diverse population adds to the learning, teaching, and decision-making processes of an institution. Appalachian State University welcomed a new Chief Diversity Officer in May 2022, after a national search. This role advises the chancellor on strategic diversity matters; leads the university's Diversity and Inclusion Accountability Team, the Chief Diversity Officer's Advisory Board and the Chancellor's Student Advisory Board for Diversity Recruitment; liaises with students, faculty and staff regarding diversity, equity and inclusion matters; leads training efforts; and serves as the lead implementer for the university's strategic diversity plan.

We understand that the successful implementation of diversity, equity, and inclusive excellence is the responsibility of the entire university community, including alumni and official university governing bodies. A diverse campus community supports an influx of broad and distinct ideas that increase learning opportunities and strengthen the impact of our community as we work collectively to achieve a just experience for all. Below are recent milestones in the university's ongoing efforts to increase and support underrepresented populations at Appalachian State University:

- Beginning in September, Appalachian State University updated the Supervisor Development Series,

which consists of 15 hours of programming, including, but not limited to Roles/responsibilities of Managers, the ADA and disability related accommodations, Merit-based selection, Title IX and Sex/Gender Based Misconduct, Equal Employment Opportunity Diversity Fundamentals, Disciplinary Process and Performance Management

- Expanded Appalachian Advocates program to the entire campus - Appalachian Advocates is a program created to equip, expand and make visible the network of support available to members of underrepresented communities within our Appalachian State Community and the greater Boone community. Membership is open to all faculty and staff to advocate for and support underrepresented students. Appalachian Advocates began as an initiative of the Walker College of Business in 2020 and expanded to a campus wide initiative in 2022.
- Hosted Chancellor's Inclusive Excellence Awards - Established by Chancellor Everts in 2020, the Chancellor's Inclusive Excellence Award Banquet includes a luncheon celebrating diversity, equity and inclusion on campus and recognizing six award recipients from the campus and local community. The 2022 luncheon featured the inspirational words of Monique Johnson, co-founder of Made to Soar LLC and disability advocate.
- Adopted Land Acknowledgement Statement and Action Goals - In 2021, Chancellor Everts charged the Land Acknowledgement Working Group, led by then-Interim Chief Diversity Officer Jamie Parson, with developing a statement that acknowledges the Indigenous peoples who are the original inhabitants of the lands on which our campus is located. The group was also charged with recommending ways in which the university can commit to the success of Indigenous students, faculty and staff. The statement was reviewed by our Indigenous campus community, vetted by surrounding Indigenous community leaders and approved by Chancellor Everts in spring 2022. The group also established a new Indigenous Appalachian learning community.

Appalachian State University is also committed to maintaining a workplace that is free from all forms of unlawful harassment and discrimination. This commitment is reflected in numerous Learning and Organizational Development programs and through effective programs for reporting, investigation, and enforcement. Training programs begin with the University's "New Employee Orientation," where new employees receive an overview of the University's policy on Discrimination, Harassment and Retaliation (110), as it relates to harassment and discrimination based on protected class, interpersonal violence, and reporting options. Other relevant training programs include in-person EEO training for search committees and hiring managers, and EEO content within our ongoing Supervisory Training Series. Equal Employment

Opportunity & Diversity Fundamentals (EODF) course content is available for supervisors on campus. We have developed recruitment strategies for hiring diverse faculty and staff that includes targeting sources and outlets for posting positions as well as reviewing postings to be more inclusive language to appeal to candidates from different backgrounds. We continue to seek additional ways to ensure that supervisors understand their responsibilities and all employees understand reporting options and support programs available to them.

Appalachian State University is committed to achieving and sustaining diversity, equity, and inclusion for its campus community. In recent years, the university has made forward strides to ensure its campus is welcoming to all students, faculty, and staff. Additional notable university milestones include:

- Celebrating the most diverse class in university history in fall 2021.
- Implementing the Chosen First Name Initiative, that allows students, faculty, and staff to use a chosen first name that is different from their legal first name (this took effect in fall 2021 for students and in fall 2022 for faculty and staff).
- Modifying the evaluation process for university scholarships in 2021, which increased the diversity of underrepresented, rural, and low-income students awarded scholarships.
- Honoring Appalachian State and local community members with 2020 and 2022 Chancellor's Awards for Inclusive Excellence, which recognize work that demonstrates an active, intentional, and ongoing commitment to transformative change.

5. Assignment of Responsibility and Accountability

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

a. Chancellor

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

- Adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor;
- Designate a management-level official responsible to oversee the EEO program;
- Ensure each manager and supervisor has, as a part of 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; and
- Ensure the development and implementation of HR policies, procedures, and programs necessary to achieve a diverse workforce in each occupational category.
- Take measures to ensure the work environment is consistent with the intent of this policy and supports equal opportunity.

b. Manager and Supervisor

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

c. EEO Officer

- Interpret and apply Federal laws, state statutes, and policies related to equal employment opportunity;
- Ensure the EEO Plan is submitted by March 1 annually in accordance with the EEO Plan Requirements and Program Guidelines as specified by the Office of State Human Resources;
- Ensure hiring recommendations are reviewed for compliance with EEO program objectives prior to the final university hiring decision;
- Ensure all employees are made aware of the EEO policies, including the Annual EEO Plan, EEO Policy, Reasonable Accommodation Policy, Discrimination, Harassment and Retaliation Policy, and develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
- Maintain and analyze data on workforce utilization and employment practices, including

records of all complaints and grievances alleging discriminatory practices;

- Advise management of the EEO program's impact and effectiveness;
- Provide or coordinate EEO training for management and employees;
- Provide confidential consultation for management and employees in matters involving EEO concerns;
- Ensure federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
- Establish and maintain effective working relations with groups concerned with EEO and Diversity and Inclusion;
- Coordinate programs to achieve program objectives;
- Present information on the EEO plan and program to management and employees on a regular basis; and
- Ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1.

d. Search Committees and Hiring Authorities

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

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

Development and implementation of the Appalachian State University EEO Plan and related programs is a collective, collaborative effort by a diverse group of university offices and employees, including

representatives of the Office of Human Resources, the Office of Title IX Compliance, the Office of Disability Resources, the University Chief Diversity Officer, Academic Affairs, the Office of General Counsel, and the Office of Institutional Research Assessment and Planning. Collectively, they work to ensure information is properly presented, action-oriented goals are realistic, measurable, and adhere to federal regulations. They review components of the EEO plan and workforce representation data in occupational categories, and recruitment professionals work to identify recruitment resources and activities to strengthen the programs.

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

- Maranda Maxey, ADA/504 Coordinator & EEO Officer
- Angie Miller, Deputy Director, Human Resources
- Shelley Leder, Lead Talent Acquisition Specialist
- Daniel Bryan, Senior Employee Relations Consultant
- Michelle Johnson, HRIS Administrator/Data Analyst
- Heather Langdon, Director of Institutional Research, Assessment and Planning
- Anita McGowan, Civil Rights Investigator
- Maury Bowen, Civil Rights Investigator
- Ben Heminger, EEO Investigator
- Josh Cutchens, Interim Director of Title IX Compliance/Title IX Coordinator
- Dr. Neva Specht, Vice Provost for Faculty Policies and Development
- Jamie Parson, J.D., Chief Diversity Officer
- Paul Meggett, General Counsel

6. Dissemination Procedures

a. Internal

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

b. External

We ensure regular and routine contact is maintained with diverse recruitment resources/organizations. All job postings are scraped automatically and posted to the appropriate recruitment resources. 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

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

a. Recruitment

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

ACTIVITIES:

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

b. Selection

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

ACTIVITIES:

1. Ensure that job analyses are conducted to establish job-related qualifications statements, selection criteria, training needs, and/or career ladders;
2. Analyze the flow of applicants through the selection and appointment processes, determining reasons for the rejection of qualified applicants from underutilized groups in areas where program objectives have been set or underrepresentation exists, and monitoring the employment of individuals to ensure the assignment of work and workplace is nondiscriminatory;
3. Review and ensure the validity of interview questions, written tests, or other selection devices;
4. Train those who screen applications and interview applicants in proper techniques to eliminate any potential bias;
5. Establish sign-off procedure to ensure that the selection process in underrepresented occupations reflects established program objectives and timetables.
6. Ensure reasonable accommodations are made available to persons with disabilities.
7. Ensure structured interview procedures that have been approved by the EEO Officer are followed and documented.

c. Onboarding

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

ACTIVITIES:

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

d. Promotion

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

ACTIVITIES:

1. Inform employees of promotional/upward mobility opportunities within the university;
2. Enhance upward mobility and fully utilize the skills of the existing workforce; and
3. Review and analyze promotion processes, procedures and selections.

e. Training

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

ACTIVITIES:

1. Analyze the performance requirements for all job classes in which underutilization exists for identifying the university training needs; and
2. Ensure training opportunities are accessible to all employees and that all employees are notified of all training opportunities for which they qualify.
3. Develop practical training for managers and supervisors (Supervisor Development Series) that will assist them in becoming more effective managers and supervisors of an increasingly diverse workforce, including management of the EEOF program.

f. Compensation and Benefits

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

ACTIVITIES:

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

g. Performance Management

GOAL: Hold managers and supervisors accountable for the progress of the university's EEO

program by including it as an expectation in their performance evaluations. Ensure performance management system, including employee performance standards, are free from bias.

ACTIVITIES:

1. Add required activity to on-boarding process to inform new managers/supervisors of the EEOF training requirements.
2. Develop a process to enroll new managers and supervisors in the EEOF program.
3. Identify all managers and supervisors who have not taken EEOF but have been in their position longer than one year so they may be enrolled in the EEOF program.
4. Review manager's and supervisor's performance in accomplishing the EEO goals in their respective areas, and
5. Monitor performance ratings of all covered employees for trends and patterns.

h. Transfers and/or Separations

GOAL: Identify trends and measure impact on underutilized groups.

ACTIVITIES:

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

i. Disciplinary Procedures

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

ACTIVITIES:

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

j. Grievance Process

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

ACTIVITIES:

1. Ensure the grievance process is administered equitably and without bias;
2. Prohibit retaliation against employees and applicants who file complaints or participate in a grievance procedure; and
3. Review and monitor program data to identify trends and patterns.

8. Equal Employment Opportunity and Diversity Fundamentals (EEOFDF)

Per House Bill 834, NC G.S. 126-16.1, EEOFDF 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. Managers and supervisors hired prior to July 1, 1991 are encouraged to participate in EEOFDF.

In partnership with the NC State Office of Human Resources, we are poised to certify an EEO Investigator professional to facilitate the EEOFDF curriculum to qualified managers and supervisors at Appalachian State University as prescribed by North Carolina General Statute 126-16.1. Additionally, the Learning and Organizational Development Department introduced a supervisor training curriculum this year designed to equip all supervisors to support the employee life cycle – from recruitment to off-boarding. The learning objectives address 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 will be required and managed internally.

9. Employment First and Reasonable Accommodation

Appalachian State University complies with federal and state laws governing reasonable accommodation (ADA, ADAAA, Title VII of the Civil Rights Act as amended, Executive Order #92, etc...). The University is committed to making reasonable accommodation to applicants and employees and is improving recruitment and outreach efforts to attract qualified individuals with disabilities unless such accommodation would impose an undue hardship. Appalachian also complies with regulations to reasonably accommodate an employee's religious beliefs or practices. We encourage employees to review their self-disclosed demographic information in Banner Self-Service on an annual basis.

10. Program Evaluation and Reporting

Program Evaluation

Appalachian State University regularly assesses the following areas:

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

Program Reporting

The EEO Officer will provide reports to senior management on a regular basis and to the Office of State Human Resources, as requested. Reports will be generated by race, sex, age, and disability status, as applicable, from applicant tracking systems, performance management systems, and other HR systems/tracking methods.

11. Harassment Prevention Strategies

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

- a. University Policy on Discrimination, Harassment and Retaliation (110) prohibits all forms of discrimination and harassment based on protected class status. This policy also prohibits all forms of retaliation against any individual because of their participation in the reporting, investigation, or adjudication of alleged violations of this policy. The policy is reviewed with new employees during new employee orientation and is posted in the University Policy Manual.
- b. Appalachian State University is committed to maintaining a workplace that is free from all forms

of unlawful harassment and discrimination. All Title IX Mandatory Referrers are required to attend an annual in-person training.

- c. Appalachian State University follows the system-wide Employee Grievance Policy, which provides a clear process for addressing unlawful harassment allegations through the Equal Employment Opportunity Informal Inquiry for SHRA employees. The policy outlines that grievable issues from employees and applicants include unlawful discrimination or harassment based on race, religion, color, national origin, 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 he or she has been discriminated against in the terms and conditions of employment. If there is reasonable cause to believe that unlawful discrimination, harassment, or retaliation occurred, management takes appropriate action to resolve the matter.

12. Reduction in Force Procedures

Appalachian State University has the authority to separate an employee whenever it is necessary due to shortage of funds or work, abolishment of a position, or other material change in duties or organization. Appalachian State University fully complies with the Office of State Human Resources Reduction in Force policy and Reduction in Force Priority policy. Retention of employees in classes affected shall be based on systematic consideration, at a minimum of the following factors:

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

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

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

13. Pregnancy Workplace Adjustments (EO82)

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

The Order specifically requires that state agencies:

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

Appalachian State University will ensure compliance with the Order by:

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

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

14. Prohibiting the Use of Salary History (EO93)

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

The Order specifically requires that state agencies:

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

Appalachian State University will ensure compliance with the Order by:

- removing the applicant salary history field on SHRA applications
- posting the requirements on the University's Office of Human Resources website and adding the requirements 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.

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

Appalachian State University

Department	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Employees	Minorities									
Appalachian State University	1,271	62	Male	597	575	8	5	3	2	0	4
			Female	674	634	17	11	2	2	0	8
Totals	1,271	62	Male	597	575	8	5	3	2	0	4
			Female	674	634	17	11	2	2	0	8

**15 Employees did not self-identify race and are not included in total employee count above.*

Analysis Data as of 01/01/2023

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

Analysis Data as of 01/01/2023

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

Analysis Data as of 01/01/2023

Appalachian State University

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

Appalachian State University 2023

Analysis Data as of 01/01/2023

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	3	Male	18	18	0	0	0	0	0	0
				Female	54	51	1	1	0	0	0	1
	Job Group 15	122	4	Male	94	90	0	2	0	0	0	2
				Female	28	28	0	0	0	0	0	0
	Job Group 17	15	0	Male	14	14	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0
	Job Group 19	12	1	Male	7	7	0	0	0	0	0	0
				Female	5	4	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	2	0	Male	0	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0
	Job Group 25	36	3	Male	4	4	0	0	0	0	0	0
				Female	32	29	1	0	1	0	0	1
	Job Group 27	37	0	Male	20	20	0	0	0	0	0	0
				Female	17	17	0	0	0	0	0	0
	Job Group 29	22	1	Male	0	0	0	0	0	0	0	0
				Female	22	21	0	0	0	0	0	1
	Job Group 31	10	0	Male	0	0	0	0	0	0	0	0
				Female	10	10	0	0	0	0	0	0
	Job Group 33	38	3	Male	30	28	1	0	1	0	0	0
				Female	8	7	1	0	0	0	0	0
	Job Group 35	82	7	Male	51	47	1	2	0	0	0	1
				Female	31	28	0	3	0	0	0	0
	Job Group 37	175	8	Male	89	84	3	1	0	1	0	0
				Female	86	83	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

Appalachian State University 2023

Analysis Data as of 01/01/2023

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 41	31	0	Male	14	14	0	0	0	0	0	0
				Female	17	17	0	0	0	0	0	0
	Job Group 43	423	27	Male	81	78	1	0	2	0	0	0
				Female	342	318	13	5	0	2	0	4
	Job Group 47	75	3	Male	70	68	0	0	0	1	0	1
				Female	5	4	1	0	0	0	0	0
	Job Group 49	71	0	Male	69	69	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0
	Job Group 51	8	0	Male	8	8	0	0	0	0	0	0
				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		1,271	62	Male	597	575	8	5	3	2	0	4
			4.88	%	46.97	45.24	0.63	0.39	0.24	0.16	0.00	0.31
				Female	674	634	17	11	2	2	0	8
				%	53.03	49.88	1.34	0.87	0.16	0.16	0.00	0.63

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 01/01/2023

Appalachian State University

Job Group	Total Employees	Female		Minority			White		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races			
		#	%	#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%		
11 Management	21	6	28.57	0	0.00	Female	6	28.57	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	15	71.43	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
13 Business & Financial Operation	72	54	75.00	3	4.17	Female	51	70.83	1	1.39	1	1.39	0	0.00	0	0.00	0	0.00	0	0.00	1	1.39
						Male	18	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
15 Computer & Mathematical	122	28	22.95	4	3.28	Female	28	22.95	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	90	73.77	0	0.00	2	1.64	0	0.00	0	0.00	0	0.00	0	0.00	2	1.64
17 Architecture & Engineering	15	1	6.67	0	0.00	Female	1	6.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	14	93.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
19 Life, Physical & Social Sci	12	5	41.67	1	8.33	Female	4	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	8.33
						Male	7	58.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
21 Community & Social Service	6	5	83.33	0	0.00	Female	5	83.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
23 Legal	2	2	100.00	0	0.00	Female	2	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
25 Education, Training, & Libra	36	32	88.89	3	8.33	Female	29	80.56	1	2.78	0	0.00	1	2.78	0	0.00	0	0.00	0	0.00	1	2.78
						Male	4	11.11	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
27 Arts Design, Entmt Sports Med	37	17	45.95	0	0.00	Female	17	45.95	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	20	54.05	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
29 Healthcare Practitioners & Tec	22	22	100.00	1	4.55	Female	21	95.45	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	4.55
						Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
31 Healthcare Support	10	10	100.00	0	0.00	Female	10	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
33 Protective Service	38	8	21.05	3	7.89	Female	7	18.42	1	2.63	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	28	73.68	1	2.63	0	0.00	1	2.63	0	0.00	0	0.00	0	0.00	0	0.00
35 Food Prep & Serving Related	82	31	37.80	7	8.54	Female	28	34.15	0	0.00	3	3.66	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	47	57.32	1	1.22	2	2.44	0	0.00	0	0.00	0	0.00	0	0.00	1	1.22
37 Bldg & Grnds Cleaning & Maint	175	86	49.14	8	4.57	Female	83	47.43	0	0.00	2	1.14	1	0.57	0	0.00	0	0.00	0	0.00	0	0.00
						Male	84	48.00	3	1.71	1	0.57	0	0.00	1	0.57	0	0.00	0	0.00	0	0.00
41 Sales & Related	31	17	54.84	0	0.00	Female	17	54.84	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	14	45.16	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

Job Group Analysis Summary - Gender within Race

Analysis Data as of 01/01/2023

Appalachian State University

Job Group	Total Employees	Female		Minority			White		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		#	%	#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%
43 Office & Administrative Supp	423	342	80.85	27	6.38	Female	318	75.18	13	3.07	5	1.18	0	0.00	2	0.47	0	0.00	4	0.95
						Male	78	18.44	1	0.24	0	0.00	2	0.47	0	0.00	0	0.00	0	0.00
47 Sales & Related	75	5	6.67	3	4.00	Female	4	5.33	1	1.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	68	90.67	0	0.00	0	0.00	0	0.00	1	1.33	0	0.00	1	1.33
49 Installation, Maint & Repair	71	2	2.82	0	0.00	Female	2	2.82	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	69	97.18	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51 Production	8	0	0.00	0	0.00	Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						Male	8	100.00	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
						Male	10	76.92	2	15.38	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Totals	1,271	674	53.03 %	62	4.88 %	Female	634	49.88 %	17	1.34 %	11	0.87 %	2	0.16 %	2	0.16 %	0	0.00 %	8	0.63 %
						Male	575	45.24 %	8	0.63 %	5	0.39 %	3	0.24 %	2	0.16 %	0	0.00 %	4	0.31 %

Factor 1 External Availability

Analysis Data as of 01/01/2023

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	122	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		122		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	15	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		15		8.53		9.81		0.14		1.77		0.00		0.18		0.00		7.72	

Factor 1 External Availability

Analysis Data as of 01/01/2023

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	12	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		12		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	2	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		2		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	36	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		36		68.51		6.47		1.89		0.77		0.00		2.56		0.25		0.99	

Factor 1 External Availability

Analysis Data as of 01/01/2023

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	37	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		37		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	22	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		22		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	10	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		10		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	38	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		38		14.38		1.23		0.79		0.00		0.00		0.20		0.00		0.23	

Factor 1 External Availability

Analysis Data as of 01/01/2023

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	82	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		82		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	175	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		175		37.80		15.34		0.88		0.19		0.67		13.02		0.00		0.57	

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	31	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		31		50.37		3.92		0.97		0.33		0.28		2.23		0.00		0.11	

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	423	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		423		79.78		5.97		1.44		0.43		0.70		1.68		0.44		1.28	

Factor 1 External Availability

Analysis Data as of 01/01/2023

Appalachian State University 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	75	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		75		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	71	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		71		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	

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

Analysis Data as of 01/01/2023

Receiving Plan: Appalachian State University

Receiving Job Group: 11 Management

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>																	
11 Management / Job Group 11	100.00	28.57	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
Total Internal Availability		28.57		0.00		0.00		0.00		0.00		0.00		0.00		0.00	

Receiving Job Group: 13 Business & Financial Operation

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>																	
13 Business & Financial Operation / Job Group 13	50.00	75.00	37.50	4.17	2.08	1.39	0.69	1.39	0.69	0.00	0.00	0.00	0.00	0.00	0.00	1.39	0.69
43 Office & Administrative Supp	50.00	80.85	40.43	6.38	3.19	3.31	1.65	1.18	0.59	0.47	0.24	0.47	0.24	0.00	0.00	0.95	0.47
Total Internal Availability		77.93		5.27		2.35		1.29		0.24		0.24		0.00		1.17	

Receiving Job Group: 15 Computer & Mathematical

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>																	
15 Computer & Mathematical / Job Group 15	100.00	22.95	22.95	3.28	3.28	0.00	0.00	1.64	1.64	0.00	0.00	0.00	0.00	0.00	0.00	1.64	1.64
Total Internal Availability		22.95		3.28		0.00		1.64		0.00		0.00		0.00		1.64	

Receiving Job Group: 17 Architecture & Engineering

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>																	
17 Architecture & Engineering / Job Group 17	100.00	6.67	6.67	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		6.67		0.00		0.00		0.00		0.00		0.00		0.00		0.00	

Factor 2 Internal Availability

Appalachian State University 2023

Analysis Data as of 01/01/2023

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	41.67	41.67	8.33	8.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.33	8.33
Total Internal Availability		41.67		8.33		0.00		0.00		0.00		0.00		0.00		0.00		8.33

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	0.00
Total Internal Availability		83.33		0.00		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	0.00
Total Internal Availability		100.00		0.00		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	88.89	44.44	8.33	4.17	2.78	1.39	0.00	0.00	2.78	1.39	0.00	0.00	0.00	0.00	2.78	1.39
43 Office & Administrative Supp	50.00	80.85	40.43	6.38	3.19	3.31	1.65	1.18	0.59	0.47	0.24	0.47	0.24	0.00	0.00	0.95	0.47
Total Internal Availability		84.87		7.36		3.04		0.59		1.63		0.24		0.00		1.86	

Factor 2 Internal Availability

Appalachian State University 2023

Analysis Data as of 01/01/2023

Receiving Plan: Appalachian State University

Receiving Job Group: 27 Arts Design, Entmt Sports Med

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>																	
27 Arts Design, Entmt Sports Med / Job Group 27	100.00	45.95	45.95	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		45.95		0.00		0.00		0.00		0.00		0.00		0.00		0.00	

Receiving Job Group: 29 Healthcare Practitioners & Tec

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>																	
29 Healthcare Practitioners & Tec / Job Group 29	100.00	100.00	100.00	4.55	4.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.55	4.55
Total Internal Availability		100.00		4.55		0.00		0.00		0.00		0.00		0.00		4.55	

Receiving Job Group: 31 Healthcare Support

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>																	
31 Healthcare Support / Job Group 31	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: 33 Protective 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>																	
33 Protective Service / Job Group 33	100.00	21.05	21.05	7.89	7.89	5.26	5.26	0.00	0.00	2.63	2.63	0.00	0.00	0.00	0.00	0.00	0.00
Total Internal Availability		21.05		7.89		5.26		0.00		2.63		0.00		0.00		0.00	

Factor 2 Internal Availability

Analysis Data as of 01/01/2023

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	37.80	37.80	8.54	8.54	1.22	1.22	6.10	6.10	0.00	0.00	0.00	0.00	0.00	0.00	1.22	1.22
Total Internal Availability		37.80		8.54		1.22		6.10		0.00		0.00		0.00		1.22	

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	49.14	49.14	4.57	4.57	1.71	1.71	1.71	1.71	0.57	0.57	0.57	0.57	0.00	0.00	0.00	0.00
Total Internal Availability		49.14		4.57		1.71		1.71		0.57		0.57		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	54.84	54.84	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		54.84		0.00		0.00		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	80.85	80.85	6.38	6.38	3.31	3.31	1.18	1.18	0.47	0.47	0.47	0.47	0.00	0.00	0.95	0.95
Total Internal Availability		80.85		6.38		3.31		1.18		0.47		0.47		0.00		0.95	

Factor 2 Internal Availability

Analysis Data as of 01/01/2023

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	6.67	6.67	4.00	4.00	1.33	1.33	0.00	0.00	0.00	0.00	1.33	1.33	0.00	0.00	1.33	1.33
Total Internal Availability		6.67		4.00		1.33		0.00		0.00		1.33		0.00		1.33	

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	2.82	2.82	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		2.82		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	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		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	

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

Analysis Data as of 01/01/2023

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	4.46	0.55		0.46		0.51		2.30		0.18		0.46	

Availability Analysis

Analysis Data as of 01/01/2023

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	47.00	62.30	29.28	2.42	1.14	0.49	0.23	0.07	0.03	0.65	0.31	0.24	0.11	0.00	0.00	0.97	0.46
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	53.00	77.93	41.30	5.27	2.80	2.35	1.25	1.29	0.68	0.24	0.13	0.24	0.13	0.00	0.00	1.17	0.62
<i>Feeders:</i>	50.00%	13 Business & Financial Operation / Job Group 13															
	50.00%	43 Office & Administrative Supp															
Total Weighted Availability			70.58	3.93		1.47		0.71		0.43		0.24		0.00		1.08	

Availability Analysis

Analysis Data as of 01/01/2023

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	50.00	39.00	19.50	13.18	6.59	3.52	1.76	2.38	1.19	0.00	0.00	7.28	3.64	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	50.00	22.95	11.48	3.28	1.64	0.00	0.00	1.64	0.82	0.00	0.00	0.00	0.00	0.00	0.00	1.64	0.82
<i>Feeders:</i>	100.00%	15 Computer & Mathematical / Job Group 15															
Total Weighted Availability			30.97	8.23		1.76		2.01		0.00		3.64		0.00		0.82	

Availability Analysis

Analysis Data as of 01/01/2023

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	56.00	8.53	4.78	9.81	5.50	0.14	0.08	1.77	0.99	0.00	0.00	0.18	0.10	0.00	0.00	7.72	4.32
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	44.00	6.67	2.93	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			7.71	5.50		0.08		0.99		0.00		0.10		0.00		4.32	

Availability Analysis

Analysis Data as of 01/01/2023

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		
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	41.67	0.00	8.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.33	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

Analysis Data as of 01/01/2023

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

Analysis Data as of 01/01/2023

Appalachian State University Job Group: 23 Legal

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	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	0.00	4.35	4.35
<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	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%	23 Legal / Job Group 23																
Total Weighted Availability			48.67	4.59		0.24		0.00		0.00		0.00		0.00		0.00		4.35

Availability Analysis

Analysis Data as of 01/01/2023

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	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
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	0.00	84.87	0.00	7.36	0.00	3.04	0.00	0.59	0.00	1.63	0.00	0.24	0.00	0.00	0.00	1.86	0.00
<i>Feeders:</i>	50.00%	25 Education, Training, & Libra / Job Group 25															
	50.00%	43 Office & Administrative Supp															
Total Weighted Availability		68.51		6.47		1.89		0.77		0.00		2.56		0.25		0.99	

Availability Analysis

Analysis Data as of 01/01/2023

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	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
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	0.00	45.95	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%	27 Arts Design, Entmt Sports Med / Job Group 27															
Total Weighted Availability			49.71	4.17		2.89		0.00		0.05		0.88		0.00		0.35	

Availability Analysis

Analysis Data as of 01/01/2023

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	4.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.55	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

Analysis Data as of 01/01/2023

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	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	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

Analysis Data as of 01/01/2023

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	50.00	14.38	7.19	1.23	0.61	0.79	0.39	0.00	0.00	0.00	0.00	0.20	0.10	0.00	0.00	0.23	0.12
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	50.00	21.05	10.53	7.89	3.95	5.26	2.63	0.00	0.00	2.63	1.32	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			17.72	4.56		3.03	0.00	0.00	1.32	0.10	0.00	0.12					

Availability Analysis

Analysis Data as of 01/01/2023

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	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
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	0.00	37.80	0.00	8.54	0.00	1.22	0.00	6.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.22	0.00
<i>Feeders:</i>	100.00%	35 Food Prep & Serving Related / Job Group 35															
Total Weighted Availability			50.68		15.25		2.34		1.45		0.01		10.65		0.00		0.81

Availability Analysis

Analysis Data as of 01/01/2023

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	70.00	37.80	26.46	15.34	10.74	0.88	0.62	0.19	0.14	0.67	0.47	13.02	9.11	0.00	0.00	0.57	0.40
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	30.00	49.14	14.74	4.57	1.37	1.71	0.51	1.71	0.51	0.57	0.17	0.57	0.17	0.00	0.00	0.00	0.00
<i>Feeders:</i>	100.00%	37 Bldg & Grnds Cleaning & Maint / Job Group 37															
Total Weighted Availability			41.20		12.11		1.13		0.65		0.64		9.28		0.00		0.40

Availability Analysis

Analysis Data as of 01/01/2023

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	44.00	50.37	22.16	3.92	1.72	0.97	0.43	0.33	0.14	0.28	0.13	2.23	0.98	0.00	0.00	0.11	0.05
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	56.00	54.84	30.71	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%	41 Sales & Related / Job Group 41															
Total Weighted Availability			52.87	1.72		0.43		0.14		0.13		0.98		0.00		0.05	

Availability Analysis

Analysis Data as of 01/01/2023

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	63.00	79.78	50.26	5.97	3.76	1.44	0.91	0.43	0.27	0.70	0.44	1.68	1.06	0.44	0.28	1.28	0.81
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	37.00	80.85	29.91	6.38	2.36	3.31	1.22	1.18	0.44	0.47	0.17	0.47	0.17	0.00	0.00	0.95	0.35
<i>Feeders:</i>	100.00%	43 Office & Administrative Supp / Job Group 43															
Total Weighted Availability			80.18	6.12		2.13		0.71		0.62		1.23		0.28		1.16	

Availability Analysis

Analysis Data as of 01/01/2023

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	0.00	3.59	0.00	10.92	0.00	0.28	0.00	0.10	0.00	0.03	0.00	10.28	0.00	0.00	0.00	0.23	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	6.67	6.67	4.00	4.00	1.33	1.33	0.00	0.00	0.00	0.00	1.33	1.33	0.00	0.00	1.33	1.33
<i>Feeders:</i>	100.00%	47 Sales & Related / Job Group 47															
Total Weighted Availability			6.67	4.00	4.00	1.33	1.33	0.00	0.00	0.00	0.00	1.33	1.33	0.00	0.00	1.33	1.33

Availability Analysis

Analysis Data as of 01/01/2023

Appalachian State University Job Group: 49 Installation, Maint & Repair

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	31.00	7.92	2.45	6.34	1.97	0.32	0.10	0.00	0.00	0.59	0.18	5.16	1.60	0.00	0.00	0.27	0.08
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	69.00	2.82	1.94	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%	49 Installation, Maint & Repair / Job Group 49															
Total Weighted Availability			4.40		1.97		0.10		0.00		0.18		1.60		0.00		0.08

Availability Analysis

Analysis Data as of 01/01/2023

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	57.00	30.97	17.65	9.67	5.51	2.96	1.69	1.14	0.65	0.00	0.00	4.15	2.36	1.14	0.65	0.28	0.16
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	43.00	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%	51 Production / Job Group 51															
Total Weighted Availability			17.65	5.51		1.69		0.65		0.00		2.36		0.65		0.16	

Availability Analysis

Analysis Data as of 01/01/2023

Appalachian State University Job Group: 53 Transportn & Material Moving

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	33.00	18.75	6.19	7.95	2.62	1.73	0.57	0.13	0.04	0.05	0.02	4.41	1.45	0.00	0.00	1.63	0.54
<i>Census Areas:</i>	90.00%	Alleghany+Ashe+Avery+Watauga countyset, NC															
	10.00%	Johnson+Sullivan countyset, TN															
Factor 2 - Internally available	67.00	7.69	5.15	15.38	10.31	15.38	10.31	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%	53 Transportn & Material Moving / Job Group 53															
Total Weighted Availability			11.34	12.93		10.88		0.04		0.02		1.45		0.00		0.54	

Summary Analysis

Analysis Data as of 01/01/2023

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
13 Business & Financial Operation	72	Female	54	75.00	70.58		50.82	0.00
		Minority	3	4.17	3.93		2.83	0.00
15 Computer & Mathematical	122	Female	28	22.95	30.97	Yes	37.79	9.79
		Minority	4	3.28	8.23	Yes	10.04	6.04
17 Architecture & Engineering	15	Female	1	6.67	7.71		1.16	0.16
		Minority	0	0.00	5.50		0.82	0.82
19 Life, Physical & Social Sci	12	Female	5	41.67	43.65		5.24	0.24
		Minority	1	8.33	1.17		0.14	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
23 Legal	2	Female	2	100.00	48.67		0.97	0.00
		Minority	0	0.00	4.59		0.09	0.09
25 Education, Training, & Libra	36	Female	32	88.89	68.51		24.66	0.00
		Minority	3	8.33	6.47		2.33	0.00
27 Arts Design, Entmt Sports Med	37	Female	17	45.95	49.71	Yes	18.39	1.39
		Minority	0	0.00	4.17	Yes	1.54	1.54
29 Healthcare Practitioners & Tec	22	Female	22	100.00	80.74		17.76	0.00
		Minority	1	4.55	6.07		1.33	0.33
31 Healthcare Support	10	Female	10	100.00	86.27		8.63	0.00
		Minority	0	0.00	5.52		0.55	0.55
33 Protective Service	38	Female	8	21.05	17.72		6.73	0.00
		Minority	3	7.89	4.56		1.73	0.00
35 Food Prep & Serving Related	82	Female	31	37.80	50.68	Yes	41.56	10.56

Summary Analysis

Analysis Data as of 01/01/2023

Appalachian State University

Job Group	Total Employees	Class	Employees		Availability	Placement Goal Set?	Expected	Difference
			#	%	%		#	#
35 Food Prep & Serving Related	82	Minority	7	8.54	15.25	Yes	12.50	5.50
37 Bldg & Grnds Cleaning & Maint	175	Female	86	49.14	41.20		72.10	0.00
		Minority	8	4.57	12.11	Yes	21.19	13.19
41 Sales & Related	31	Female	17	54.84	52.87		16.39	0.00
		Minority	0	0.00	1.72		0.53	0.53
43 Office & Administrative Supp	423	Female	342	80.85	80.18		339.14	0.00
		Minority	27	6.38	6.12		25.89	0.00
47 Sales & Related	75	Female	5	6.67	6.67		5.00	0.00
		Minority	3	4.00	4.00		3.00	0.00
49 Installation, Maint & Repair	71	Female	2	2.82	4.40	Yes	3.12	1.12
		Minority	0	0.00	1.97	Yes	1.40	1.40
51 Production	8	Female	0	0.00	17.65	Yes	1.41	1.41
		Minority	0	0.00	5.51		0.44	0.44
53 Transportn & Material Moving	13	Female	1	7.69	11.34		1.47	0.47
		Minority	2	15.38	12.93		1.68	0.00

Incumbency vs Availability

Analysis Data as of 01/01/2023

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
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
Total Weighted Availability			34.73		4.46		0.55		0.46		0.51		2.30		0.18		0.46
Current Utilization			28.57		0.00		0.00		0.00		0.00		0.00		0.00		0.00
Incumbents	Total: 21		6		0		0		0		0		0		0		0
Expected Incumbents			7.29		0.94		0.12		0.10		0.11		0.48		0.04		0.10
Shortfall in Persons			1.29		0.94		0.12		0.10		0.11		0.48		0.04		0.10
Difference is greater than or equal to 1.00 persons			Yes		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	47.00	62.30	29.28	2.42	1.14	0.49	0.23	0.07	0.03	0.65	0.31	0.24	0.11	0.00	0.00	0.97	0.46
Factor 2 - Internally available	53.00	77.93	41.30	5.27	2.80	2.35	1.25	1.29	0.68	0.24	0.13	0.24	0.13	0.00	0.00	1.17	0.62
Total Weighted Availability			70.58	3.93		1.47	0.71		0.43	0.24		0.00		0.00		1.08	
Current Utilization			75.00	4.17		1.39	1.39		0.00	0.00		0.00		0.00		1.39	
Incumbents	Total: 72		54	3		1	1		0	0		0		0		1	
Expected Incumbents			50.82	2.83		1.06	0.51		0.31	0.17		0.00		0.77			
Shortfall in Persons			0.00	0.00		0.06	0.00		0.31	0.17		0.00		0.00		0.00	
Difference is greater than or equal to 1.00 persons			No	No		No	No		No	No		No		No		No	

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	50.00	39.00	19.50	13.18	6.59	3.52	1.76	2.38	1.19	0.00	0.00	7.28	3.64	0.00	0.00	0.00	0.00
Factor 2 - Internally available	50.00	22.95	11.48	3.28	1.64	0.00	0.00	1.64	0.82	0.00	0.00	0.00	0.00	0.00	0.00	1.64	0.82
Total Weighted Availability			30.97		8.23		1.76		2.01		0.00		3.64		0.00		0.82
Current Utilization			22.95		3.28		0.00		1.64		0.00		0.00		0.00		1.64
Incumbents	Total: 122		28		4		0		2		0		0		0		2
Expected Incumbents			37.79		10.04		2.15		2.45		0.00		4.44		0.00		1.00
Shortfall in Persons			9.79		6.04		2.15		0.45		0.00		4.44		0.00		0.00
Difference is greater than or equal to 1.00 persons			Yes		Yes		Yes		No		No		Yes		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	56.00	8.53	4.78	9.81	5.50	0.14	0.08	1.77	0.99	0.00	0.00	0.18	0.10	0.00	0.00	7.72	4.32
Factor 2 - Internally available	44.00	6.67	2.93	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			7.71		5.50		0.08		0.99		0.00		0.10		0.00		4.32
Current Utilization			6.67		0.00		0.00		0.00		0.00		0.00		0.00		0.00
Incumbents	Total: 15		1		0		0		0		0		0		0		0
Expected Incumbents			1.16		0.82		0.01		0.15		0.00		0.02		0.00		0.65
Shortfall in Persons			0.16		0.82		0.01		0.15		0.00		0.02		0.00		0.65
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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
Factor 2 - Internally available	0.00	41.67	0.00	8.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.33	0.00
Total Weighted Availability			43.65		1.17		0.51		0.59		0.00		0.07		0.00		0.00
Current Utilization			41.67		8.33		0.00		0.00		0.00		0.00		0.00		8.33
Incumbents	Total: 12		5		1		0		0		0		0		0		1
Expected Incumbents			5.24		0.14		0.06		0.07		0.00		0.01		0.00		0.00
Shortfall in Persons			0.24		0.00		0.06		0.07		0.00		0.01		0.00		0.00
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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
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
Total Weighted Availability			65.92		2.06		1.17		0.03		0.00		0.35		0.00		0.51
Current Utilization			83.33		0.00		0.00		0.00		0.00		0.00		0.00		0.00
Incumbents	Total: 6		5		0		0		0		0		0		0		0
Expected Incumbents			3.96		0.12		0.07		0.00		0.00		0.02		0.00		0.03
Shortfall in Persons			0.00		0.12		0.07		0.00		0.00		0.02		0.00		0.03
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

Appalachian State University

Job Group: 23 Legal

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	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	0.00	4.35	4.35
Factor 2 - Internally available	0.00	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	0.00	0.00
Total Weighted Availability			48.67		4.59		0.24		0.00		0.00		0.00		0.00			4.35
Current Utilization			100.00		0.00		0.00		0.00		0.00		0.00		0.00			0.00
Incumbents	Total: 2		2		0		0		0		0		0		0			0
Expected Incumbents			0.97		0.09		0.00		0.00		0.00		0.00		0.00			0.09
Shortfall in Persons			0.00		0.09		0.00		0.00		0.00		0.00		0.00			0.09
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		No		No			No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	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
Factor 2 - Internally available	0.00	84.87	0.00	7.36	0.00	3.04	0.00	0.59	0.00	1.63	0.00	0.24	0.00	0.00	0.00	1.86	0.00
Total Weighted Availability			68.51		6.47		1.89		0.77		0.00		2.56		0.25		0.99
Current Utilization			88.89		8.33		2.78		0.00		2.78		0.00		0.00		2.78
Incumbents	Total: 36		32		3		1		0		1		0		0		1
Expected Incumbents			24.66		2.33		0.68		0.28		0.00		0.92		0.09		0.36
Shortfall in Persons			0.00		0.00		0.00		0.28		0.00		0.92		0.09		0.00
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	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
Factor 2 - Internally available	0.00	45.95	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			49.71		4.17		2.89		0.00		0.05		0.88		0.00		0.35
Current Utilization			45.95		0.00		0.00		0.00		0.00		0.00		0.00		0.00
Incumbents	Total: 37		17		0		0		0		0		0		0		0
Expected Incumbents			18.39		1.54		1.07		0.00		0.02		0.32		0.00		0.13
Shortfall in Persons			1.39		1.54		1.07		0.00		0.02		0.32		0.00		0.13
Difference is greater than or equal to 1.00 persons			Yes		Yes		Yes		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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
Factor 2 - Internally available	0.00	100.00	0.00	4.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.55	0.00
Total Weighted Availability			80.74		6.07		0.74		0.23		0.00		4.04		0.04		1.02
Current Utilization			100.00		4.55		0.00		0.00		0.00		0.00		0.00		4.55
Incumbents	Total: 22		22		1		0		0		0		0		0		1
Expected Incumbents			17.76		1.33		0.16		0.05		0.00		0.89		0.01		0.22
Shortfall in Persons			0.00		0.33		0.16		0.05		0.00		0.89		0.01		0.00
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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
Factor 2 - Internally available	0.00	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	0.00
Total Weighted Availability			86.27		5.52		1.13		1.42		0.81		2.10		0.00		0.06
Current Utilization			100.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00
Incumbents	Total: 10		10		0		0		0		0		0		0		0
Expected Incumbents			8.63		0.55		0.11		0.14		0.08		0.21		0.00		0.01
Shortfall in Persons			0.00		0.55		0.11		0.14		0.08		0.21		0.00		0.01
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		No		No		No

*Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	50.00	14.38	7.19	1.23	0.61	0.79	0.39	0.00	0.00	0.00	0.00	0.20	0.10	0.00	0.00	0.23	0.12
Factor 2 - Internally available	50.00	21.05	10.53	7.89	3.95	5.26	2.63	0.00	0.00	2.63	1.32	0.00	0.00	0.00	0.00	0.00	0.00
Total Weighted Availability			17.72		4.56		3.03		0.00		1.32		0.10		0.00		0.12
Current Utilization			21.05		7.89		5.26		0.00		2.63		0.00		0.00		0.00
Incumbents	Total: 38		8		3		2		0		1		0		0		0
Expected Incumbents			6.73		1.73		1.15		0.00		0.50		0.04		0.00		0.04
Shortfall in Persons			0.00		0.00		0.00		0.00		0.00		0.04		0.00		0.04
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	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
Factor 2 - Internally available	0.00	37.80	0.00	8.54	0.00	1.22	0.00	6.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.22	0.00
Total Weighted Availability			50.68		15.25		2.34		1.45		0.01		10.65		0.00		0.81
Current Utilization			37.80		8.54		1.22		6.10		0.00		0.00		0.00		1.22
Incumbents	Total: 82		31		7		1		5		0		0		0		1
Expected Incumbents			41.56		12.50		1.92		1.19		0.01		8.73		0.00		0.67
Shortfall in Persons			10.56		5.50		0.92		0.00		0.01		8.73		0.00		0.00
Difference is greater than or equal to 1.00 persons			Yes		Yes		No		No		No		Yes		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	70.00	37.80	26.46	15.34	10.74	0.88	0.62	0.19	0.14	0.67	0.47	13.02	9.11	0.00	0.00	0.57	0.40
Factor 2 - Internally available	30.00	49.14	14.74	4.57	1.37	1.71	0.51	1.71	0.51	0.57	0.17	0.57	0.17	0.00	0.00	0.00	0.00
Total Weighted Availability			41.20		12.11		1.13		0.65		0.64		9.28		0.00		0.40
Current Utilization			49.14		4.57		1.71		1.71		0.57		0.57		0.00		0.00
Incumbents	Total: 175		86		8		3		3		1		1		0		0
Expected Incumbents			72.10		21.19		1.98		1.14		1.12		16.24		0.00		0.70
Shortfall in Persons			0.00		13.19		0.00		0.00		0.12		15.24		0.00		0.70
Difference is greater than or equal to 1.00 persons			No		Yes		No		No		No		Yes		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	44.00	50.37	22.16	3.92	1.72	0.97	0.43	0.33	0.14	0.28	0.13	2.23	0.98	0.00	0.00	0.11	0.05
Factor 2 - Internally available	56.00	54.84	30.71	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			52.87		1.72		0.43		0.14		0.13		0.98		0.00		0.05
Current Utilization			54.84		0.00		0.00		0.00		0.00		0.00		0.00		0.00
Incumbents	Total: 31		17		0		0		0		0		0		0		0
Expected Incumbents			16.39		0.53		0.13		0.04		0.04		0.30		0.00		0.01
Shortfall in Persons			0.00		0.53		0.13		0.04		0.04		0.30		0.00		0.01
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	63.00	79.78	50.26	5.97	3.76	1.44	0.91	0.43	0.27	0.70	0.44	1.68	1.06	0.44	0.28	1.28	0.81
Factor 2 - Internally available	37.00	80.85	29.91	6.38	2.36	3.31	1.22	1.18	0.44	0.47	0.17	0.47	0.17	0.00	0.00	0.95	0.35
Total Weighted Availability			80.18		6.12		2.13		0.71		0.62		1.23		0.28		1.16
Current Utilization			80.85		6.38		3.31		1.18		0.47		0.47		0.00		0.95
Incumbents	Total: 423		342		27		14		5		2		2		0		4
Expected Incumbents			339.14		25.89		9.02		2.99		2.60		5.22		1.16		4.89
Shortfall in Persons			0.00		0.00		0.00		0.00		0.60		3.22		1.16		0.89
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		Yes		Yes		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	0.00	3.59	0.00	10.92	0.00	0.28	0.00	0.10	0.00	0.03	0.00	10.28	0.00	0.00	0.00	0.23	0.00
Factor 2 - Internally available	100.00	6.67	6.67	4.00	4.00	1.33	1.33	0.00	0.00	0.00	0.00	1.33	1.33	0.00	0.00	1.33	1.33
Total Weighted Availability			6.67		4.00		1.33		0.00		0.00		1.33		0.00		1.33
Current Utilization			6.67		4.00		1.33		0.00		0.00		1.33		0.00		1.33
Incumbents	Total: 75		5		3		1		0		0		1		0		1
Expected Incumbents			5.00		3.00		1.00		0.00		0.00		1.00		0.00		1.00
Shortfall in Persons			0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

Appalachian State University

Job Group: 49 Installation, Maint & Repair

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	31.00	7.92	2.45	6.34	1.97	0.32	0.10	0.00	0.00	0.59	0.18	5.16	1.60	0.00	0.00	0.27	0.08
Factor 2 - Internally available	69.00	2.82	1.94	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		4.40	1.97	0.10	0.00	0.18	1.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.08	0.00
Current Utilization		2.82	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
Incumbents	Total: 71		2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Expected Incumbents			3.12	1.40	0.07	0.00	0.13	1.14	0.00	0.06							
Shortfall in Persons			1.12	1.40	0.07	0.00	0.13	1.14	0.00	0.06							
Difference is greater than or equal to 1.00 persons			Yes	Yes	No	No	No	Yes	No	No							

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

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	57.00	30.97	17.65	9.67	5.51	2.96	1.69	1.14	0.65	0.00	0.00	4.15	2.36	1.14	0.65	0.28	0.16
Factor 2 - Internally available	43.00	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			17.65	5.51	1.69	0.65	0.00	2.36	0.65	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Current Utilization			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
Incumbents	Total: 8		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Expected Incumbents			1.41	0.44	0.14	0.05	0.00	0.19	0.05	0.00	0.00	0.19	0.05	0.05	0.01	0.01	0.01
Shortfall in Persons			1.41	0.44	0.14	0.05	0.00	0.19	0.05	0.00	0.00	0.19	0.05	0.05	0.01	0.01	0.01
Difference is greater than or equal to 1.00 persons			Yes	No	No	No	No	No	No	No	No	No	No	No	No	No	No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Incumbency vs Availability

Analysis Data as of 01/01/2023

Appalachian State University

Job Group: 53 Transportn & Material Moving

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	33.00	18.75	6.19	7.95	2.62	1.73	0.57	0.13	0.04	0.05	0.02	4.41	1.45	0.00	0.00	1.63	0.54
Factor 2 - Internally available	67.00	7.69	5.15	15.38	10.31	15.38	10.31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Weighted Availability			11.34		12.93		10.88		0.04		0.02		1.45		0.00		0.54
Current Utilization			7.69		15.38		15.38		0.00		0.00		0.00		0.00		0.00
Incumbents	Total: 13		1		2		2		0		0		0		0		0
Expected Incumbents			1.47		1.68		1.41		0.01		0.00		0.19		0.00		0.07
Shortfall in Persons			0.47		0.00		0.00		0.01		0.00		0.19		0.00		0.07
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

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 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 which 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 which support the internal operations of an agency, department, or facility.
4. **Technicians** - Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.
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. **Protective Services** - 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 which result in or contribute to the comfort, convenience, hygiene, or safety of the public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property.
8. **Skilled Craft** - Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

Race and Ethnicity

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

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.

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

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.

3. Program/Employment Objectives

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

Analysis Data as of 01/01/2023

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
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
Total Weighted Availability			34.73		4.46		0.55		0.46		0.51		2.30		0.18		0.46
Current Utilization			28.57		0.00		0.00		0.00		0.00		0.00		0.00		0.00
Incumbents	Total: 21		6		0		0		0		0		0		0		0
Expected Incumbents			7.29		0.94		0.12		0.10		0.11		0.48		0.04		0.10
Shortfall in Persons			1.29		0.94		0.12		0.10		0.11		0.48		0.04		0.10
Difference is greater than or equal to 1.00 persons			Yes		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Action Steps: List a planned action / program activity from your EEO Plan:

Areas of underutilization: Female

Job Opening Estimates for Occupations in which Underutilization Occurs

Appalachian State University 2023

Analysis Data as of 01/01/2023

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	50.00	39.00	19.50	13.18	6.59	3.52	1.76	2.38	1.19	0.00	0.00	7.28	3.64	0.00	0.00	0.00	0.00
Factor 2 - Internally available	50.00	22.95	11.48	3.28	1.64	0.00	0.00	1.64	0.82	0.00	0.00	0.00	0.00	0.00	0.00	1.64	0.82
Total Weighted Availability			30.97		8.23		1.76		2.01		0.00		3.64		0.00		0.82
Current Utilization			22.95		3.28		0.00		1.64		0.00		0.00		0.00		1.64
Incumbents	Total: 122		28		4		0		2		0		0		0		2
Expected Incumbents			37.79		10.04		2.15		2.45		0.00		4.44		0.00		1.00
Shortfall in Persons			9.79		6.04		2.15		0.45		0.00		4.44		0.00		0.00
Difference is greater than or equal to 1.00 persons			Yes		Yes		Yes		No		No		Yes		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Action Steps: List a planned action / program activity from your EEO Plan:

Areas of underutilization: Female/Black/Hispanic

Job Opening Estimates for Occupations in which Underutilization Occurs

Appalachian State University 2023

Analysis Data as of 01/01/2023

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	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
Factor 2 - Internally available	0.00	45.95	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			49.71		4.17		2.89		0.00		0.05		0.88		0.00		0.35
Current Utilization			45.95		0.00		0.00		0.00		0.00		0.00		0.00		0.00
Incumbents	Total: 37		17		0		0		0		0		0		0		0
Expected Incumbents			18.39		1.54		1.07		0.00		0.02		0.32		0.00		0.13
Shortfall in Persons			1.39		1.54		1.07		0.00		0.02		0.32		0.00		0.13
Difference is greater than or equal to 1.00 persons			Yes		Yes		Yes		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Action Steps: List a planned action / program activity from your EEO Plan:

Areas of underutilization: Female/Black

Job Opening Estimates for Occupations in which Underutilization Occurs

Appalachian State University 2023

Analysis Data as of 01/01/2023

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	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
Factor 2 - Internally available	0.00	37.80	0.00	8.54	0.00	1.22	0.00	6.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.22	0.00
Total Weighted Availability			50.68		15.25		2.34		1.45		0.01		10.65		0.00		0.81
Current Utilization			37.80		8.54		1.22		6.10		0.00		0.00		0.00		1.22
Incumbents	Total: 82		31		7		1		5		0		0		0		1
Expected Incumbents			41.56		12.50		1.92		1.19		0.01		8.73		0.00		0.67
Shortfall in Persons			10.56		5.50		0.92		0.00		0.01		8.73		0.00		0.00
Difference is greater than or equal to 1.00 persons			Yes		Yes		No		No		No		Yes		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Action Steps: List a planned action / program activity from your EEO Plan:

Areas of underutilization: Female/Hispanic

Analysis Data as of 01/01/2023

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	70.00	37.80	26.46	15.34	10.74	0.88	0.62	0.19	0.14	0.67	0.47	13.02	9.11	0.00	0.00	0.57	0.40
Factor 2 - Internally available	30.00	49.14	14.74	4.57	1.37	1.71	0.51	1.71	0.51	0.57	0.17	0.57	0.17	0.00	0.00	0.00	0.00
Total Weighted Availability			41.20		12.11		1.13		0.65		0.64		9.28		0.00		0.40
Current Utilization			49.14		4.57		1.71		1.71		0.57		0.57		0.00		0.00
Incumbents	Total: 175		86		8		3		3		1		1		0		0
Expected Incumbents			72.10		21.19		1.98		1.14		1.12		16.24		0.00		0.70
Shortfall in Persons			0.00		13.19		0.00		0.00		0.12		15.24		0.00		0.70
Difference is greater than or equal to 1.00 persons			No		Yes		No		No		No		Yes		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Action Steps: List a planned action / program activity from your EEO Plan:

Areas of underutilization: Hispanic

Job Opening Estimates for Occupations in which Underutilization Occurs

Appalachian State University 2023

Analysis Data as of 01/01/2023

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	63.00	79.78	50.26	5.97	3.76	1.44	0.91	0.43	0.27	0.70	0.44	1.68	1.06	0.44	0.28	1.28	0.81
Factor 2 - Internally available	37.00	80.85	29.91	6.38	2.36	3.31	1.22	1.18	0.44	0.47	0.17	0.47	0.17	0.00	0.00	0.95	0.35
Total Weighted Availability			80.18		6.12		2.13		0.71		0.62		1.23		0.28		1.16
Current Utilization			80.85		6.38		3.31		1.18		0.47		0.47		0.00		0.95
Incumbents	Total: 423		342		27		14		5		2		2		0		4
Expected Incumbents			339.14		25.89		9.02		2.99		2.60		5.22		1.16		4.89
Shortfall in Persons			0.00		0.00		0.00		0.00		0.60		3.22		1.16		0.89
Difference is greater than or equal to 1.00 persons			No		No		No		No		No		Yes		Yes		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Action Steps: List a planned action / program activity from your EEO Plan:

Areas of underutilization: Hispanic/Pacific Islander

Analysis Data as of 01/01/2023

Appalachian State University
Job Group: 49 Installation, Maint & Repair

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	31.00	7.92	2.45	6.34	1.97	0.32	0.10	0.00	0.00	0.59	0.18	5.16	1.60	0.00	0.00	0.27	0.08
Factor 2 - Internally available	69.00	2.82	1.94	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			4.40		1.97		0.10		0.00		0.18		1.60		0.00		0.08
Current Utilization			2.82		0.00		0.00		0.00		0.00		0.00		0.00		0.00
Incumbents	Total: 71		2		0		0		0		0		0		0		0
Expected Incumbents			3.12		1.40		0.07		0.00		0.13		1.14		0.00		0.06
Shortfall in Persons			1.12		1.40		0.07		0.00		0.13		1.14		0.00		0.06
Difference is greater than or equal to 1.00 persons			Yes		Yes		No		No		No		Yes		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Action Steps: List a planned action / program activity from your EEO Plan:

Areas of underutilization: Female/Hispanic

Analysis Data as of 01/01/2023

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	57.00	30.97	17.65	9.67	5.51	2.96	1.69	1.14	0.65	0.00	0.00	4.15	2.36	1.14	0.65	0.28	0.16
Factor 2 - Internally available	43.00	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			17.65		5.51		1.69		0.65		0.00		2.36		0.65		0.16
Current Utilization			0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00
Incumbents	Total: 8		0		0		0		0		0		0		0		0
Expected Incumbents			1.41		0.44		0.14		0.05		0.00		0.19		0.05		0.01
Shortfall in Persons			1.41		0.44		0.14		0.05		0.00		0.19		0.05		0.01
Difference is greater than or equal to 1.00 persons			Yes		No		No		No		No		No		No		No

* Selected alternate tests are Shortfall in Persons with a threshold of 0.01 and 80% Rule

Action Steps: List a planned action / program activity from your EEO Plan:

Areas of underutilization: Female

Utilization Analysis Problem Areas - Veteran

Analysis Data as of 01/01/2023

Plan: Appalachian State University

Total Employees in Plan: 1,271

Benchmark for Veterans: 5.50%

Total Veterans in Plan: 40

Plan Representation for Veterans 3.15%

Job Group	Employees		
	Total	Veteran	
	#	#	%
13 Business & Financial Operation	72	2	2.78
25 Education, Training, & Libra	36	0	0.00
27 Arts Design, Entmt Sports Med	37	1	2.70
35 Food Prep & Serving Related	82	3	3.66
37 Bldg & Grnds Cleaning & Maint	175	0	0.00
41 Sales & Related	31	0	0.00
43 Office & Administrative Supp	423	11	2.60
47 Sales & Related	75	2	2.67

Only underutilized Job Groups are displayed.

The Veteran Utilization Analysis is only for internal workforce analysis and should not be submitted for OFCCP purposes.

Utilization Analysis Problem Areas - Disabled

Analysis Data as of 01/01/2023

Plan: Appalachian State University

Goal for Individuals with Disabilities: 7.00%

Job Group	Employees		
	Total	Disabled	
	#	#	%
11 Management	21	0	0.00
13 Business & Financial Operation	72	3	4.17
15 Computer & Mathematical	122	4	3.28
17 Architecture & Engineering	15	0	0.00
27 Arts Design, Entmt Sports Med	37	0	0.00
33 Protective Service	38	1	2.63
35 Food Prep & Serving Related	82	1	1.22
37 Bldg & Grnds Cleaning & Maint	175	8	4.57
43 Office & Administrative Supp	423	14	3.31
47 Sales & Related	75	1	1.33
49 Installation, Maint & Repair	71	1	1.41

Only underutilized Job Groups are displayed.

4. Attainment of Employment Objectives

Appalachian State University saw growth in four groups that were identified as underutilized in last year's EEO Plan. Those groups are Business and Financial Operations, Life, Physical and Social Sciences, Construction and Extraction and Transportation & Materials Moving. Appalachian State University had 2 new areas of underutilization (Management and Computer & Mathematical) for a total of 8 areas of underutilization.

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

*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	575	634	8	17	14	23	15	1286
Hired	97	128	3	6	4	3	13	254
Promoted	79	60	3	6	3	3	1	155

Performance Management

	WM	WF	BM	BF	OMM	OMF	Unknown	TOTAL
Did Not Meet Expectations	3	2	0	0	0	0	0	5
Meeting Expectations	256	297	5	8	4	10	11	591
Exceeds Expectations	236	244	1	6	4	6	9	506

Discipline and Dismissal

	WM	WF	BM	BF	OMM	OMF	Unknown	TOTAL
Written Warning	9	1	0	0	0	1	3	14
Dismissed	7	5	0	0	0	0	3	15

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/Attachments

EEO Plan Requirements Checklist

- A. Table of Contents
- B. Program Elements
 - 1. EEO/Affirmative Action Plan Certification Statement
 - 2. The State EEO Policy
 - 3. Agency/University Overview
 - a) Vision
 - b) Mission
 - c) Purpose
 - 4. Agency/University EEO Achievements and Best Practices
 - 5. Assignment of Responsibility and Accountability
 - a) Agency Head/University Chancellor
 - b) Manager and Supervisor
 - c) EEO Committee
 - d) EEO Officer
 - 6. Dissemination Procedures
 - a) Internal
 - b) External
 - 7. Program Activities
 - a) Recruitment
 - b) Selection
 - c) Onboarding
 - d) Promotion
 - e) Training
 - f) Compensation and Benefits
 - g) Performance Management
 - 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

SHRA Employee Reduction-in-Force

Policy 601.7

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

1 Introduction

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

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

2 Scope

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

3 Definitions

3.1 "Career status" or "career State employee"

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

3.2 FTE

means full-time equivalent.

3.3 HR

means Human Resources or Office of Human Resources.

3.4 RIF

means reduction in force.

3.5 Work unit

refers to a department or other organizational group affected by separation from employment of one or more employees through a reduction in force (as determined by a Vice Chancellor or the Chief of Staff on the basis of similarity of job content, unity of mission, proximity of workers or other relevant factors).

4 Policy and Procedure Statements

4.1 General

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

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

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

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

4.2 Work Unit Analysis and Recommendation

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

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

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

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

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

4.3 Endorsement of Vice Chancellor or Chief of Staff

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

4.4 Human Resources Final Review and Notice of Separation

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

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

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

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

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

4.5 Reassignment to Avoid Separation

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

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

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

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

4.6 Severance Salary Continuation

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

4.7 Leave Balances

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

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

4.8 Discontinued Service Retirement Allowance

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

4.9 Health Insurance

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

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

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

4.10 Appeals

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

5 Additional References

State Personnel Manual

6 Authority

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

7 Contact Information

Office of Human Resources; (828) 262-3186

8 Original Effective Date

August 17, 2011

9 Revision Dates

Discrimination and Harassment

Policy 110

1 Introduction

1.1 The purpose of this policy is to support Appalachian State University's ("Appalachian") commitment to providing an institutional environment free from discrimination and harassment.

1.2 This policy serves to address prohibited conduct adverse to Appalachian's commitment to preventing discrimination and harassment, as well as to provide an administrative framework and oversight for reporting, investigating, adjudicating, and resolving violations of this policy.

2 Scope

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

2.2 This policy applies both to prohibited conduct that occurs: (a) on property owned or controlled by Appalachian, or (b) on property owned or controlled by non-Appalachian entities or individuals that has an adverse or detrimental effect on Appalachian and its employees, employment applicants, students, visitors or volunteers.

2.3 Allegations of harassment and discrimination based on gender, gender expression, gender identity, sex or sexual orientation, including instances involving sexual assault, dating violence, domestic violence, or stalking, are subject to this policy and Appalachian [Policy 112 – Sex-Based Misconduct Policy](#). If there is a conflict between Appalachian [Policy 112 – Sex-Based Misconduct Policy](#) and this policy for the statuses and conduct referenced in this subsection, then Appalachian [Policy 112 – Sex-Based Misconduct Policy](#) shall be controlling.

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 (e.g., hiring, advancement, assignment, etc.);
- (b) a student or admission applicant's ability to participate in, access or benefit from University programs, services, or activities (e.g., admission, academic standing, grades, assignments, campus housing, etc.); or
- (c) a volunteer or visitor's ability to participate in, access or benefit from or deliver University's programs or services.

3.2 Harassment

Communication or conduct (e.g. verbal, physical, electronic, written, etc.) 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 (e.g., admission, academic standing, grades, assignments, etc.);
- (b) work environment (e.g., hiring, advancement, assignment, etc.); or
- (c) participation in a University program or activity (e.g., campus housing, extra-curricular activities, etc.).

3.2.1 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 that a reasonable person in similar circumstances and with similar identities would find hostile, intimidating, or abusive. An isolated incident, unless sufficiently severe, does not constitute a Hostile Environment.

3.2.2 Quid Pro Quo

Conduct based on Protected Status where submission to or rejection of such conduct is used, explicitly or implicitly, as the basis for decisions adversely affecting an individual's education, employment, or participation in a University program or activity.

3.3 Protected Status

Classes of people who receive certain protections under applicable federal and state law, and UNC System policies, because of 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.

3.4 Retaliation

Any adverse action against an individual, or an individual's spouse, partner, or other person with a close personal relation, for: (a) making or supporting a claim of Discrimination or Harassment, (b) opposing any Discrimination or Harassment, (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.

4 Policy and Procedure Statements

4.1 Prohibited Conduct

All members of the Appalachian community are prohibited from engaging in Discrimination, Harassment, or Retaliation (collectively, "Prohibited Conduct").

4.2 Reporting

4.2.1 Reporting and Review of Prohibited Conduct

Allegations of Prohibited Conduct should be reported as promptly as possible to the applicable administrative office as identified in Section 4.4. Allegations must be reviewed and processed by the applicable administrative office in accordance with this policy and administrative office procedures, as further referenced in Section 4.4. Allegations of Prohibited Conduct should be disclosed to an administrative office by submitting either an informal report or formal complaint:

- (a) an informal report is a disclosure of information alleging the occurrence of Prohibited Conduct that may result in a subsequent formal complaint being made by an individual or University representative; and
- (b) a formal complaint is a written allegation of Prohibited Conduct made by an individual or a University representative requesting the University to address the alleged behavior through a resolution process.

4.2.2 Supportive / Interim Measures

Upon receiving an informal report or formal complaint, the appropriate administrative office reviewing allegation(s) of Prohibited Conduct may impose reasonable interim measures to temporarily address allegations to ensure a safe and nondiscriminatory environment. The measures imposed will be identified on a case-by-case basis, and Appalachian will balance the burden placed on members of the Appalachian community with its interest in ensuring a safe and nondiscriminatory environment.

4.2.3 Employee Reporting

4.2.3.1 Mandatory Title IX Responsible Employee Reporting

Upon receiving 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, the following employees are required to report the information to the Office of Title IX Compliance as promptly as possible, but in no event after seventy-two (72) hours: Faculty, Coaching Staff in the Athletics Department, Office of Human Resources Staff, University Housing Staff, and other University staff with supervisory responsibility.

4.2.3.2 Other Employee Reporting

As promptly as possible, upon receiving any information that may indicate the occurrence of Prohibited Conduct based on a Protected Status that is not referenced in Section 4.2.3.1, employees should report the information to the appropriate administrative office identified in Section 4.4.

4.2.3.3 Confidential Resources

Confidential Resources are employees in designated University departments who are responsible for maintaining the

confidentiality of information they receive while acting within the scope of their employment capacity. These employees may not report information they obtain on allegations of Prohibited Conduct, unless:

- (a) they obtain permission from the recipient of the Prohibited Conduct, as addressed under this policy;
- (b) there is a threat to the health or safety of the individual or others; or
- (c) there is a legal obligation (e.g., suspected abuse or neglect of a minor).

Employees, in the following University departments, are considered "Confidential Resources" and are exempt from reporting obligations referenced in Section 4.2.3.1 and Section 4.2.3.2: Counseling for Faculty and Staff, Counseling and Psychological Services, ComPsych (or a similar service provider), Psychology Clinic, Student Legal Clinic, Student Health Services, and University Ombuds

4.2.3.4 Other Exemptions

Employees are not required to report information disclosed at public awareness events and programs open to the public in which attendees disclose incidents of Prohibited Conduct, nor are they required to report information obtained during an individual's participation as a subject in an approved Institutional Review Board ("IRB") human subjects research study, unless the disclosing party also initiates an informal report or formal complaint under this policy.

4.2.4 Complainants and Respondents

For purposes of this policy and administrative office procedures:

- (a) a reporting party or "Complainant" is a person who submits an informal report or formal complaint regarding Prohibited Conduct under this policy; and
- (b) a responding party or "Respondent" is a person who is alleged to have committed a Prohibited Conduct under this policy.

4.2.5 Privacy and Confidentiality

Information obtained by Appalachian in response to allegations of Prohibited Conduct will be reviewed in a manner that balances an individual's preferences for privacy with Appalachian's legal obligations, as well as, its obligations to provide a safe and nondiscriminatory environment. Complete confidentiality cannot be guaranteed, and information may be shared with others when necessary to investigate or address the Prohibited Conduct, to prevent its recurrence, or to fulfill legal obligations.

4.3 Standard of Proof

For purposes of this policy, the standard of proof used to determine the level of evidence needed to determine whether an individual is responsible for an alleged violation(s) will be the preponderance of the evidence. This simply means that the evidence presented to the administrative office responsible for the review or investigation of the alleged violation tends to prove that it is more likely than not that the alleged respondent(s) violated this policy. This determination must be based solely on the information presented, which may include, but is not limited to pertinent records (e.g., formal complaints, police reports, investigation reports), exhibits (e.g., photographs, audio/video information, electronic communications including social media), and written or oral statements of the parties or witnesses. Formal rules of evidence and procedure do not apply.

4.4 Policy Implementation

4.4.1 Administrative offices at Appalachian have been identified and tasked with the administration and implementation of this policy. These administrative offices work both independently and jointly to safeguard Appalachian in carrying out the University's commitment to providing an educational or employment environment free from Discrimination and Harassment. Each administrative office will author and publish procedures to process informal reports and formal complaints that will be assessed, investigated, and otherwise resolved in compliance with applicable federal and state laws and regulations, UNC System policies, and policies of the University, as well as in collaboration with other administrative offices.

4.4.2 The administrative offices below are responsible for administrating and implementing this policy (e.g., investigating and adjudicating an alleged violation of Discrimination and Harassment). Each identified office is responsible for collecting reports, questions, and comments, as well as conducting reviews and investigations, related to their office responsibilities. These offices will also be responsible for University Discrimination and Harassment prevention and response training in their respective areas. All reporting, questions, or comments that fall within the scope of this policy should be directed to the applicable administrative office as identified below. Depending on the facts and circumstances, more than one administrative office may be responsible for reviewing a matter that falls within the scope of this policy.

Administrative Office	Responsibility
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	Reviews all Prohibited Conduct matters governed under this policy pertaining to faculty employment-related
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Office of Academic Affairs	<p>matters.</p> <p>Any Prohibited Conduct reporting regarding a faculty- member or faculty-member applicant for employment, or questions or comments related to this policy, should be directed to this office.</p> <p>This office is responsible for enforcement of the Faculty Handbook.</p>
Office of Disability Resources	<p>Reviews or investigates all Prohibited Conduct matters governed under this policy pertaining to disability accommodations or accessibility.</p> <p>Any Prohibited Conduct reporting on the basis of disability accommodations or accessibility, or questions or comments related to this policy, should be directed to this office.</p>
Office of Human Resources	<p>Reviews or investigates all Prohibited Conduct matters governed under this policy pertaining to SHRA, EHRA non- faculty, temporary, and student employee employment- related matters (e.g., equal employment opportunities, affirmative action).</p> <p>Assists Academic Affairs in investigations of faculty Prohibited Conduct matters pertaining to faculty employment-related matters (e.g., equal employment opportunities, affirmative action).</p>
Office of Student Conduct	<p>Any Prohibited Conduct reporting regarding a SHRA, EHRA non-faculty, student employee, or temporary employee, or applicant for employment under one of these classifications, or questions or comments related to this policy, should be directed to this office.</p> <p>Any Prohibited Conduct reporting related to student conduct, or questions or comments related to this policy, should be directed to this office.</p> <p>This office is responsible for enforcement of the Code of Student Conduct and Academic Integrity Code.</p>
Office of Title IX Compliance	<p>Reviews or investigates all Prohibited Conduct matters governed under this policy pertaining to gender, gender expression, gender identity, sex or sexual orientation.</p> <p>Assists Academic Affairs in investigations of faculty Prohibited Conduct matters pertaining to gender, gender expression, gender identity, sex or sexual orientation.</p>
	<p>Any Prohibited Conduct reporting related to gender, gender expression, gender identity, sex or sexual orientation, including instances involving sexual assault, dating violence, domestic violence, and stalking, or questions or comments related to this policy, should be directed to this office.</p>

4.5 Enforcement

Appalachian will enforce violations of this policy in accordance with applicable federal and state law, and UNC System policies. Violations of this policy, including but not limited to the engagement of Discrimination, Harassment, or Retaliation, as defined by this policy, or a Responsible Employee's failure to disclose Discrimination, Harassment, or Retaliation, may result in grounds for disciplinary action, up to and including termination or expulsion.

4.6 Academic Freedom

As permitted by federal and state law, Appalachian supports and encourages full freedom of inquiry, discourse, teaching, research, and publication. Such opportunities are afforded in pursuit of knowledge and learning without fear of sanction, unless the manner of expression is found through the administration of this policy to substantially impair the rights of others.

4.7 Appeals

Appeals of University decisions will be addressed according to the procedures provided by the respective administrative office responsible for the review or investigation of the alleged violation. Each administrative office will author and publish procedures to resolve appeals.

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 Academic Affairs [\[1\]](#) (828-262-2070)
Office of Disability Resources [\[2\]](#) (828-262-3056)
Office of Human Resources [\[3\]](#) (828-262-3186)
Office of Student Conduct [\[4\]](#) (828-262-2704)
Office of Title IX Compliance [\[5\]](#) (828-262-2144)

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

SHRA Grievance and Appeal

Policy 601.6

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

1 Introduction

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

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

2 Scope

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

3 Definitions

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

4 Policy and Procedure Statements

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

5 Additional References

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

6 Authority

1. Age Discrimination in Employment Act (29 U.S.C. § 621, et seq.)
2. Americans with Disabilities Act of 1990, as amended (42 U.S.C. 12101, et seq.)
3. Title II, Civil Rights Act of 1964, as amended (42 U.S.C. 2000a, et seq.)
4. Title VI, Civil Rights Act of 1964, as amended (42 U.S.C. 2000d, et seq.)
5. Title VII, Civil Rights Act of 1964, as amended (42 U.S.C. 2000e, et seq.)
6. Fair Labor Standard Act (29 U.S.C. 201, et seq.)
7. Family Medical Leave Act (29 U.S.C. 2601, et seq.)
8. Persons With Disabilities Protection Act (N.C.G.S. §168A-1, et seq.)
9. Rehabilitation Act of 1973, as amended (29 U.S.C. 701 et seq.)
10. Uniformed Services Employment and Reemployment Rights Act (38 U.S.C. 4301, et seq.)

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

7 Contact Information

Office of Human Resources, 828.262.6769

8 Original Effective Date

November 22, 2011

9 Revision Dates

October 17, 2014
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