



**EQUAL EMPLOYMENT  
OPPORTUNITY/AFFIRMATIVE  
ACTION PLAN**

**Plan year: 10/01/13 – 9/30/14**

Western Carolina University  
Office of Human Resources  
220 HFR Administration Building  
Cullowhee, NC 28723  
Phone: 828 227-7218  
Fax: 828 227-7007  
<http://www.wcu.edu/12305.asp>

## TABLE OF CONTENTS

Introduction.....	4
-------------------	---

### SECTIONS

I. Reaffirmation of Equal Employment Opportunity Policies .....	6
State of North Carolina Equal Opportunity Policy Statement .....	6
Equal Employment Opportunity Policy Statement.....	7
Qualified Individuals with Disabilities and Qualified Protected Veterans Policy and Plan .....	9
II. Assignment of Responsibility & Accountability for Implementation of AAP.....	12
Governor .....	12
Office of State Human Resources .....	12
Western Carolina University Responsibilities .....	13
Designated EEO Officer .....	13
Managers and Supervisors .....	15
EEO Committee .....	15
III. Dissemination of Policy and Plan .....	16
Internal Dissemination .....	16
External Dissemination .....	17
IV. Elements of the Affirmative Action Plan .....	18
Workforce Analysis Description.....	18
Job Group Analysis Description/Identification of Job Groups.....	18
Determination of Availability Methodology.....	19
V. Equal Employment Opportunity Program Activity.....	21
Prior Year's AAP and Performance.....	21
Recruitment .....	25
Disciplinary Procedures.....	26
Selection Procedures .....	27

<b>Job Structuring</b> .....	<b>27</b>
<b>Promotion Procedures/Upward Mobility</b> .....	<b>28</b>
<b>Employee Training</b> .....	<b>28</b>
<b>Management Training</b> .....	<b>28</b>
<b>Compensation &amp; Benefits</b> .....	<b>29</b>
<b>Performance Appraisal</b> .....	<b>29</b>
<b>Transfer and/or Separation</b> .....	<b>30</b>
<b>Grievance Procedures</b> .....	<b>30</b>
<b>Equal Employment Opportunity Institute (EEOI)</b> .....	<b>31</b>
<b>Internal Monitoring, Evaluation, &amp; Report Procedures</b> .....	<b>31</b>
<b>VI. Reduction in Force</b> .....	<b>32</b>
<b>VII. Unlawful Workplace Harassment Prevention Plan</b> .....	<b>38</b>
<b>VIII. Program Objectives</b> .....	<b>47</b>
<b>Statistical Analyses</b> .....	<b>47</b>
<b>University Workforce Profile</b> .....	<b>48</b>
<b>Job Group Analysis Summary</b> .....	<b>49</b>
<b>Factor Availabilities</b> .....	<b>51</b>
<b>Availability Analysis</b> .....	<b>53</b>
<b>Incumbency v. Estimated Availability Detail Report</b> .....	<b>68</b>
<b>Incumbency v. Estimated Availability Less the Reasonably Expected</b> .....	<b>72</b>
<b>Annual Placement Goals Report</b> .....	<b>73</b>
<b>Job Opening Estimates for Occupations in Which Underutilization Occurs</b> .....	<b>74</b>
<b>IX. Identification and Correction of Problem Areas</b> .....	<b>75</b>
<b>Placement Goals</b> .....	<b>75</b>
<b>Review of Personnel Actions</b> .....	<b>76</b>
<b>Action Oriented Programs</b> .....	<b>77</b>

## **INTRODUCTION**

WCU was founded in 1889 to bring higher education and career opportunities to the western region of North Carolina. Western is one of sixteen public institutions of higher education that comprise the North Carolina University system. The campus is situated in Cullowhee, North Carolina in the southwestern corner of the state. Cullowhee is located near the foot of the Great Smoky Mountains, and is approximately 50 miles west of Asheville and approximately 150 miles northeast of Atlanta. The current total employment at Western as of October 1, 2013 is 1,420 (an increase of 37 employees from the previous year). For Fall Semester, 2013, there were 10,106 students enrolled representing an increase of 498 students over the Fall 2012 semester. Currently, 6.0% of the total employees are minorities (unchanged from 2012) and 50% are female (unchanged from the previous year).

The university recruitment area for faculty and staff varies depending upon the type of vacancy. All recruited positions are advertised with the North Carolina Department of Employment Security and are also posted on the Western Carolina University web page at <https://jobs.wcu.edu>. In addition, at minimum, all Faculty and upper level administrative positions are advertised with HigherEdJobs.com and InsideHigherEd.com. Executive and professional positions (including faculty and select positions that require specialized recruitment efforts) are recruited nationally. The primary recruitment area for all other positions is comprised of the four-county region of Jackson, Macon, Haywood, and Transylvania counties.

### **Statistical Information**

The statistical information pertaining to the University's workforce used throughout the Affirmative Action Plan is based on reports generated from a variety of automated files. The data reflects only permanent full-time and part-time employees, and is current as of October 1, 2013. Permanent full-time and part-time employees are defined as those employees who work at least twenty hours per week and at least nine months per year.

When making historical comparisons to the current workforce it is important to note the evolution of the institutions organizational structure. During the 2006-2007 plan year, for example, the university underwent a major reorganization within its academic units. As a result, the number of academic colleges increased from four to six. The current college structure (which was reported initially in the 2007-2008 Plan) is as follows: College of Business, College of Education & Allied Professions, College of Arts & Sciences, College of Health & Human Sciences, College of Fine and Performing Arts, and the Kimmel School of Construction Management and Technology. In addition, the reorganization resulted in the consolidation and relocation of several academic departments along with the creation of new departments. As a result of this reorganization, three new job groups were created to appropriately and accurately capture the university's

workforce. The three new job groups are: Faculty, Kimmel School (200); Faculty, Fine & Performing Arts (205); and Faculty, Health & Human Sciences (210). Additionally, as a result of a statewide career banding initiative which consolidated the majority of staff positions on campus into a banded classification system, the job group of Housekeeping (710) was abolished and consolidated into the Other Auxiliary Services (730) job group.

### **Teaching Faculty**

The permanent full-time teaching faculty of the University during the Fall 2013 semester numbered 493 members (this is an increase of 5 over Fall 2012) and was recruited nationally. 46.5 percent of the teaching faculty were female (a decrease of .8 percent from Fall 2012) and 7.1 percent were minorities (a decrease of .3 percent).

### **Administrators and Professional Staff**

The University's executive group (Job Group 100) totaled 47 (an increase of 2 employees from Fall 2012). This group is comprised of 36.2% female (1.6% decrease) and 8.5% minority (1.8% increase). Among the professional staff (Job Group 300), 58.6% are women (.6% increase) and 8.4% are minorities (1.8% increase from 2012).

### **Staff**

The University employs 583 support staff members (Job Groups 250, 260, 400, 500, 600, 720, and 730.) which is an increase of 23 employees from Fall 2012. This includes 48.7% female (.8% decrease) and 3.6% minority (a decrease of .7% from the previous year).

## SECTION I

### REAFFIRMATION OF EQUAL EMPLOYMENT OPPORTUNITY POLICIES 41 CFR 60-2.13(a) AND 2.20(a)

#### Statement of North Carolina Policy

It is the policy of the State of North Carolina to provide equal opportunity employment for all qualified persons and to prohibit discrimination in employment because of race, color, national origin, religion, sex, age, genetic information, disability, or political affiliation. In furtherance of this policy, the State of North Carolina and its various sub-divisions shall:

1. recruit, select, hire, place, train and promote persons in all job classifications without regard to race, color, national origin, religion, sex, age, genetic information, disability, or political affiliation;
2. base selection, hiring and promotion decisions on valid requirements and criteria which are job related and necessary upon entry at that level to perform the essential functions of the job;
3. administer all employment practices including compensation, benefits, promotion, training, tuition assistance, termination, transfer, demotion and reduction-in-force objectively and without regard to race, color, national origin, religion, sex, age, genetic information, disability, or political affiliation; and
4. provide, when necessary, reasonable accommodations for applicants' and/or employees' disabilities when doing so will enable them to successfully perform the essential functions of the job or benefit from training,
5. prohibit retaliatory actions against employees or applicants for employment who make charge of employment discrimination, testify, assist or participate, in any manner, in a hearing, proceeding or investigation of employment discrimination;
6. assure a work environment that is free from discrimination.

## **WESTERN CAROLINA UNIVERSITY EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT**

Western Carolina University emphatically states that it will provide equal employment opportunities for all persons regardless of race, color, national origin, religion, sex, age, gender identity or expression\*, sexual orientation\*, genetic information, veteran status, disability, or political affiliation, except where religion, sex, or age are bona fide job related employment requirements. This is in keeping with Title VII of the Civil Rights Act of 1964 as amended, Executive Order 11246, as amended, the Rehabilitation Act of 1973, the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1968 as amended, the Civil Rights Restoration Act of 1988, NC G.S. 1126-16 as amended, the Americans with Disabilities Act of 1990, the Civil Rights Act of 1991, the Genetic Information Nondiscrimination Act (GINA) of 2008, and other applicable federal and state EEO and anti-discrimination laws or statutes.

In furtherance of this policy Western Carolina University will not tolerate unlawful harassment based upon the above classes or characteristics. Additionally, retaliatory action of any kind taken by any employee of Western Carolina University against any other employee or applicant for employment because that person filed a complaint or charge of employment discrimination, testified, assisted or participated in any manner in a hearing, proceeding or investigation of employment discrimination is prohibited.

To ensure that equal employment opportunity exists throughout the university, a results oriented equal employment opportunity program will be implemented to overcome the effects of past discrimination and to eliminate any artificial barriers to employment opportunities for all qualified individuals that may exist in any of our programs. All selection, hiring, and promotion decisions will be based on valid requirements that are job related and consistent with performance of the essential functions of the job.

This program shall ensure greater utilization of all persons by identifying the underutilized groups in the workforce (especially minority, female and disabled workers) and making special efforts to increase their participation in recruitment, selection, hiring, promotion, compensation, performance appraisal, disciplinary and grievance procedures, separations, and reduction in force, and any other term, condition, or privilege of employment. When necessary, Western Carolina University will provide reasonable accommodations for applicants and/or employees with disabilities when doing so will enable them to successfully perform the essential job functions of the job or benefit from training. WCU is also committed to preventing any harassment based on race, color, national origin, religion, sex, age, gender identity or expression\*, sexual orientation\*, genetic information, veteran's status or disability including sexual harassment.

Program objectives and timetables shall be established to reduce and eliminate the underutilization of all groups through the equal employment opportunity plan and program. Responsibility for the development of this plan and program is assigned to the Director of Employment and Affirmative Action Programs. However, responsibility for the implementation of the EEO compliance program will be shared by all managers and supervisors.

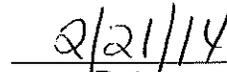
The equal employment opportunity program will be evaluated and monitored continuously. Periodic reports on the progress of this program will be presented to the Chancellor by the Director of Equal Opportunity & Diversity Programs.

Western Carolina University is committed to this program and is aware that with its implementation, positive benefits will be received from the greater utilization and development of previously underutilized human resources.

*\*Western Carolina University recognizes that the categories of gender identity or expression and sexual orientation are not protected categories under federal or state laws. By extending protection to these categories as an internal policy matter it is not the intention of the University to create any rights that either may be pursued or enforced off-campus, that extend to the employee benefits package made available by the State of North Carolina or other off-campus entities, or that interfere with the University's relationships with outside organizations, including the federal government, the military or private employers.*

Western Carolina University

  
\_\_\_\_\_  
David Belcher, Chancellor

  
\_\_\_\_\_  
Date

## **QUALIFIED INDIVIDUALS WITH DISABILITIES AND QUALIFIED PROTECTED VETERANS POLICY AND PLAN**

Under the Affirmative Action obligations imposed by Section 503 of the Rehabilitation Act of 1973 and Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA), as amended, it is the policy of Western Carolina University to provide Equal Employment Opportunities and to advance in employment qualified individuals with a disability as well as qualified protected veterans. This policy is designed to employ and advance all qualified individuals with a disability and qualified protected veterans at all levels of employment. Western Carolina University's policy of providing Equal Employment Opportunities to qualified persons with a disability and qualified protected veterans shall apply to all employment practices including, but not limited to: upgrading, demotion or transfer, layoff or termination, rates of pay or other forms of compensation, and selection for training. Western Carolina University attempts to comply with all of the rules, regulations, and relevant orders of the Secretary of Labor and the Office of Federal Contract Compliance Programs (OFCCP), issued pursuant to Section 503 of the 1973 Rehabilitation Act and the 1974 Vietnam Era Veterans' Readjustment Assistance Act, as amended.

Western Carolina University's Affirmative Action Program for qualified persons with a disability and qualified protected veterans is reviewed and updated annually. If there are any significant changes in procedure, or if employee rights or benefits are modified as a result of an annual updating, these changes are communicated to employees and to applicants for employment.

On a strictly voluntary basis, Western Carolina University invites all qualified protected veterans who are either employees or applicants for employment, and employees who have a disability, and who wish to benefit under the University's Affirmative Action Program to self-identify. Any individual who identifies himself/herself will not be subjected to any form of harassment or retaliation based on his/her status or self-identification. Further, this self-identification will be kept confidential.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities: (1) filing a complaint; (2) assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, as amended, VEVRAA, as amended, or any other Federal, State or local law requiring equal opportunity for disabled persons or qualified protected veterans or; (3) opposing any act or practice made unlawful by Section 503 of the Rehabilitation Act of 1973, VEVRAA or its implementing regulations in this part or any other Federal, State or local law requiring equal opportunity for disabled persons or for qualified protected veterans; or (4) exercising any other right protected by Section 503 of the Rehabilitation Act of 1973, or its implementing

regulations in this part or any other right protected by VEVRAA or its implementing regulations in this part.

The target veteran groups include:

1. Disabled Veteran;
2. Veterans who served on active duty in the Armed Forces during a war or in a campaign or expedition for which a campaign badge has been authorized;
3. Veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces Service Medal was awarded pursuant to Executive Order No. 12985;
4. Recently Separated Veterans.

### **Review of Personnel Processes**

Western Carolina University reviews annually its personnel processes to determine whether its present procedures ensure careful, thorough and systematic consideration of the qualifications of known qualified individuals with disabilities and qualified protected veterans. This review covers all procedures related to the filling of job vacancies either by hire or promotion, as well as all training opportunities offered or made available to employees.

In determining the qualifications of veterans, Western Carolina University limits its consideration of a qualified protected veteran's military record, including discharge papers, to only that portion of the record which is relevant to the specific job qualifications for which the veteran is being considered.

Based upon Western Carolina University's review of its personnel processes, the University will modify the personnel processes when necessary, and will include the development of new procedures in the Affirmative Action Program to ensure equal employment opportunity.

### **Review of Physical and Mental Job Qualification Standards**

Western Carolina University commits to reviewing the physical and mental job qualifications of all positions during the respective plan year to ensure that, to the extent that such qualification requirements tend to screen out qualified individuals with disabilities and qualified disabled veterans, job qualifications are consistent with business necessity and the safe performance of the job.

No qualification requirements were identified which had a screening effect. All job qualification requirements were found to be job-related and consistent with business necessity and safety.

Western Carolina University will continue to review physical and mental job qualification requirements whenever a job is vacated and the university intends to fill it through hiring, promotion or transfer and will conduct a qualifications review whenever job duties change.

If at any time Western Carolina University should inquire into an employee's physical or mental condition or should conduct a medical examination prior to a change in employment status, Western Carolina University affirms that information obtained as a result of the inquiry will be kept confidential, except as otherwise provided for in the Section 503 regulations. The results of the examination or inquiry will be used in accordance with the Section 503 regulations.

### **Reasonable Accommodation to Physical and Mental Limitations**

Western Carolina University commits to making reasonable accommodation to the known physical or mental limitations of qualified individuals with disabilities and qualified disabled veterans, unless such accommodation would impose an undue hardship on the conduct of its business. Western Carolina University also commits to engaging in an interactive process with the person requesting the accommodation (or their representative), as needed, to determine an appropriate accommodation. Undue hardship will be determined by assessing whether the requested accommodation would cause significant difficulty or expense as provided for in the Section 503 regulations.

## **SECTION II**

### **ASSIGNMENT OF RESPONSIBILITY AND ACCOUNTABILITY**

#### **GOVERNOR**

The Governor of the State of North Carolina has overriding responsibility for the State's equal employment opportunity policies and programs. The responsibility for the actual development and implementation of individual equal employment opportunity plans and programs is delegated by the Governor to each university chancellor and each head of a department of State and each head of a State agency or commission.

#### **OFFICE OF STATE HUMAN RESOURCES RESPONSIBILITIES**

The Office of State Human Resources shall develop and implement a State Equal Opportunity Employment plan for SPA employees to promote equal opportunity throughout state government. The Plan shall include, but not be limited to, a policy statement and the following elements:

- Recruitment
- Disciplinary Process
- Selection Processes
- Hiring
- Promotion
- Training
- Compensation and Benefits
- Performance Appraisals
- Reduction in Force
- Harassment Prevention
- Evaluation Mechanism
- Reporting Mechanism
- Transfer and/or Separation
- Grievance Procedures

The Office of State Human Resources shall provide:

1. technical assistance, to include one-on-one or group consultation and an EEO Planning and Resources Guide to aid in the development and implementation of an effective plan and program.
2. training for: a) EEO Officers, EEO committee members and others responsible for the development and/or implementation of the EEO Plan and Program, b) agency heads, chancellors, managers and supervisors on diversity and EEO issues through the EEO Institute, and c) all employees on unlawful workplace harassment prevention, reasonable accommodations for the disabled, diversity issues, and other EO issues as appropriate.

3. monitoring to assess each agency's and university's progress.
4. oversight to ensure that the EEO plan and program in each agency and university complies with the minimum established measures in content and elements for an effective plan and program.
5. evaluation criteria to review, assess and report the status of each agencies and university's EEO plan, policies, procedures, practices and programs, in order to determine if they are administered in a consistent and fair manner. Evaluation will include an on-site component.
6. Support programs to enhance each agency's and university's efforts to attract, develop, promote, and retain a diverse workforce and to meet program objectives. The Office of State Human Resources shall develop data systems and design tools to Review data and analyze the degree of diversity within each occupational category. The information collected from the data systems, tools, and analysis will be used to evaluate trends related to all aspects of employment in order to determine the impact of all personnel policies and practices on EEO throughout State government and within each agency and University.

## **WESTERN CAROLINA UNIVERSITY RESPONSIBILITIES**

The Chancellor of Western Carolina University has the ultimate responsibility for ensuring that EEO policy and programs are fully developed and successfully implemented. Each senior administrative officer of the University is then responsible to the Chancellor for carrying out those aspects of the Affirmative Action Plan that are relevant to the officer's area. The Chancellor has charged the Office of Human Resources and the Office of Equal Opportunity and Diversity Programs with the responsibility for assuring implementation of the university Affirmative Action Plan. These offices monitor compliance with the program in order to assure consistency and progress toward the university's goals.

### **Equal Opportunity Programs**

The Office of Human Resources in conjunction with the Office of Equal Opportunity and Diversity Programs is charged with implementing and monitoring the daily operations of the university's Affirmative Action Plan. Responsibilities include but are not limited to the following:

- Develop policy statements and internal and external communication of those policies.
- Develop Affirmative Action Plan and the North Carolina EEO State Plan including goals and timetables for reduction of underutilization of protected group workers.
- Review hiring recommendations for compliance with EEO program objectives prior to the final university hiring decision.

- Maintain and analyze data on employment practices to: monitor and evaluate the effectiveness of the Affirmative Action Plan; identify area where further action is needed; and advise the Executive Staff of the program's impact and effectiveness on University workforce demographics.
- Provide and/or coordinate EEO training for management and other employees.
- Provide confidential counseling or consultation for management and other employees in matters involving EEO concerns or complaints alleging discrimination (formally, informally, and within university guidelines).
- Coordinate special programs (internally or with Office of State Personnel) to achieve program objectives and to provide for management and employee input and assistance in program development and implementation.
- Maintain all required records.

### **Director of Human Resources**

The Human Resources Director, in cooperation with the designated EEO Officer, is responsible for ensuring the following:

- The recruitment of new faculty and staff includes a wide pool of applicants so that all qualified women, minorities, qualified Veterans, disabled persons and members of other protected classes are afforded the opportunity to compete for each position opening.
- Accurate records are kept of all who apply for or are considered for any university employment.
- Notification of all equal employment opportunity laws and regulations is given to all employees.
- A personnel database is kept in a manner consistent with applicable employment practice laws and regulations, and with this Plan.
- The employee benefit program is presented to each new employee to fully explain the program and to assist each employee in the establishment and periodic updating of that person's benefit options.
- The grievance processes for EPA and SPA employees are mediated and monitored in a manner consistent with the Affirmative Action Plan and all applicable laws and regulations.
- University supervisors and employees are advised concerning personnel matters and University policies on employee relations in a manner which ensures equal treatment for all.
- All University job classifications are periodically reviewed to ensure that they conform with legal and regulatory requirements and with the provisions of the Affirmative Action Plan.

- Any training programs shall be offered and shall be equally accessible to all eligible employees regardless of sex, race, color, age, religion, disabled status, veterans status, national origin or other relevant criteria.

## **Managers and Supervisors**

Decisions that impact most directly on the success of the EEO program are made by persons at the managerial and/or supervisory level, therefore the roles of manager and supervisor are most crucial to the program. Each manager and supervisor is responsible for implementing the specific elements of the Affirmative Action Plan that are designed to eliminate barriers to equal employment opportunity which cause underutilization. The specific responsibilities of managers and supervisors include, but are not limited to:

- Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when necessary;
- Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur;
- Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities;
- Maintaining a diverse workforce for the department, division, work unit, or section; and
- Providing a work environment and management practice that supports equal opportunity in all terms and conditions of employment.

## **Equal Employment Opportunity (EEO) Committee**

EEO Committee responsibilities shall include, but are not limited to:

1. serving as a communication link between managers and employees and the EEO staff on aspects of the EEO plan and program.
2. reviewing and evaluating the equal employment opportunity plan and program.
3. reviewing workforce representation data in each occupational category.
4. surveying the organizational climate, employee attitudes, and evaluating the resultant data.
5. meeting with the agency head or university chancellor in conjunction with the EEO Officer to discuss EEO programs, report on the employees' concerns, and recommend changes or additions to the EEO policy, plan, or program.
6. identifying recruitment resources and other activities designed to strengthen the EEO program.
7. meeting as a committee at least once per quarter.

**SECTION III  
DISSEMINATION OF POLICY  
41 CFR 60-2.13(b) AND 2.21**

Western Carolina University is committed to equal opportunity and exhibits this by disseminating the policy and affirmative action plan. The Chancellor and Vice Chancellors continually emphasize that commitment at all levels of University employment. The following specific actions have been instituted to distribute the policy and will continue:

Internal Dissemination and Communication Procedures

1. The Equal Employment Opportunity Policy is included in the Western Carolina University Employment Policies for University Employees.
2. The Equal Employment Opportunity Policy and information on affirmative action is included in the Faculty Handbook and Staff Handbook as well as the Student Handbook.
3. Each new employee will be made aware of and provided access to the University EEO Policy.
4. The Equal Employment Opportunity Policy and information on affirmative action are explained and discussed with faculty/administrator search committees and supervisory personnel as they organize for the search process.
5. The Equal Employment Opportunity Policy is provided to all department/office heads as well as being posted in conspicuous places throughout the campus.
6. The WCU "Equal Opportunity Employer" statement is included on appropriate forms and publications.
7. A conscientious effort is made by the Department of Public Relations to publish articles covering promotions and achievements of women, minorities, and other employees in internal publications as well as local news media.
8. Summaries of the University EEO Report are provided to the Provost, Vice Chancellors, Deans, and Director of Equal Opportunity and Diversity Programs.
9. Copies of the Affirmative Action Plan are placed on the University website and will be made available to anyone upon request to the University Affirmative Action Officer.

## External Dissemination and Communication Procedures

1. All recruiting sources, including State employment agencies, educational institutions and social service agencies are informed of The North Carolina Arboretum's policy concerning the employment of qualified women and minorities, qualified individuals with disabilities and qualified protected veterans and have been advised to actively recruit and refer qualified persons for job opportunities.
2. All subcontractors, vendors and suppliers are sent written notification of The North Carolina Arboretum's Equal Employment Opportunity and Affirmative Action policies regarding the employment of qualified women and minorities, qualified individuals with disabilities and qualified protected veterans.
3. The equal employment opportunity clause concerning the employment of qualified women and minorities, qualified individuals with disabilities and qualified protected veterans are included in all non-exempt subcontracts and purchase orders.
4. A conscientious effort is made by Public Relations to publish articles covering promotions and achievements of women, minorities, and other employees in external media sources.

## **SECTION IV ELEMENTS OF THE AFFIRMATIVE ACTION PLAN**

This Affirmative Action Plan (AAP) reflects the commitment of Western Carolina University to ensure equal opportunity in its establishment for all its applicants and employees and to identify and remove any barriers to equal opportunity and employment.

This AAP covers the 12-month period of October 1, 2013 to September 30, 2014.

### **AAP Elements**

- A. Workforce Analysis
- B. Job Group Analysis
- C. Determination of Availability and Comparison of Incumbency to Availability
- D. Set Placement Goals

### **Workforce Analysis**

The workforce analysis includes lists of the organizations entire staff showing each job title in the establishment by departments, ranked from lowest to highest rate range. For each job title, the number of employees, the range of compensation, and incumbent distribution among females and males of various racial groups are reported.

### **Job Group Analysis**

In order to establish each job group, Western Carolina University has surveyed its workforce and placed various positions into groups having similar content, wage rates, and opportunities. The Job Group Analysis is a listing of all the job titles that make up each job grouping. The sex and race of each incumbent in the various jobs are also identified. See below for the listing of job titles that comprise each subgroup (41 CFR 60-2.12©).

Different salary grades and ranges have been combined within job groupings in order to make each grouping large enough to be statistically significant. This is in response to the regulations emphasis on grouping jobs with similar responsibility, similar pay or salary clusters, and similar opportunities for training, transfer, and advancement.

Job titles that comprise each Job Group:

100-Administrators  
200-Faculty, Kimmel School  
205-Faculty, Fine & Performing Arts  
210-Faculty, Health & Human Sciences  
220-Faculty, Arts & Sciences  
230-Faculty, Business  
240-Faculty, Education & Allied Professions  
250-Library  
300-Other Professionals  
400-Technicians and Paraprofessionals  
500-Office Support and Clerical  
600-Skilled Craft Workers  
720-Safety & Security  
730-Other Auxiliary Services

### **Determination of Availability and Comparison of Incumbency to Availability**

The purpose of the availability analysis is to determine the representation of minorities and women among those qualified (or readily capable of becoming qualified) for employment for each job group in the workforce. Availability is the yardstick against which the actual utilization of minorities or women in each job group is measured. The Two-Factor Analysis, as defined by the Office of Federal Contract Compliance Programs (OFCCP), is used to determine availability in the work force. This method involves the following steps:

- Determine availability of minorities and females in each job category by two established factors. The two factors are: (1) the number of qualified employees from the organization's internal labor force, and (2) the number of qualified persons from the population within the determined reasonable recruitment area;
- Determine underutilization by comparing actual workforce data to established availability in each job category;
- Determine projected hires based on the projected turnover percentage in each job category where underutilization exists;
- Formulate a set objectives for the initial reduction and the proposed elimination of the underutilization in each job category; and
- Develop procedures and programs to facilitate the likelihood of achievement of program objectives within the established time frames.

Underutilization of women or racial/ethnic minorities exists in a job group when the actual number of employees is less than the number that would reasonably be expected by their availability. The Office of Federal Contract Compliance Programs' definition of underutilization relies on a standard of reasonableness. Institutions may select among three recognized standards: the Any Difference Test; an 80% test; and a standard deviations test. The University's goals have

been set by applying the "Two Standard Deviation Rule." In using this measure for determining underutilization one effectively deals with the imprecision associated with personnel data and work force shifts. The "Two Standard Deviation Rule" is based on the observation that if the employer pays no attention at all to race or sex in placing people in jobs, there would be some natural degree of departure from perfect parity, both above and below, and that only extreme departures below parity should be construed as evidence of possibly discriminatory practices. If the difference between actual utilization and the availability percentages results in two points from the mean, then the difference may be significant and a goal should be set.

For analysis and evaluation, Western Carolina University's employee complement is divided into 14 job groups -- defined by similarity of opportunity, content, and salary or wage scale. Seven of the 14 job groups represent faculty employees, which are grouped according to disciplines that correspond to readily available labor market information from the Survey of Earned Doctorates. All other job groups are analyzed using national, state, or regional labor market information from the 2010 national census.

Workforce availability is adjusted for the number of qualified employees in each race and gender category that are considered promotable, transferable, and trainable within the organization to determine the overall recruitment area availability. The institution's workforce needs are addressed by identifying the groups that are underutilized (defined as having fewer employees in a demographic group in a particular occupational category than would reasonably be expected based on the appropriate census data).

**SECTION V**  
**EQUAL EMPLOYMENT OPPORTUNITY PROGRAM ACTIVITY**

**PRIOR YEAR'S AAP AND PERFORMANCE**

Summary of Prior Year's Affirmative Action Plan—Demonstration of Good-Faith Effort

Pursuant to 41 CFR 60, Western Carolina University undertakes an annual evaluation of the representation of women and racial/ethnic minorities among its employees in relation to their representation. While fluctuations in the representation of women and racial/ethnic minorities within our employee complement occur naturally from year to year, the crux of equal employment opportunity/affirmative action planning is the comparison of the university's workforce to the corresponding labor market on a job group by job group basis. In the simplest of terms, the goal of the university's EEO/AA plan, over time, is for the university workforce to reflect the labor market. The focus of the Affirmative Action plan is to reflect any progress made in the past year as well as to identify where continuing improvement is needed to achieve parity with labor market availability.

As of October 1, 2013, the total number of employees at Western Carolina University increased by 37 from the previous year. All recruited faculty and administrative positions were at minimum advertised with the Chronicle of Higher Education or HigherEdJobs.com, InsideHigherEd.com, the university web page, the State of North Carolina home page, and the North Carolina Department of Employment Security. All other externally posted positions were at minimum, advertised internally, on the University web page and with the North Carolina Department of Employment Security.

The overall number of faculty increased by five for the 2012-2013 plan year from 488 to 493 with female faculty representation increasing by two and minority faculty decreasing by one. The University has taken several proactive steps to recruit for minority faculty and have made efforts in this area to increase minority representation. Examples of past efforts have included: notices were sent to historically minority colleges and universities for key recruited faculty positions and phone calls were made to department heads at universities with high minority enrollment in specifically targeted programs; The formation and active involvement of a campus-wide Council on Diversity and Inclusion. This council, which includes representation that is both internal and external to the university, serves in an advisory capacity and provides crucial insight to the University EEO Officer in the effort to eliminate any artificial barriers to employment opportunities for all qualified individuals that may exist in any University programs or policies. Irrespective of economic and/or geographical factors Western understands the importance of developing and promoting a diverse workforce and recognizing the challenges encountered with successfully recruiting and retaining minority faculty

and staff to the university. As such, the university has charged the Council on Diversity and Inclusion with identifying campus-wide diversity initiatives and formally developing and implementing an institutional diversity plan as it pertains to increasing minority workforce representation. Western Carolina University Diversity Plan may be accessed at: <http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/chancellors-division/equal-opportunity-and-diversity-programs/council-on-diversity-inclusion.asp>

A description of each job group follows with statistics describing the 2012-2013 plan year.

### **Job Group 100: Administrators**

36.2% of the administrators are female and 8.5% are minorities (an increase of 1.8%). It has been determined from census and workforce data that the overall availability for administrators is 40.4% female and 19.3% minority. Results show that the percentages for minority employees in this job group are still below national availability data.

### **Job Group 200: Faculty, Kimmel School**

The Kimmel School includes the disciplines/departments of Construction Management and Engineering Technology. The faculty is 4.6% female (an increase of 4.6%) and 40.9% minority (an increase of 9.1%). The total number of faculty is 22. Full time tenure track faculty are externally recruited nationwide, as is typical of any college or university seeking faculty with Ph.D. degrees in specific disciplines. Compiled statistics from Summary Reports: Doctorate Recipients from U.S. Universities (1998-2008) indicate that availability for females in this job group is 14.6% and minority availability is 31.0%. Significant strides in minority and female representation have been made in this college.

### **Job Group 205: Faculty, Fine & Performing Arts**

Fine & Performing Arts includes the disciplines of the School of Art & Design, School of Music, and the Department of Stage & Screen. The faculty is 25.9% female (5% decrease) and 0% minority (unchanged from previous year). The total number of faculty in this college is 54 (decrease of 1 from the previous year). Full time tenure track faculty are externally recruited nationwide. Compiled statistics from Summary Reports: Doctorate Recipients from U.S. Universities (1998-2008) indicate that availability for females in this job group is 45.6% and minority availability is 14.0%. As both incumbent percentages are significantly below expected availability, it is imperative to continue to place strong emphasis on diversity recruitment for vacant faculty positions in this college.

### **Job Group 210: Faculty, College of Health & Human Sciences**

The College of Health & Human Sciences includes the departments/disciplines of Communication Sciences & Disorders, the School of Nursing, the School of Health Sciences, Social Work, and Physical Therapy. The faculty is 73.8% female and 3.6% minority (an increase of 1.4%). The total number of faculty in this college is 84 (decrease of six from the previous year). Full time tenure track faculty are externally recruited nationwide. Compiled statistics from Summary Reports: Doctorate Recipients from U.S. Universities (1998-2008) indicate that availability for females in this job group is 73.6% and minority availability is 20.1%. As incumbent percentages for minority faculty are well below expected availability, it is imperative to continue to place strong emphasis on diversity recruitment for vacant faculty positions in this college.

### **Job Group 220: Faculty, College of Arts and Sciences**

The College of Arts and Sciences includes the disciplines/departments of Anthropology and Sociology, Biology, Chemistry and Physics, Communication, Criminal Justice, English, Geosciences and Natural Resources Management, History, Mathematics and Computer Science, Modern Foreign Languages, Philosophy and Religion, and Political Science and Public Affairs. The faculty is currently 41.9% female and 5.4% minority (a decrease of 3.5%). Open Faculty positions are recruited nationally, and nationwide statistics show that these disciplines have availability of 42.7% female and 22.0% minority. Female representation in this college remains in line with national data however representation of minority faculty in this job group remains below nationwide expected availability. A strong emphasis on the recruitment and retention of qualified minority faculty will need to continue.

### **Job Group 230: Faculty, College of Business**

The College of Business includes the disciplines/departments of Accounting, Finance, Information Systems, and Economics; Business Administration and Law and Sport Management; Global Management and Strategy; Sales, Marketing, and Hospitality and Tourism; and the Center for Entrepreneurship and Innovation. The faculty composition is 34.4% female (decrease of 3.8%) and 13.1% minority (an increase of .4%). Nationwide statistics show an external availability of 63.7% female and 23.6% minority.

### **Job Group 240: Faculty, College of Education and Allied Professions**

The College of Education and Allied Professions (COEA) includes the departments of Educational Leadership and Foundations; Elementary and Middle Grades Education; Health, Physical Education & Recreation; Human Services; and Psychology. The faculty consists of 61.6% female and 5.8% minority (an increase of .4%). Nationwide availability statistics show 69.8% female and 20.1%

minority. The COEA has implemented a college-wide Diversity Committee which has been charged with participating in all COEA faculty searches and strategically identifying ways to enhance overall diversity. Overall results of this initiative have been favorable. While the data shows that improvements are being made in this college, minority faculty representation remains substantially below national averages and a need for continued efforts to recruit minority candidates still exists.

### **Job Group 250: Library**

The composition of professional staff in the library includes 72.2% female and 11.1% minorities (4.8% increase). The national availability for this job group is 63.1% female and 26.2% minority. The recruitment and outreach to minority candidates will continue to be strongly emphasized for upcoming vacancies within the Library.

### **Job Group 300: Other Professionals**

This job group includes professional staff (excluding faculty and administrators) such as auditors, accountants, university physicians, nurses, counselors, advisors, etc. This job group is composed of 58.6% female and 8.4% minority. Female representation increased by .7% while minority representation during this period increased 1.6% from the previous year. These employees are also recruited nationally and external statistics based on 2010 census data show availability of 54.1% female and 22.3% minority. The percentage of females in this job group exceeds national availability.

### **Job Group 400: Technicians and Paraprofessionals**

This job group is composed of 31.8% female and 4.6% minority (compared to 32.4% and 4.9% for 2012). The total number of employees in this job group increased by 8 (102 to 110) for the current plan year. Employees in this job group are primarily recruited from the local four county recruitment area (Jackson, Macon, Transylvania, Haywood) and external availability statistics based on 2010 census data show 41.5% female and 11.6% minority.

### **Job Group 500: Office Support and Clerical**

The Office Support and Clerical job group is composed of 94.4% female and 3.1% minority. Employees in this job group are primarily recruited from the local four county recruitment area (Jackson, Macon, Transylvania, Haywood) and external availability statistics based on 2010 census data show 81.5% female and 5.3% minority. The percentage of females in this job group exceeds local availability while minorities are underutilized. Continuing and focused minority recruitment efforts continue to be a need in this job group.

### **Job Group 600: Skilled Craft Workers**

This job group which includes positions such as electrician, mechanic, carpenter, plumber, etc. is composed of 2.5% female and 1.3% minorities. Employees in this job group are primarily recruited from the local four county recruitment area (Jackson, Macon, Transylvania, Haywood) and external availability statistics based on 2010 census data show 3.4% female and 8.4% minority. Consequently, there continues to be a great need to recruit and attract females and minorities in any vacant position in this job group.

### **Job Group 720: Safety and Security**

The Safety and Security job group which includes the University Police force is made up of 13.6% female and 4.6% minority. These positions are traditionally recruited from the local four county region and external availability statistics based on 2010 census data show 24.5% female and 10.7% minority.

### **Job Group 730: Other Auxiliary Services**

This job group which includes positions such as food service workers, grounds workers, general utility workers, housekeepers, etc. is composed of 43.8% female and 2.0% minority. Employees in this job group are recruited from the local four county recruitment area and 2010 census data shows an external availability of 43.0% female and 8.7% minority. As positions in this job group become vacant, a continued strong emphasis needs to be placed on recruiting qualified minorities into this job group.

### **Recruitment**

The Office of Human Resources (OHR) at Western Carolina University has centralized administrative responsibility for all University employment processes to include recruitment. Through established procedures that are consistent with the University's equal employment opportunity policy statement OHR will work to achieve a diverse workforce that successfully meets the needs and demands of the University.

To ensure compliance with State and Federal laws, OHR approves the placement of advertisements and the screening of applications. Media sources include newspapers, occupation specific publications, professional journals, professional association newsletters, and Internet sites. Recruitment for staff and faculty positions includes, but is not limited to, the following activities: posting with the North Carolina Division of Employment Security; posting on the university jobs website (<http://jobs.wcu.edu>); placement with career websites such as HigherEdJobs.com and InsideHigherEd.com; weekly postings with minority publications such as the Cherokee One Feather; contacts with minority and women's colleges and universities; technical school recruitment visits; and developing relationships with various community organizations and agencies.

To begin the recruitment process, departments create and submit an online vacancy notice to the Office of Human Resources to recruit for a vacancy. Upon receiving the notice, the designated Recruitment Coordinator posts the vacancy and assists the hiring department in the recruitment, screening, and referring of applications for the position. SPA staff vacancies must remain open a minimum of seven workdays after being posted. Tenured track faculty and EPA non-faculty positions should remain open a minimum of 30 calendar days. The Recruitment Coordinator consults with the Hiring Department to develop an appropriate recruitment plan (to include any special diversity recruitment efforts).

Individuals interested in permanent University employment must complete an online application for employment and all applications must be initially evaluated by the Office of Human Resources or approved search committee. Applicants are considered for only those specific vacancies for which they apply. For SPA positions, the Recruitment Coordinator evaluates each applicant's education, experience, skills, and competencies in relation to valid job requirements and as indicated in the University's Merit Based Recruitment and Selection Plan. Additionally, the Recruitment Coordinator identifies any special priority considerations, such as promotional priority, re-employment (layoff) priority, veteran's preference or return from workers compensation and works with the hiring to department to ensure proper priority is awarded. For EPA Faculty and Non-Faculty positions, the Recruitment Coordinator works with the designated search committee to ensure all application materials are given proper consideration, all appropriate preferences are afforded, and all search procedures are followed.

### **Disciplinary Process**

Western Carolina University administers a successive disciplinary process for SPA employees by which discipline is administered only for just cause and apportioned to the degree of severity and frequency of unacceptable employee performance or conduct. All disciplinary actions are to be administered consistently and equitably without regard to race, color, sex, gender identity or expression\*, sexual orientation\*, genetic information, religion, age, political affiliation, national origin, or disability. All disciplinary actions are subject to the approval of the Office of Human Resources to ensure all aspects of the disciplinary process have been followed. This policy provides employees and management with a process for correcting and improving performance problems and handling instances of unacceptable personal conduct or grossly inefficient job performance. Any employee of the University may be warned, demoted, suspended or dismissed for just cause. However, SPA employees must receive successive discipline as prescribed in this policy. Unsatisfactory job performance, grossly inefficient job performance or unacceptable personal conduct constitutes just cause for discipline or dismissal. When just cause exists, the only disciplinary actions provided under this policy are: written warning; disciplinary suspension without pay; demotion; or dismissal. Additional information on the university SPA Disciplinary process is available at: <http://www.wcu.edu/25347.asp>

*\*Western Carolina University recognizes that the categories of gender identity or expression and sexual orientation are not protected categories under federal or state laws. By extending protection to these categories as an internal policy matter it is not the intention of the University to create any rights that either may be pursued or enforced off-campus, that extend to the employee benefits package made available by the State of North Carolina or other off-campus entities, or that interfere with the University's relationships with outside organizations, including the federal government, the military or private employers.*

## **Selection**

The goal of the selection process is to find the best available candidate for the recruited position. This candidate will possess the skills, knowledge, abilities, and competencies necessary to successfully fill the position. The hiring department is responsible for determining which applicants will be interviewed. Only those candidates that meet the minimum advertised qualification requirements may be considered for an interview. The department maintains summaries of all interviews. Interview guidelines and effective interview training is provided by the designated Recruitment Coordinator and the Office of Human Resources to facilitate proper interviewing procedures. When the interview process has been completed and a candidate selected, the department submits an online Hiring Proposal to the Office of Human Resources where the request is evaluated to ensure all university equal opportunity commitments have been met and all university, state, and federal policies, procedures, and regulations have been satisfied.

## **Job Structuring**

Western Carolina University is committed to maintaining campus-wide alignment in the classification of its positions. Currently, all SPA positions at the university are categorized within the statewide Career Banding classification and pay system. This Classification system provides a structured approach using consistent criteria for analyzing and classifying the duties and responsibilities of SPA positions. The Office of State Human Resources (OSHR) establishes and maintains the Career Banding classification and pay system for all SPA positions and exercises overall administrative authority of the system. Administration of the Career Banding classification and pay system at Western Carolina University is the responsibility of the Office of Human Resources. Criteria for the establishment, structuring, and alignment of EPA Faculty and Non-Faculty positions are determined based upon a variety of factors to include the relation to the overall mission of the institution, the needs of the department, and the availability of resources. Salaries for these positions are guided by comparison national CUPA data (all public institutions) and UNC system Peer Group salary ranges.

Current University policy requires that supervisors prepare and submit to Human Resources online job descriptions for each new position and/or to document changes in job duties for any existing position(s). Human Resources reviews the job description and interviews department representatives, employees, and supervisors as appropriate for any additional clarification of responsibilities.

Human Resources classifies the position by assigning it to the appropriate occupational category, classification/career band and corresponding salary range based on the duties, responsibilities, and competencies being performed in the position. Human Resources, under a Delegated Authority Agreement with OSHR, administers all SPA classification and career banding decisions and actions.

### **Promotion/Upward Mobility**

WCU, in maintaining its commitment to diversity and affirmative processes through the open recruitment of vacancies, does strongly advocate the upward mobility of staff through training and professional development programs that fully prepare the existing workforce for both current and future needs. Upward mobility includes upward movement in the same position through position reclassification, increased career banding competency level, or by transfer to another position within a higher career band or salary range within the university.

### **Employee Training**

Western Carolina University is committed to providing opportunities to enhance skills, expand levels of knowledge, improve job performance, encourage personal development/improvement, and explore career paths. Supervisors are expected to encourage employees to take advantage of training and educational opportunities that will enhance their knowledge, skills, and abilities and will contribute to the overall health of the institution. Western Carolina University's training programs are designed to: assist departments in retaining and motivating employees; provide employees with skills to meet the continuously changing technological demands; enhance professional development and further employee career goals; and provide management with the knowledge, principles, and skills to ensure effective, safe and productive work environments for their employees and departments. All educational and training programs sponsored by the University are well publicized and open to eligible employees.

### **Management Training**

Critical to the University's equal opportunity efforts and success are its management compliance training programs. Periodic special management training designed to cover all facets of the University's Equal Opportunity Policy and to define individual responsibility for the effective implementation of the University Equal Employment Opportunity plan is conducted. Additionally, ongoing day-to-day training occurs between managers and the Office of Human Resources. The centralized training administered by the Office of Human Resources is specific and comprehensive for managers/supervisors and is offered on a regular, recurring basis as follows: the definition of equal employment opportunity; the legal bases for equal opportunity; interpreting and applying equal opportunity policies and guidelines; unlawful workplace harassment policies, including the established procedures for reporting,

investigating and resolving such matters; preventing work place harassment; the guidelines for valid and legal selection procedures; and identifying and eliminating barriers which can lead to discrimination.

### **Compensation and Benefits**

University positions with similar duties and responsibilities are assigned to the same job category, classification or career band and corresponding salary range. Employees' salaries are based on the applicant's relevant training and experience, competencies, labor-market considerations, internal salary equity needs, and the availability of funds. Benefits that include leave policies; retirement plans; insurance programs; and other terms, conditions and privileges of employment; are equally available without discrimination to all employees.

### **Performance Appraisal**

Western Carolina University is committed to administering a Performance Management Program that is consistent with GS 143A-17, GS 143 B-10 (h) and State Human Resources Commission policy. This program begins with strategic planning that establishes long-term goals and short-range objectives that may then be used at the work unit level to develop individual work plans for employees in each unit. Individual work plans clarify how an employee's job duties relate to the goals of the work unit, department and university.

Western Carolina University's Performance Management Program is applicable to all EPA Non-Faculty employees and all SPA employees who hold a probationary, time-limited, trainee or permanent appointment and involves supervisors and employees in a four-step process: determining performance expectations, establishing a development/improvement plan if appropriate, reviewing expectations and performance at the mid-point of the cycle, and conducting an annual performance appraisal. The program promotes communication between employees and supervisors and involves employees in setting performance expectations. Components of the program include a work plan for each employee, a rating scale containing five performance levels, an annual performance review, an employee development/improvement plan, training for supervisors and employees and a procedure for resolution of disputes arising from appraisal or salary increase decisions.

The Performance Management Program also serves to provide information pertinent to various personnel decisions such as promotion, demotion, merit increases, reduction-in-force, and disciplinary actions.

Program compliance for SPA employees is monitored by the State Human Resources Commission through the Office of State Human Resources and by the University's Office of Human Resources. Program compliance for EPA employees is monitored at the University level by the Office of Human

Resources. Overall responsibility for effective program administration rests with the University. Supervisors are responsible for evaluating employees under their supervision and, in turn, are evaluated by their supervisors on how well they perform this duty.

The goals of Western Carolina University's Performance Management Program are to:

- Insure that employees know what is expected of them regarding their work performance;
- Provide employees with regular feedback regarding their job performance;
- Encourage communication between supervisors and employees;
- Provide an equitable basis for appraising employee job performance;
- Provide a sound basis for making personnel decisions;
- Provide developmental opportunities

For EPA Faculty, an Annual Faculty Evaluation is conducted ([http://www.wcu.edu/webfiles/pdfs/provost\\_4.05\\_annual\\_faculty\\_evaluations.pdf](http://www.wcu.edu/webfiles/pdfs/provost_4.05_annual_faculty_evaluations.pdf)) to evaluate and provide feedback on overall performance.

### **Transfer and/or Separation**

Western Carolina University has in place a structured and uniform procedure for employees transferring and/or separating from employment. University procedures require that notification of separation be submitted to the Office of Human Resources as soon as notification of an employee's intended separation is received. If the separation is due to a resignation or transfer, the employee's letter of intent must accompany the notification. The Office of Human Resources conducts an Employee Exit Interview process for employees leaving university employment. The purpose of this program is to ensure that all internal separation processes have been completed and to serve as a feedback mechanism to enhance overall employment practices and processes.

### **Grievance Procedures**

It is Western Carolina University's policy to provide a means of communication between supervisors and employees and establish principles of administration to insure a prompt, orderly and fair response to either an SPA or EPA employee's grievance. The objectives of each of these policies are intended to assure that employees can get their complaints considered rapidly, fairly and without fear of reprisal; take steps to ensure costs to process grievances are contained; and, resolve workplace issues efficiently and cost effectively. Additional information on the University Grievance policy and procedures is available at: SPA: <http://www.wcu.edu/chancellor/index/universitypolicy/policy77.html>

EPA:<http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/university-policies/numerical-index/university-policy-112.asp>

### **Equal Employment Opportunity Institute (EEOI)**

In accordance with General Statutes (126.16.1), Western Carolina University participates in the North Carolina Office of State Human Resources sponsored Equal Employment Opportunity Institute (EEOI) for managers and supervisors. The EEOI program is offered on the Western Carolina University campus twice per academic year and is provided to newly hired managers and supervisors and any managers and supervisors who have not previously completed the training. A total of 58 WCU managers and supervisors completed EEOI training during the previous plan year.

### **Internal Monitoring, Evaluation, & Reporting Procedures**

The Office of Human Resources maintains primary responsibility for monitoring, analyzing and evaluating the University's equal opportunity progress. All areas of the employment process are monitored and regular reports and updates are provided to ensure compliance with and a commitment to equal employment opportunity. Regular reports are generated regarding the number of applicants, hires, promotions, transfers, and separations in each job group. Analyses are performed to determine whether women or minorities have been adversely impacted in any of these areas and if warranted, appropriate corrective action is determined.

## **VI. REDUCTION IN FORCE OF EMPLOYEES SUBJECT TO THE STATE PERSONNEL ACT**

The Reduction-In-Force (“RIF”) policy (“RIF Policy”) assures equitable treatment of SPA employees when a RIF becomes necessary. A RIF might become necessary because of a reduction in work or funds, abolishment of a position, or other material change in duties or organization. A RIF decision should be reached only after other applicable measures have been explored, including but not limited to such actions as: delaying the filling of or elimination of vacant positions; limits on purchasing and travel; retraining of employees in needed skill sets; or job sharing and work schedule alternatives.

### **DEFINITIONS**

“**Work Unit**” is a formally established and recognized unit, section, college, division, or department of Western Carolina University (the “University”) in which employees perform a closely related set of functions or duties. A Work Unit manager may define individual research projects headed by a Principal Investigator (“PI”) as a separate work unit for the purposes of this RIF Policy. Any such assertion is subject to appropriate justification that demonstrates the unique nature of the research project and the skills of its assigned staff members as contrasted with other research projects supervised by either the same or differing PIs within the same college or department.

### **COVERED EMPLOYEES**

This RIF Policy applies to:

- SPA employees (full-time and part-time) holding permanent appointments; and
- SPA employees with trainee appointments who have completed six (6) months of service (or who attained permanent status prior to entering a trainee appointment).

The following types of SPA employees may be separated without following the procedures found within this RIF Policy:

- SPA temporary employees;
- SPA employees within their probationary periods;
- SPA employees with time-limited permanent appointments; and
- SPA employees with trainee appointments who have not completed six months of service and had not attained permanent status prior to entering a trainee appointment.

Although this RIF Policy does not apply to EPA and student appointments, Work Unit managers should consider all staffing resources when determining positions to retain.

## **PROCEDURES**

A RIF decision requires a thorough evaluation of the need for specific positions and the relative efficiency of affected employees so that the University can provide the highest level of service possible with a smaller work force. The decision to separate an employee or group of employees pursuant to this RIF Policy rests with the manager overseeing the affected Work Unit(s).

The Work Unit manager determines which employees shall be separated by applying the following factors in order:

1. **University needs.** Consider the continuing work to be performed by the Work Unit(s) and the number of positions in each branch, role, and competency level necessary to perform the continuing work. Once the position(s) to eliminate have been identified, management must consider all employees in positions with the same or related classification within the affected Work Unit. "Same or related" classification means positions in the identified branch, role and competency level in order to identify the affected employees and apply the remaining guidelines.
2. **Type of appointment.** SPA time-limited, temporary, probationary or trainee employees (during their first six (6) months of training) who perform work in the same or related SPA job classification within the affected Work Unit must be separated before any employee with a permanent appointment.
3. **Relative skills, knowledge, and productivity of employees.** Employees to be retained must demonstrate the skills and knowledge required for the continuing work of the Work Unit or be able to attain the requisite skills and knowledge within a reasonable period of time in accordance with the operational needs of the Work Unit. Selection must be consistent with the employee's most recent annual performance review and employee competency assessment as well as other relevant documentation.
4. **Length of total state service of employees.** Length of service shall be considered but may receive less weight in the determination. Eligible veterans must be accorded one (1) year of state service for each year (or fraction thereof) of military service, up to a maximum of five (5) years of credit.
5. **Workforce diversity.** In accordance with federal guidelines affecting equal employment opportunity, any application of the RIF Policy must be

reviewed by the affected Work Unit(s) and Human Resources to determine its impact on the workforce diversity within the Work Unit(s).

The Work Unit manager is accountable for documenting the basis for his/her decision in a manner that clearly demonstrates reasonable and consistent application of these factors. The Office of Human Resources will provide consultation to Work Unit managers regarding the effective application and interpretation of state policies and guidelines.

## **REVIEW AND APPROVAL**

The Work Unit manager submits a SPA RIF Request Form (available in Section XII below) to their executive manager (the Provost, Vice Chancellor for Administration and Finance, Vice Chancellor for Student Affairs, Chief of Staff, Chief Information Officer or Athletic Director, each of whom is referred to as the "Executive Manager") ultimately responsible for the Work Unit. The Executive Manager then submits a copy of the SPA RIF Request Form to the Office of Human Resources. The SPA RIF Request Form must indicate:

- the reason(s) for the RIF;
- the anticipated date of separation;
- name(s) of the employee(s) to be separated due to the RIF and justification for the decision;
- a listing of all vacant positions in the Work Unit which are in the same branch/role and competency level with a status of recruitment activity for those positions;
- what efforts the Work Unit manager made to avoid the RIF of selected employee(s);
- a brief explanation why action other than RIF is not possible;
- a management contact; and
- any other information that the Executive Manager believes to be relevant to the RIF.

The Office of Human Resources must provide the Work Unit with written approval of the RIF request before any RIF action can be taken.

SPA permanent employees must receive written notice of RIF at least thirty (30) calendar days prior to their effective separation date. Therefore, the Work Unit manager is expected to submit the SPA RIF Request Form to the Office of Human Resources at least six (6) weeks prior to the anticipated separation date of any employee to be separated due to the RIF, in order to provide adequate time both for review and the required notification to the employee(s).

## **BENEFITS PROVIDED TO AFFECTED EMPLOYEES**

SPA permanent employees are entitled to:

- One (1) year of employer contributions to the employee's (self-only) health insurance, if eligibility requirements are met; and
- Payout of vacation and bonus leave and other applicable paid time-off, upon the date of separation.

In addition, SPA permanent employees may be eligible for RIF benefits, including:

1. Up to four (4) months of severance pay based on total state service supplemented by an age adjustment factor (employees qualify for the age adjustment factor at 40 years of age); and
2. Priority re-employment consideration pursuant to law and policy.

Work Unit managers should consider the total budgetary cost of separating an employee through RIF when determining an appropriate separation date for affected employee(s). If the employee is eligible to receive severance pay, severance payments will be direct-deposited.

## **NOTIFYING AFFECTED EMPLOYEES**

After the SPA RIF Request Form has been approved by the Office of Human Resources and before the effective date of the RIF, the Work Unit manager provides the following information, in writing, to the employee(s) being separated due to the RIF:

- The reason for the RIF;
- The effective date of the RIF (must be at least thirty (30) calendar days after the notification date to the employee); and
- Notification that the Office of Human Resources will contact them to arrange for a RIF information session, including details on:
  - The University's policy on priority re-employment;
  - Completion of necessary application forms;
  - The availability of aid in seeking other employment;
  - Eligibility to apply for unemployment insurance benefits;
  - Other benefits information for separating employees;
  - The amount of severance pay being requested, if any; and
  - The right of SPA permanent employees to appeal the RIF through the University's SPA Grievance Policy.

## **REDUCTION OF HOURS (FTE) FOR POSITIONS**

To avoid a RIF, a Work Unit manager may consider reducing the regularly scheduled hours for position(s). If so, employees must be given the option of RIF in lieu of reduction in hours. In these situations, any reduction in hours for positions must be included in the Work Unit's SPA RIF Request Form. This RIF Policy does not apply to routine changes in hours related to contracts and grants management or to an employee request for a voluntary permanent or temporary reduction in hours.

## **ABOLISHMENT OF POSITION**

Once the SPA RIF Request Form has been approved by the Office of Human Resources, and once any employees have separated or been reassigned, the Work Unit manager must complete the RIF process by abolishing the approved positions pursuant to the SPA RIF Request Form.

## **APPEALS**

An SPA permanent employee who has received official notification of RIF may appeal the decision through the procedures established in the University's SPA Grievance Policy if he/she alleges the following:

- That the action taken is the result of a specific violation of this RIF Policy evaluation criteria; and/or
- That the action is due to prohibited discrimination based on a protected status of the employee; and/or
- That the action is retaliatory because the employee has alleged prohibited harassment or discrimination, has alleged improper government activities (whistleblower protection), or has participated in the grievance process.

An employee cannot grieve management's business decision to take RIF action on the grounds that the action is undesirable or inadvisable.

If an employee who has been separated because of a RIF is not satisfied with the University's final decision on the appeal, the employee may file an appeal with the North Carolina Office of Administrative Hearings in the following situations:

- The employee is alleging that the RIF separation was the direct result of retaliation for the employee's opposition to alleged discrimination based on the employee's age, sex, race, color, national origin, religion, political affiliation, or handicapping condition; or
- The employee alleges that the separation by RIF is the result of improper application of the veteran's preference policy.

The employee also may forgo utilizing the University's grievance process and appeal directly to the Office of Administrative Hearings if the employee alleges that the RIF action was the direct result of retaliation for the employee's opposition to alleged discrimination as noted above.

### **POLICY REVIEW**

This RIF Policy shall be reviewed and revised as necessary in the event that the North Carolina Office of State Human Resources revises its reduction-in-force policies.

## **VII. WESTERN CAROLINA UNIVERSITY UNLAWFUL WORKPLACE HARASSMENT PREVENTION PLAN**

### **SCOPE OF THIS POLICY**

This Policy applies to all applicants for employment or admission to University programs, officers and employees of the University, students, and persons who serve the University as its agent during the period of agency (e.g., volunteers).

With regard to SPA employees, this policy is intended to supplant former University Policy #70 and applies to former employees as well as full-time or part-time employees with permanent, probationary, trainee, time-limited/permanent or temporary appointments.

### **POLICY STATEMENT ON UNLAWFUL HARASSMENT**

The University is committed to equal opportunity in educational programs and employment for all persons regardless of race, color, religion, gender, age, national origin, disability, military veteran status, political affiliation or sexual orientation [\[1\]](#).

The University supports programs, curricula and extra-curricular activities that encourage inclusion and appreciation for all members of its community, and will not tolerate any unlawful harassment, as defined below, based on the above classes or characteristics to the extent that an employee's work performance is affected as described in Section IV below, or a student is effectively denied equal access to the University's resources and opportunities.

### **POLICY STATEMENT ON SEXUAL HARASSMENT**

Sexual harassment constitutes unlawful discrimination based on gender and threatens the University's culture of civility and mutual respect. It is the policy of the University that its employees and students should be free from sexual harassment by any University employee, student, visitor to the campus, or any agent or contractor having a business, professional, or educational relationship with the University, and sexual harassment as defined in this Policy will not be tolerated.

The University reaffirms its commitment to academic freedom in this Policy, but recognizes that academic freedom does not allow sexual harassment. The discussion of sexual ideas, taboos, behavior or language which is an intrinsic part of course content shall in no event constitute sexual harassment. It is recognized that an essential function of education is a probing of opinions and an exploration of ideas that may cause some students discomfort. It is further

recognized that academic freedom ensures the faculty's right to teach and the student's right to learn.

## DEFINITIONS

**“Sexual harassment”** is a type of discrimination and in the employment context includes, but is not limited to, the definition adopted by the Equal Employment Opportunity Commission (EEOC) Guidelines: unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature which may arise in one of the three following circumstances:

- a. submission to the sexual request or conduct is made either explicitly or implicitly a term or condition of employment (Quid Pro Quo);
- b. submission to or rejection of the sexual request or conduct is used as the basis for an employment decision affecting the individual (Quid Pro Quo);
- c. the sexual request or conduct has the purpose or effect of unreasonably interfering with an employee's work performance or education or creating an intimidating, hostile, or offensive environment (Hostile Environment).

With regard to students, sexual harassment is defined by the Office of Civil Rights (OCR) as unwelcome sexually harassing conduct that is so severe, persistent, or pervasive that it affects a student's ability to participate in or benefit from an education program or activity, or creates an intimidating, threatening or abusive educational environment (Hostile Environment). Additionally, Quid Pro Quo harassment occurs when a University employee causes a student to believe that he or she must submit to unwelcome sexual conduct in order to participate in a University program or activity.

Sexual harassment of students is a form of sex discrimination prohibited by Title IX.

Actions deemed to violate this Policy include, without limitation, the following examples:

- a. For employees or students to propose to other employees or students that they engage in or tolerate activities of a sexual nature in order to avoid some punishment or receive some reward; or
- b. To create a hostile environment as defined below; or
- c. To continue verbal or physical conduct of a sexual nature when an employee or student has indicated, by word or action, that such conduct is unwanted.

**“Unlawful harassment”** is a type of discrimination involving unwelcome or unsolicited speech or conduct based upon race, color, religion, gender, age, national origin, disability, military veteran status, political affiliation or sexual orientation, which creates a hostile environment for employees or students.

**“Hostile environment”** is one that a reasonable person (objective standard) would find hostile or abusive and one that a complainant under this Policy perceives to be hostile or abusive (subjective standard). Hostile environment is determined by looking at all of the circumstances, including the frequency of the allegedly harassing conduct, its severity, whether it is physically threatening or humiliating, the extent to which the conduct was intended to harm, harass or exploit the complainant, and whether the conduct actually and substantially interferes with an employee’s work performance or a student’s ability to participate in or to receive benefits, services, or opportunities in the University’s education programs and activities.

**“Quid Pro Quo”** sexual harassment consists of unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment or student’s academic success, or (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions or academic decisions affecting such individual.

**“Retaliation”** is adverse treatment which occurs because of opposition to unlawful harassment or sexual harassment.

## **COMPLAINT PROCEDURES - INFORMAL RESOLUTION**

A complainant may elect to discuss the problem directly with the person whose behavior is questioned before seeking formal assistance, which is recommended in most circumstances. Confronting the offending party in a conversation or in writing to request that s/he stop engaging in the offensive behavior may resolve the situation. Candid discussion between the parties involved about how a behavior made someone feel can be an empowering experience that overcomes the negative feelings associated with an incident. However, some situations may be so serious that informal action may not be appropriate and direct progression to the formal initiation of a complaint may be necessary. If a complaint is directed against a supervisor or administrator who would otherwise play a role in responding to and attempting to resolve the complaint, the complainant should not discuss his/her complaint with that supervisor but may discuss the complaint with the next supervisor in a direct line of authority.

## **COMPLAINT PROCEDURES – FORMAL RESOLUTION**

### **A. Initiation of Complaint**

In order to take appropriate remedial action, the University must be aware of sexual harassment, unlawful harassment or related retaliation. Therefore, anyone who believes that s/he has experienced or witnessed sexual harassment, unlawful harassment or related retaliation should promptly submit a complaint to the responsible persons listed below. Complaints should include the name and contact information of the complainant, the specific conduct that is the subject of the complaint, the name and contact information, if known, of the accused individual, and the name(s) and contact information of witnesses or other individuals having direct knowledge of the complaint.

#### **1. Complaints from Students**

(a) Student Complaints about Other Students. Complaints of this nature should be reported to the Department of Student Community Ethics (114 Scott East; telephone no. 227-7234) or the Office of the Vice Chancellor for Student Affairs (114 Scott East; telephone no. 227-7234) for investigation and resolution. Complaints should be made within 30 calendar days of the alleged harassing action to ensure a prompt, impartial, and complete investigation; however, the University reserves the right to initiate investigations and take action at any time depending on the nature of the alleged harassing action.

(b) Student Complaints about Employees (or agents and contractors of the University). Complaints of this nature should be reported to the Director of Equal Opportunity and Diversity Programs (520 HFR Administration Building; telephone no. 227-7116) for investigation and resolution. Complaints should be made within 30 calendar days of the alleged harassing action to ensure a prompt, impartial, and complete investigation; however, the University reserves the right to initiate investigations and take action at any time depending on the nature of the alleged harassing action. Investigations may be conducted in consultation with the Office of the Vice Chancellor for Student Affairs.

(c) The University shall take appropriate action within no more than 60 calendar days from receipt of written complaint. The University has the right to take appropriate action in fewer than 60 calendar days.

(d) The University shall provide a written response to the complaining student when the University has determined what action, if any, will result from the complainant's written complaint. In its response, the University shall not disclose confidential information about employees or other

students, in accordance with the requirements of applicable state and federal law.

## **2. Complaints from EPA Employees and Faculty Members**

(a) Employee/Agent Complaints about Students. Complaints of this nature should be reported to the Department of Student Community Ethics or the Office of the Vice Chancellor for Student Affairs for investigation and resolution. Complaints should be made within 30 calendar days of the alleged harassing action to ensure a prompt, impartial, and complete investigation; however, the University reserves the right to initiate investigations and take action at any time depending on the nature of the alleged harassing action. Investigations may be conducted in consultation with the Director of Equal Opportunity and Diversity Programs.

(b) Employee/Agent Complaints about Other Employees (or agents and contractors of the University). Complaints of this nature should be reported to the Director of Equal Opportunity and Diversity Programs for investigation and resolution. Complaints should be made within 30 calendar days of the alleged harassing action to ensure a prompt, impartial, and complete investigation; however, the University reserves the right to initiate investigations and take action at any time depending on the nature of the alleged harassing action.

(c) The University shall take appropriate action within no more than 60 calendar days from receipt of written complaint. The University has the right to take appropriate action in fewer than 60 calendar days.

(d) The University shall provide a written response to the complaining employee when the University has determined what action, if any, will result from the complainant's written complaint. In its response, the University shall not disclose confidential information about other employees or students, in accordance with the requirements of applicable state and federal law.

## **3. Complaints from SPA Employees**

(a) Complaints from an SPA employee concerning students should be reported to the Department of Student Community Ethics or the Office of the Vice Chancellor for Student Affairs for investigation and resolution. Complaints should be made within 30 calendar days of the alleged harassing action to ensure a prompt, impartial, and complete investigation; however, the University reserves the right to initiate investigations and take action at any time depending on the nature of the alleged harassing action. Investigations may be conducted in consultation with the Director of Equal Opportunity and Diversity Programs.

(b) An SPA complainant must submit a written complaint about employees/agents to the Director of Equal Opportunity and Diversity Programs within 30 calendar days of the alleged harassing action. The University reserves the right to initiate investigations and take action at any time depending on the nature of the alleged harassing action. Former SPA employees must submit a written complaint within 30 calendar days from the alleged harassing action or the employee's last day of employment, whichever is earlier.

(c) A complainant under this Policy has a right to file a simultaneous complaint under Title VII with the Equal Employment Opportunity Commission.

(d) An SPA employee with a complaint concerning a denial of employment, promotion, training, transfer, demotion, layoff or termination due to discrimination based on age, sex, race, color, national origin, religion, political affiliation or handicapping condition, or a complaint based on retaliation for opposition to alleged discrimination may complain directly to the Office of Administrative Hearings and the State Personnel Commission. Such complaint should be made within 30 calendar days of the alleged harassing action, or the complainant may lose important rights if the complaint is not timely filed.

(e) The University shall take appropriate action within no more than 60 calendar days from receipt of written complaint. The University has the right to take appropriate action in fewer than 60 calendar days if it waives the 60-day period, and the complaining employee has acknowledged such waiver. The waiver and acknowledgement shall be in writing in such form as may be prescribed by Human Resources from time to time.

(f) The University shall provide a written response to the complaining employee when the University has determined what action, if any, will result from the complainant's written complaint. In its response, the University shall not disclose confidential information about other employees, in accordance with the requirements of the State Personnel Act.

(g) After the University's 60 calendar days (or less, if waived) response period has expired, the complainant may appeal to the Office of Administrative Hearings and the State Personnel Commission within 30 calendar days if not satisfied with the University's response to complaint.

(h) The procedural rights and obligations set forth in this Section pertain to SPA complaints concerning University employees/agents, and have no application to complaints involving students.

## **B. Manager's Obligation to Report**

Any administrative or academic manager who experiences or witnesses an incident of sexual harassment, unlawful harassment or related retaliation, or receives a written or verbal complaint of sexual harassment, unlawful harassment or related retaliation shall promptly report it to the Director of Equal Opportunity and Diversity Programs.

## **C. Investigation Process for Complaints about Employees**

Complaints involving employees under this Policy shall be addressed and resolved within required time limits, or, if none, as promptly as practicable after the complaint is made. It is the responsibility of the Director of Equal Opportunity and Diversity Programs to determine the most appropriate means for addressing the complaint. Options include: (1) determining that the facts of the complaint or report, even if true, would not constitute a violation of this Policy; (2) investigating the report or complaint if the facts of the complaint or report warrant; or (3) provided that the parties involved consent, referring the complaint to a trained University mediator for informal resolution.

The Director of Equal Opportunity and Diversity Programs may designate another individual (either from within the University, including an administrator, or from outside the University) to conduct or assist with the investigation or to manage an alternative dispute resolution process.

Some of the factors that will be considered in determining whether conduct is harassing and violates this Policy, include, but are not limited to, the following: (1) the severity, persistence, and pervasiveness of the harm or harassment inflicted upon or directed toward the victim by the offending party; (2) the extent to which the speech or conduct disrupts the orderly operation of the University; (3) the extent to which conduct effectively denies equal access to the University's resources and opportunities; (4) the extent to which the discriminatory personal conduct was intended to harm, harass, or exploit the victim; and (5) the extent to which the conduct actually and substantially interferes with an employee's work performance. In all cases, any inquiry into alleged harassment should consider the record as a whole and the totality of the circumstances, taking into account the nature of the speech or conduct and the context in which the alleged incidents occurred.

Upon the conclusion of the investigation, the Director of Equal Opportunity and Diversity Programs shall report the results of the investigation in writing to the accused employee's Vice Chancellor for disciplinary action if warranted. The report should include a brief summary of factual findings as well as recommended remedial action. Generally, the results of the investigation will be confidential as described in Section X below.

## **D. Investigation Process for Complaints about Students**

Complaints involving students shall be addressed in accordance with the Student Code of Conduct and any applicable Division of Student Affairs policies and procedures.

### **REMEDIAL ACTION/DISCIPLINE**

Remedial actions will depend on the severity of the conduct that is the subject of the complaint, however, violations of this Policy may, in appropriate circumstances, result in discipline, up to and including discharge from employment, expulsion of a student, or, for non-employees or non-students, removal from campus property.

### **RETALIATION PROHIBITED**

This Policy seeks to encourage students and employees to report concerns involving harassing and other discriminatory personal conduct. Any act of reprisal or retaliation, including interference, restraint, coercion, penalty, discrimination, harassment - overtly or covertly - against a student or employee for responsibly reporting under this Policy interferes with free expression and violates this Policy. Accordingly, individuals who violate this retaliation prohibition may be subject to prompt disciplinary action.

### **FRIVOLOUS OR FALSE COMPLAINTS**

This Policy shall not be used to bring frivolous or false complaints against students or employees. If a complaint has been made maliciously or in bad faith, disciplinary action may be taken against the person bringing the complaint.

### **CONFIDENTIALITY**

Information gathered in the course of investigations or mediation conducted under this Policy will be given the full extent of confidentiality accorded by law to employee personnel records and student education records. Any person who, without authorization, reveals such information may be subject to disciplinary action. Disclosure of the content of complaints will be made on a "need to know" basis, depending on the type of investigation and remedial action required by the complaint. In any event, the accused individual will be informed of the specific allegations in the complaint.

### **TRAINING**

The Director of Equal Opportunity and Diversity Programs is responsible for developing or obtaining educational materials addressing sexual harassment, unlawful harassment, and other forms of discriminatory personal conduct, as well

as conducting training on the subjects. Any sexual harassment training program will have two components: a basic education and training program for all new employees (EPA and SPA) to be conducted as part of new employee orientation; and, an advanced education and training component for managers who might assist with investigations. Any employing unit, including academic departments, may request advanced education and training through the Director of Equal Opportunity and Diversity Programs as needed. Materials also must be made available for use by employees or students who want to develop a better understanding of sexual harassment.

## **REPORTS TO CHANCELLOR**

The Director of Equal Opportunity and Diversity Programs is responsible for routinely and periodically reporting to the Chancellor the number and nature of complaints made under this Policy and the incidents of Policy violations.

## **RELATED POLICIES AND RESOURCES**

- University Policy #10, Equal Opportunity Programs, <http://www.wcu.edu/chancellor/index/universitypolicy/policy10.html>
- University Policy #58, Improper Relationships between Students and Employees, <http://www.wcu.edu/chancellor/index/universitypolicy/policy58.html>
- University Policy #83, Accommodation of Faculty, Employees, and Applicants with Disabilities, <http://www.wcu.edu/chancellor/index/universitypolicy/policy83.htm>
- Division of Student Affairs, <http://www.wcu.edu/6974.asp>

*[1] Western Carolina University recognizes that the category of sexual orientation is not a protected category under federal or state laws. By extending protection to this category as an internal policy matter it is not the intention of the University to create any rights that either may be pursued or enforced off-campus, that extend to the employee benefits package made available by the State of North Carolina or other off-campus entities, or that interfere with the University's relationships with outside organizations, including the federal government, the military or private employers.*

## VIII. PROGRAM OBJECTIVES

### Statistical Analyses

This section contains charts of all statistical information relevant to Western Carolina University's EEO Plan reporting. Specifically, please find the following pages that show the workforce analysis along with the program objectives for each occupational category. Job opening projections take into account the data on permanent staff openings filled for the five year period ending September 30, 2013. Please note that numerous circumstances can impact work force projections by race, sex and occupational category so that these are not always precise. Economic changes and turnover cause such projections to be estimates.

- Workforce Profile
- Job Group Analysis Summary
- Factor Availabilities
- Availability Analysis
- Incumbency v. Estimated Availability Detail Report
- Incumbency v. Estimated Availability Less than Reasonably Expected
- Annual Placement Goals
- Job Opening Estimates for Occupations in Which Underutilization Occurs

## WORK FORCE PROFILE (9/30/2013)

Job Group	Sex	White	%	Minority	%	Total Number	%
100 Executives & Administrators	Male	28	2.0%	2	0.1%	30	2.1%
	Female	15	1.1%	2	0.1%	17	1.2%
	<b>Total</b>	<b>43</b>	<b>3.1%</b>	<b>4</b>	<b>0.3%</b>	<b>47</b>	<b>3.3%</b>
200 Kimmel School	Male	13	0.9%	8	0.6%	21	1.5%
	Female	0	0.0%	1	0.07%	1	0.07%
	<b>Total</b>	<b>13</b>	<b>0.9%</b>	<b>9</b>	<b>0.7%</b>	<b>22</b>	<b>1.6%</b>
205 Fine & Perf. Arts	Male	40	2.8%	0	0.0%	40	2.8%
	Female	14	1.0%	0	0.0%	14	1.0%
	<b>Total</b>	<b>54</b>	<b>3.8%</b>	<b>0</b>	<b>0.0%</b>	<b>54</b>	<b>3.8%</b>
210 Health & Human Scs.	Male	22	1.5%	0	0.0%	22	1.5%
	Female	59	4.2%	3	0.2%	62	4.4%
	<b>Total</b>	<b>81</b>	<b>5.7%</b>	<b>3</b>	<b>0.2%</b>	<b>84</b>	<b>5.9%</b>
220 Arts & Sciences	Male	100	7.0%	8	0.6%	108	7.6%
	Female	76	5.4%	2	0.1%	78	5.5%
	<b>Total</b>	<b>176</b>	<b>12.4%</b>	<b>10</b>	<b>0.7%</b>	<b>186</b>	<b>13.1%</b>
230 Business	Male	32	2.3%	8	0.6%	40	2.9%
	Female	21	1.5%	0	0.0%	21	1.5%
	<b>Total</b>	<b>53</b>	<b>3.8%</b>	<b>8</b>	<b>0.6%</b>	<b>61</b>	<b>4.4%</b>
240 Education & Allied Prof.	Male	31	2.2%	2	0.1%	33	2.3%
	Female	50	3.5%	3	0.2%	53	3.7%
	<b>Total</b>	<b>81</b>	<b>5.7%</b>	<b>5</b>	<b>0.3%</b>	<b>86</b>	<b>6.0%</b>
250 Library	Male	5	0.4%	0	0.0%	5	0.4%
	Female	11	0.8%	2	0.1%	13	0.9%
	<b>Total</b>	<b>16</b>	<b>1.2%</b>	<b>2</b>	<b>0.2%</b>	<b>18</b>	<b>1.4%</b>
260 Athletics	Male	25	1.8%	3	0.2%	28	2.0%
	Female	9	0.6%	1	0.07%	10	0.7%
	<b>Total</b>	<b>34</b>	<b>2.4%</b>	<b>4</b>	<b>0.3%</b>	<b>38</b>	<b>2.7%</b>
300 Professional	Male	111	7.8%	12	0.9%	123	8.7%
	Female	161	11.3%	13	0.9%	174	12.2%
	<b>Total</b>	<b>272</b>	<b>19.1%</b>	<b>25</b>	<b>1.8%</b>	<b>297</b>	<b>20.9%</b>
400 Technical	Male	74	5.2%	1	0.07%	75	5.3%
	Female	31	2.2%	4	0.3%	35	2.5%
	<b>Total</b>	<b>105</b>	<b>7.4%</b>	<b>5</b>	<b>0.4%</b>	<b>110</b>	<b>7.8%</b>
500 Administrative Support	Male	9	0.6%	0	0.0%	9	0.6%
	Female	149	10.5%	5	0.3%	154	10.8%
	<b>Total</b>	<b>158</b>	<b>11.1%</b>	<b>5</b>	<b>0.3%</b>	<b>163</b>	<b>11.4%</b>
600 Skilled Crafts	Male	76	5.4%	1	0.1%	77	5.5%
	Female	2	0.1%	0	0.0%	2	0.15%
	<b>Total</b>	<b>79</b>	<b>5.6%</b>	<b>1</b>	<b>0.1%</b>	<b>79</b>	<b>5.7%</b>
720 Safety & Security	Male	18	1.3%	1	0.1%	19	1.4%
	Female	3	0.2%	0	0.0%	3	0.2%
	<b>Total</b>	<b>21</b>	<b>1.5%</b>	<b>1</b>	<b>0.1%</b>	<b>22</b>	<b>1.6%</b>
730 Other Auxiliary Services	Male	85	6.0%	1	0.1%	86	6.1%
	Female	65	4.6%	2	0.2%	67	4.7%
	<b>Total</b>	<b>150</b>	<b>10.6%</b>	<b>3</b>	<b>0.3%</b>	<b>153</b>	<b>10.9%</b>
<b>Totals</b>	Male	669	47.1%	47	3.3%	716	50.4%
	Female	666	46.9%	38	2.7%	704	49.6%
	<b>Total</b>	<b>1335</b>	<b>94.0%</b>	<b>85</b>	<b>6.0%</b>	<b>1420</b>	<b>100.0%</b>

## Job Group Analysis Summary

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group	Total	Total Min			Total		White		Black		Hisp		Asian		Amlnd		NHOPI		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
100 Executives & Administrators	47	4	8.51	Male	30	63.83	28	59.57	1	2.13	0	0.00	1	2.13	0	0.00	0	0.00	0	0.00
				Female	17	36.17	15	31.91	2	4.26	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
200 Kimmel School	22	9	40.91	Male	21	95.45	13	59.09	0	0.00	0	0.00	8	36.36	0	0.00	0	0.00	0	0.00
				Female	1	4.55	0	0.00	0	0.00	0	0.00	1	4.55	0	0.00	0	0.00	0	0.00
205 Fine & Perf. Arts	54	0	0.00	Male	40	74.07	40	74.07	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	14	25.93	14	25.93	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
210 Health & Hum Sciences	84	3	3.57	Male	22	26.19	22	26.19	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	62	73.81	59	70.24	0	0.00	1	1.19	2	2.38	0	0.00	0	0.00	0	0.00
220 Arts & Sciences	186	10	5.38	Male	108	58.06	100	53.76	2	1.08	1	0.54	3	1.61	2	1.08	0	0.00	0	0.00
				Female	78	41.94	76	40.86	0	0.00	0	0.00	2	1.08	0	0.00	0	0.00	0	0.00
230 Business	61	8	13.11	Male	40	65.57	32	52.46	0	0.00	2	3.28	6	9.84	0	0.00	0	0.00	0	0.00
				Female	21	34.43	21	34.43	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
240 Education & Allied Prof.	86	5	5.81	Male	33	38.37	31	36.05	1	1.16	1	1.16	0	0.00	0	0.00	0	0.00	0	0.00
				Female	53	61.63	50	58.14	1	1.16	0	0.00	2	2.33	0	0.00	0	0.00	0	0.00
250 Library	18	2	11.11	Male	5	27.78	5	27.78	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	13	72.22	11	61.11	0	0.00	1	5.56	1	5.56	0	0.00	0	0.00	0	0.00
260 Athletics	38	4	10.53	Male	28	73.68	25	65.79	3	7.89	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	10	26.32	9	23.08	1	2.63	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
300 Other Professionals	297	25	8.42	Male	123	41.41	111	37.37	7	2.36	0	0.00	4	1.35	1	0.34	0	0.00	0	0.00
				Female	174	58.59	161	54.21	7	2.36	3	1.01	1	0.34	2	0.67	0	0.00	0	0.00
400 Technicians & Paraprofessional	110	5	4.55	Male	75	68.18	74	67.27	0	0.00	0	0.00	1	0.91	0	0.00	0	0.00	0	0.00
				Female	35	31.82	31	28.18	2	1.82	0	0.00	1	0.91	1	0.91	0	0.00	0	0.00
500 Office Support & Clerical	163	5	3.07	Male	9	5.52	9	5.52	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	154	94.48	149	91.41	2	1.23	1	0.61	0	0.00	2	1.23	0	0.00	0	0.00

## Job Group Analysis Summary

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group	Total	Total Min			Total		White		Black		Hisp		Asian		Amlnd		NHOPi		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
600 Skilled Craft Workers	79	1	1.27	Male	77	97.47	76	98.20	0	0.00	0	0.00	0	0.00	1	1.27	0	0.00	0	0.00
				Female	2	2.53	2	2.53	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
720 Safety & Security	22	1	4.55	Male	19	86.36	18	81.82	0	0.00	1	4.55	0	0.00	0	0.00	0	0.00	0	0.00
				Female	3	13.64	3	13.64	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
730 Other Auxiliary Services	153	3	1.96	Male	86	56.21	85	55.56	1	0.65	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	67	43.79	65	42.48	1	0.65	1	0.65	0	0.00	0	0.00	0	0.00	0	0.00
Facility Total	1420	85	5.99	Male	716	50.42	669	47.11	15	1.00	5	0.35	23	1.62	4	0.28	0	0.00	0	0.00
% of Total				Female	704	49.58	666	45.90	16	1.13	7	0.49	10	0.70	5	0.35	0	0.00	0	0.00

## Factor Availabilities

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group	Female (%)	Minority (%)	Black (%)	Hisp (%)	Asian (%)	AmInd (%)	NHOPi (%)	Two+ (%)
<b>Factor 1 - Requisite Skills in Reasonable Recruiting Area</b>								
100 Executives & Administrators <i>Labor Area: United States</i>	38.85	21.41	7.07	7.89	5.11	0.79	0.10	0.46
200 Kimmel School <i>Labor Area: SED (1998-2008)</i>	16.85	30.73	3.87	3.84	18.79	0.45	0.00	3.79
205 Fine & Perf. Arts <i>Labor Area: SED (1998-2008)</i>	51.73	16.45	3.04	3.39	6.45	0.30	0.00	3.28
210 Health & Hum Sciences <i>Labor Area: SED (1998-2008)</i>	73.41	23.01	9.10	4.45	6.06	0.59	0.00	2.81
220 Arts & Sciences <i>Labor Area: SED (1998-2008)</i>	45.10	22.34	4.02	4.64	9.89	0.41	0.00	3.37
230 Business <i>Labor Area: SED (1998-2008)</i>	37.35	24.79	6.59	3.97	10.48	0.56	0.00	3.19
240 Education & Allied Prof. <i>Labor Area: SED (1998-2008)</i>	68.02	23.90	11.02	6.00	3.35	0.80	0.00	2.73
250 Library <i>Labor Area: SED (1998-2008)</i>	63.14	26.15	9.96	3.74	6.85	1.49	0.00	4.11
260 Athletics <i>Labor Area: United States</i>	50.09	22.75	7.07	8.48	5.71	0.77	0.10	0.62
300 Other Professionals <i>Labor Area: United States</i>	52.66	26.99	10.34	9.16	5.94	0.86	0.12	0.56
400 Technicians & Paraprofessional <i>Labor Area: Custom - Haywood, Jackson, Macon, Transylvania</i>	42.12	14.89	0.37	0.67	8.92	4.90	0.00	0.02
500 Office Support & Clerical <i>Labor Area: Custom - Haywood, Jackson, Macon, Transylvania</i>	77.50	5.83	1.32	2.36	0.22	1.93	0.00	0.00
600 Skilled Craft Workers <i>Labor Area: Custom - Haywood, Jackson, Macon, Transylvania</i>	4.02	11.65	1.26	7.57	0.21	2.45	0.00	0.16
720 Safety & Security <i>Labor Area: Custom - Haywood, Jackson, Macon, Transylvania</i>	27.75	12.53	4.63	4.63	0.00	3.28	0.00	0.00
730 Other Auxiliary Services <i>Labor Area: Custom - Haywood, Jackson, Macon, Transylvania</i>	44.20	12.36	1.16	5.13	0.17	3.26	0.00	2.64

Page 1

## Factor Availabilities

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group	Female (%)	Minority (%)	Black (%)	Hisp (%)	Asian (%)	AmInd (%)	NHOPi (%)	Two+ (%)
<b>Factor 2 - Promotable, Transferable, and Trainable within Organization</b>								
100 Executives & Administrators	46.63	11.04	1.01	1.59	8.17	0.26	0.00	0.00
200 Kimmel School	1.52	32.42	0.00	0.00	32.42	0.00	0.00	0.00
205 Fine & Perf. Arts	10.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00
210 Health & Hum Sciences	74.68	3.80	0.00	1.27	2.53	0.00	0.00	0.00
220 Arts & Sciences	29.13	20.17	0.25	0.00	7.42	12.50	0.00	0.00
230 Business	33.29	16.84	0.00	13.64	3.20	0.00	0.00	0.00
240 Education & Allied Prof.	80.02	3.76	0.46	0.46	2.84	0.00	0.00	0.00
250 Library	-	-	-	-	-	-	-	-
260 Athletics	29.17	9.52	9.52	0.00	0.00	0.00	0.00	0.00
300 Other Professionals	58.46	8.09	4.67	0.89	0.71	1.81	0.00	0.00
400 Technicians & Paraprofessional	39.52	1.80	1.44	0.10	0.00	0.25	0.00	0.00
500 Office Support & Clerical	93.30	3.64	1.67	0.57	0.00	1.40	0.00	0.00
600 Skilled Craft Workers	1.79	0.84	0.00	0.00	0.00	0.84	0.00	0.00
720 Safety & Security	11.67	3.33	0.00	3.33	0.00	0.00	0.00	0.00
730 Other Auxillary Services	40.03	0.17	0.00	0.17	0.00	0.00	0.00	0.00

Page 2

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 100 Executives & Administrators

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	38.85	21.41	7.07	7.89	5.11	0.79	0.10	0.46	<b>80.00</b>	31.08	17.13	5.65	6.31	4.08	0.63	0.08	0.37
	Source of Data: Census 2010 Special EEO File United States																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	46.63	11.04	1.01	1.59	8.17	0.26	0.00	0.00	<b>20.00</b>	9.33	2.21	0.20	0.32	1.63	0.05	0.00	0.00
	Source of Data: Feeder Job Groups: Kimmel School (200), Fine & Perf. Arts (205), Health & Hum Sciences (210), Arts & Sciences (220), Business (230), Education & Allied Prof. (240), Library (250), Other Professionals (300)																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>40.40</b>	<b>19.34</b>	<b>5.86</b>	<b>6.63</b>	<b>5.72</b>	<b>0.68</b>	<b>0.08</b>	<b>0.37</b>

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 200 Kimmel School

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	16.85	30.73	3.87	3.84	18.79	0.45	0.00	3.79	<b>85.00</b>	14.32	26.12	3.29	3.27	15.97	0.38	0.00	3.22
	Source of Data: Census 2010 Special EEO File SED (1998-2008)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	1.52	32.42	0.00	0.00	32.42	0.00	0.00	0.00	<b>15.00</b>	0.23	4.86	0.00	0.00	4.86	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
Job Group Final Availabilities (%)										<b>14.55</b>	<b>30.98</b>	<b>3.29</b>	<b>3.27</b>	<b>20.83</b>	<b>0.38</b>	<b>0.00</b>	<b>3.22</b>

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 205 Fine & Perf. Arts

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amind	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amind	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	51.73	16.45	3.04	3.39	6.45	0.30	0.00	3.28	<b>85.00</b>	43.97	13.99	2.58	2.88	5.48	0.25	0.00	2.79
	Source of Data: Census 2010 Special EEO File SED (1998-2008)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	10.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>15.00</b>	1.65	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
Job Group Final Availabilities (%)										<b>45.61</b>	<b>13.99</b>	<b>2.58</b>	<b>2.88</b>	<b>5.48</b>	<b>0.25</b>	<b>0.00</b>	<b>2.79</b>

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 210 Health & Hum Sciences

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	73.41	23.01	9.10	4.45	6.06	0.59	0.00	2.81	<b>85.00</b>	62.40	19.56	7.73	3.79	5.15	0.50	0.00	2.39
	Source of Data: Census 2010 Special EEO File SED (1998-2008)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	74.68	3.80	0.00	1.27	2.53	0.00	0.00	0.00	<b>15.00</b>	11.20	0.57	0.00	0.19	0.38	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>73.60</b>	<b>20.13</b>	<b>7.73</b>	<b>3.98</b>	<b>5.53</b>	<b>0.50</b>	<b>0.00</b>	<b>2.39</b>

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 220 Arts & Sciences

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	45.10	22.34	4.02	4.64	9.89	0.41	0.00	3.37	<b>85.00</b>	38.33	18.99	3.42	3.95	8.41	0.35	0.00	2.86
	Source of Data: Census 2010 Special EEO File SED (1998-2008)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	29.13	20.17	0.25	0.00	7.42	12.50	0.00	0.00	<b>15.00</b>	4.37	3.03	0.04	0.00	1.11	1.88	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
Job Group Final Availabilities (%)										42.70	22.01	3.46	3.95	9.52	2.23	0.00	2.86

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 230 Business

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	37.35	24.79	6.59	3.97	10.48	0.56	0.00	3.19	<b>85.00</b>	31.74	21.07	5.60	3.37	8.91	0.48	0.00	2.72
	Source of Data: Census 2010 Special EEO File SED (1998-2008)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	33.29	16.84	0.00	13.64	3.20	0.00	0.00	0.00	<b>15.00</b>	4.99	2.53	0.00	2.05	0.48	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>36.74</b>	<b>23.60</b>	<b>5.60</b>	<b>5.42</b>	<b>9.39</b>	<b>0.48</b>	<b>0.00</b>	<b>2.72</b>

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 240 Education & Allied Prof.

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	68.02	23.90	11.02	6.00	3.35	0.80	0.00	2.73	<b>85.00</b>	57.82	20.32	9.37	5.10	2.85	0.68	0.00	2.32
	Source of Data: Census 2010 Special EEO File SED (1998-2008)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	80.02	3.76	0.46	0.46	2.84	0.00	0.00	0.00	<b>15.00</b>	12.00	0.56	0.07	0.07	0.43	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
Job Group Final Availabilities (%)										<b>69.82</b>	<b>20.88</b>	<b>9.44</b>	<b>5.17</b>	<b>3.27</b>	<b>0.68</b>	<b>0.00</b>	<b>2.32</b>

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 250 Library

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	63.14	26.15	9.96	3.74	6.85	1.49	0.00	4.11	<b>100.00</b>	63.14	26.15	9.96	3.74	6.85	1.49	0.00	4.11
	Source of Data: Census 2010 Special EEO File SED (1998-2008)																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>63.14</b>	<b>26.15</b>	<b>9.96</b>	<b>3.74</b>	<b>6.85</b>	<b>1.49</b>	<b>0.00</b>	<b>4.11</b>	

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 260 Athletics

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	50.09	22.75	7.07	8.48	5.71	0.77	0.10	0.62	<b>90.00</b>	45.08	20.47	6.36	7.63	5.14	0.69	0.09	0.56
	Source of Data: Census 2010 Special EEO File United States																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	29.17	9.52	9.52	0.00	0.00	0.00	0.00	0.00	<b>10.00</b>	2.92	0.95	0.95	0.00	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
Job Group Final Availabilities (%)										48.00	21.42	7.31	7.63	5.14	0.69	0.09	0.56

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 300 Other Professionals

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	52.66	26.99	10.34	9.16	5.94	0.86	0.12	0.56	75.00	39.50	20.24	7.76	6.87	4.46	0.64	0.09	0.42
	Source of Data: Census 2010 Special EEO File United States																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	58.46	8.09	4.67	0.89	0.71	1.81	0.00	0.00	25.00	14.61	2.02	1.17	0.22	0.18	0.45	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>54.11</b>	<b>22.26</b>	<b>8.93</b>	<b>7.09</b>	<b>4.63</b>	<b>1.10</b>	<b>0.09</b>	<b>0.42</b>	

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 400 Technicians & Paraprofessional

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	42.12	14.89	0.37	0.67	8.92	4.90	0.00	0.02	<b>75.00</b>	31.59	11.17	0.28	0.50	6.69	3.67	0.00	0.02
	Source of Data: Census 2010 Special EEO File Haywood, Jackson, Macon, Transylvania																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	39.52	1.80	1.44	0.10	0.00	0.25	0.00	0.00	<b>25.00</b>	9.88	0.45	0.36	0.03	0.00	0.06	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
Job Group Final Availabilities (%)									41.47	11.62	0.64	0.53	6.69	3.74	0.00	0.02	

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 500 Office Support & Clerical

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	77.50	5.83	1.32	2.36	0.22	1.93	0.00	0.00	<b>75.00</b>	58.12	4.37	0.99	1.77	0.16	1.45	0.00	0.00
	Source of Data: Census 2010 Special EEO File Haywood, Jackson, Macon, Transylvania																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	93.30	3.64	1.67	0.57	0.00	1.40	0.00	0.00	<b>25.00</b>	23.32	0.91	0.42	0.14	0.00	0.35	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>81.45</b>	<b>5.28</b>	<b>1.41</b>	<b>1.91</b>	<b>0.16</b>	<b>1.80</b>	<b>0.00</b>	<b>0.00</b>	

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

**Job Group: 600 Skilled Craft Workers**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	4.02	11.65	1.26	7.57	0.21	2.45	0.00	0.16	70.00	2.81	8.15	0.88	5.30	0.15	1.71	0.00	0.11
	Source of Data: Census 2010 Special EEO File Haywood, Jackson, Macon, Transylvania																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	1.79	0.84	0.00	0.00	0.00	0.84	0.00	0.00	30.00	0.54	0.25	0.00	0.00	0.00	0.25	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>3.35</b>	<b>8.40</b>	<b>0.88</b>	<b>5.30</b>	<b>0.15</b>	<b>1.96</b>	<b>0.00</b>	<b>0.11</b>	

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

**Job Group: 720 Safety & Security**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)								
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	27.75	12.53	4.63	4.63	0.00	3.28	0.00	0.00	<b>80.00</b>	22.20	10.03	3.70	3.70	0.00	2.62	0.00	0.00	
	Source of Data: Census 2010 Special EEO File Haywood, Jackson, Macon, Transylvania																	
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	11.67	3.33	0.00	3.33	0.00	0.00	0.00	0.00	<b>20.00</b>	2.33	0.67	0.00	0.67	0.00	0.00	0.00	0.00	
	Source of Data: Feeder Job Titles																	
<b>100.00</b>																		
<b>Job Group Final Availabilities (%)</b>										<b>24.54</b>	<b>10.69</b>	<b>3.70</b>	<b>4.37</b>	<b>0.00</b>	<b>2.62</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Availability Analysis

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group: 730 Other Auxiliary Services

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amind	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amind	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	44.20	12.36	1.16	5.13	0.17	3.26	0.00	2.64	70.00	30.94	8.65	0.81	3.59	0.12	2.28	0.00	1.85
	Source of Data: Census 2010 Special EEO File Haywood, Jackson, Macon, Transylvania																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	40.03	0.17	0.00	0.17	0.00	0.00	0.00	0.00	30.00	12.01	0.05	0.00	0.05	0.00	0.00	0.00	0.00
	Source of Data: Feeder Job Titles																
<b>100.00</b>																	
Job Group Final Availabilities (%)									42.95	8.70	0.81	3.64	0.12	2.28	0.00	1.85	

## Incumbency v. Estimated Availability Detail

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	Number of Standard Deviations	Less than Reasonably Expected?
100 Executives & Administrators	47	Female	17	36.17	40.40	19.0	-2.0	-0.59	
		Minority	4	8.51	19.34	9.1	-5.1	-1.88	
		Black	3	6.38	5.86	2.8	0.2	0.15	
		Hispanic	0	0.00	6.63	3.1	-3.1	-1.83	
		Asian	1	2.13	5.72	2.7	-1.7	-1.06	
		AmIndian	0	0.00	0.68	0.3	-0.3	-0.57	
		NHOPI	0	0.00	0.08	0.0	0.0	-0.19	
		Two+	0	0.00	0.37	0.2	-0.2	-0.42	
200 Kimmel School	22	Female	1	4.55	14.55	3.2	-2.2	-1.33	
		Minority	9	40.91	30.98	6.8	2.2	1.01	
		Black	0	0.00	3.29	0.7	-0.7	-0.86	
		Hispanic	0	0.00	3.27	0.7	-0.7	-0.86	
		Asian	9	40.91	20.83	4.6	4.4	2.32	
		AmIndian	0	0.00	0.38	0.1	-0.1	-0.29	
		NHOPI	0	0.00	0.00	0.0	0.0	0.00	
		Two+	0	0.00	3.22	0.7	-0.7	-0.86	
205 Fine & Perf. Arts	54	Female	14	25.93	45.61	24.6	-10.6	-2.90	Yes
		Minority	0	0.00	13.99	7.6	-7.6	-2.96	Yes
		Black	0	0.00	2.58	1.4	-1.4	-1.20	
		Hispanic	0	0.00	2.88	1.6	-1.6	-1.27	
		Asian	0	0.00	5.48	3.0	-3.0	-1.77	
		AmIndian	0	0.00	0.25	0.1	-0.1	-0.37	
		NHOPI	0	0.00	0.00	0.0	0.0	0.00	
		Two+	0	0.00	2.79	1.5	-1.5	-1.24	
210 Health & Hum Sciences	84	Female	62	73.81	73.60	61.8	0.2	0.04	
		Minority	3	3.57	20.13	16.9	-13.9	-3.78	Yes
		Black	0	0.00	7.73	6.5	-6.5	-2.65	Yes
		Hispanic	1	1.19	3.98	3.3	-2.3	-1.31	
		Asian	2	2.38	5.53	4.6	-2.6	-1.26	
		AmIndian	0	0.00	0.50	0.4	-0.4	-0.65	
		NHOPI	0	0.00	0.00	0.0	0.0	0.00	
		Two+	0	0.00	2.39	2.0	-2.0	-1.43	

*Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test  
Yes indicates Number of Standard Deviations <= -2.00*

## Incumbency v. Estimated Availability Detail

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	Number of Standard Deviations	Less than Reasonably Expected?
220 Arts & Sciences	186	Female	78	41.94	42.70	79.4	-1.4	-0.21	
		Minority	10	5.38	22.01	40.9	-30.9	-5.48	Yes
		Black	2	1.08	3.46	6.4	-4.4	-1.78	
		Hispanic	1	0.54	3.95	7.3	-6.3	-2.39	Yes
		Asian	5	2.69	9.52	17.7	-12.7	-3.17	Yes
		AmIndian	2	1.08	2.23	4.1	-2.1	-1.06	
		NHOPI	0	0.00	0.00	0.0	0.0	0.00	
		Two+	0	0.00	2.86	5.3	-5.3	-2.34	Yes
230 Business	61	Female	21	34.43	36.74	22.4	-1.4	-0.37	
		Minority	8	13.11	23.60	14.4	-6.4	-1.93	
		Black	0	0.00	5.60	3.4	-3.4	-1.90	
		Hispanic	2	3.28	5.42	3.3	-1.3	-0.74	
		Asian	6	9.84	9.39	5.7	0.3	0.12	
		AmIndian	0	0.00	0.48	0.3	-0.3	-0.54	
		NHOPI	0	0.00	0.00	0.0	0.0	0.00	
		Two+	0	0.00	2.72	1.7	-1.7	-1.30	
240 Education & Allied Prof.	86	Female	53	61.63	69.82	60.0	-7.0	-1.65	
		Minority	5	5.81	20.88	18.0	-13.0	-3.44	Yes
		Black	2	2.33	9.44	8.1	-6.1	-2.26	Yes
		Hispanic	1	1.16	5.17	4.4	-3.4	-1.68	
		Asian	2	2.33	3.27	2.8	-0.8	-0.49	
		AmIndian	0	0.00	0.68	0.6	-0.6	-0.77	
		NHOPI	0	0.00	0.00	0.0	0.0	0.00	
		Two+	0	0.00	2.32	2.0	-2.0	-1.43	
250 Library	18	Female	13	72.22	63.14	11.4	1.6	0.80	
		Minority	2	11.11	26.15	4.7	-2.7	-1.45	
		Black	0	0.00	9.96	1.8	-1.8	-1.41	
		Hispanic	1	5.56	3.74	0.7	0.3	0.41	
		Asian	1	5.56	6.85	1.2	-0.2	-0.22	
		AmIndian	0	0.00	1.49	0.3	-0.3	-0.52	
		NHOPI	0	0.00	0.00	0.0	0.0	0.00	
		Two+	0	0.00	4.11	0.7	-0.7	-0.88	

*Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test  
Yes indicates Number of Standard Deviations <= -2.00*

## Incumbency v. Estimated Availability Detail

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	Number of Standard Deviations	Less than Reasonably Expected?
260 Athletics	38	Female	10	26.32	48.00	18.2	-8.2	-2.68	Yes
		Minority	4	10.53	21.42	8.1	-4.1	-1.64	
		Black	4	10.53	7.31	2.8	1.2	0.76	
		Hispanic	0	0.00	7.63	2.9	-2.9	-1.77	
		Asian	0	0.00	5.14	2.0	-2.0	-1.44	
		AmIndian	0	0.00	0.69	0.3	-0.3	-0.51	
		NHOPI	0	0.00	0.09	0.0	0.0	-0.18	
		Two+	0	0.00	0.56	0.2	-0.2	-0.46	
300 Other Professionals	297	Female	174	58.59	54.11	160.7	13.3	1.55	Yes Yes Yes Yes
		Minority	25	8.42	22.26	66.1	-41.1	-5.74	
		Black	14	4.71	8.93	26.5	-12.5	-2.55	
		Hispanic	3	1.01	7.09	21.1	-18.1	-4.08	
		Asian	5	1.68	4.63	13.8	-8.8	-2.42	
		AmIndian	3	1.01	1.10	3.3	-0.3	-0.14	
		NHOPI	0	0.00	0.09	0.3	-0.3	-0.53	
		Two+	0	0.00	0.42	1.2	-1.2	-1.12	
400 Technicians & Paraprofessional	110	Female	35	31.82	41.47	45.6	-10.6	-2.05	Yes Yes  Yes
		Minority	5	4.55	11.62	12.8	-7.8	-2.32	
		Black	2	1.82	0.64	0.7	1.3	1.55	
		Hispanic	0	0.00	0.53	0.6	-0.6	-0.77	
		Asian	2	1.82	6.69	7.4	-5.4	-2.05	
		AmIndian	1	0.91	3.74	4.1	-3.1	-1.56	
		NHOPI	0	0.00	0.00	0.0	0.0	-0.05	
		Two+	0	0.00	0.02	0.0	0.0	-0.13	
500 Office Support & Clerical	163	Female	154	94.48	81.45	132.8	21.2	4.28	
		Minority	5	3.07	5.28	8.6	-3.6	-1.26	
		Black	2	1.23	1.41	2.3	-0.3	-0.20	
		Hispanic	1	0.61	1.91	3.1	-2.1	-1.21	
		Asian	0	0.00	0.16	0.3	-0.3	-0.51	
		AmIndian	2	1.23	1.80	2.9	-0.9	-0.55	
		NHOPI	0	0.00	0.00	0.0	0.0	0.00	
		Two+	0	0.00	0.00	0.0	0.0	0.00	

*Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test  
Yes indicates Number of Standard Deviations <= -2.00*

## Incumbency v. Estimated Availability Detail

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	Number of Standard Deviations	Less than Reasonably Expected?
600 Skilled Craft Workers	79	Female	2	2.53	3.35	2.6	-0.6	-0.40	Yes
		Minority	1	1.27	8.40	6.6	-5.6	-2.29	
		Black	0	0.00	0.88	0.7	-0.7	-0.84	
		Hispanic	0	0.00	5.30	4.2	-4.2	-2.10	
		Asian	0	0.00	0.15	0.1	-0.1	-0.34	
		AmIndian	1	1.27	1.96	1.6	-0.6	-0.45	
		NHOPI	0	0.00	0.00	0.0	0.0	-0.05	
		Two+	0	0.00	0.11	0.1	-0.1	-0.30	
720 Safety & Security	22	Female	3	13.64	24.54	5.4	-2.4	-1.19	
		Minority	1	4.55	10.69	2.4	-1.4	-0.93	
		Black	0	0.00	3.70	0.8	-0.8	-0.92	
		Hispanic	1	4.55	4.37	1.0	0.0	0.04	
		Asian	0	0.00	0.00	0.0	0.0	0.00	
		AmIndian	0	0.00	2.62	0.6	-0.6	-0.77	
		NHOPI	0	0.00	0.00	0.0	0.0	0.00	
		Two+	0	0.00	0.00	0.0	0.0	0.00	
730 Other Auxiliary Services	153	Female	67	43.79	42.95	65.7	1.3	0.21	Yes
		Minority	3	1.96	8.70	13.3	-10.3	-2.96	
		Black	2	1.31	0.81	1.2	0.8	0.68	
		Hispanic	1	0.65	3.64	5.6	-4.6	-1.97	
		Asian	0	0.00	0.12	0.2	-0.2	-0.42	
		AmIndian	0	0.00	2.28	3.5	-3.5	-1.89	
		NHOPI	0	0.00	0.00	0.0	0.0	0.00	
		Two+	0	0.00	1.85	2.8	-2.8	-1.70	

*Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test*  
**Yes** indicates Number of Standard Deviations <= -2.00

## Incumbency v. Estimated Availability

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group	Less than Reasonably Expected?							
	Female	Minority	Black	Hisp	Asian	AmInd	NHOPI	Two+
100 Executives & Administrators								
200 Kimmel School								
205 Fine & Perf. Arts	Yes	Yes						
210 Health & Hum Sciences		Yes	Yes					
220 Arts & Sciences		Yes		Yes	Yes			Yes
230 Business								
240 Education & Allied Prof.		Yes	Yes					
250 Library								
260 Athletics	Yes							
300 Other Professionals		Yes	Yes	Yes	Yes			
400 Technicians & Paraprofessional	Yes	Yes				Yes		
500 Office Support & Clerical								
600 Skilled Craft Workers		Yes		Yes				
720 Safety & Security								
730 Other Auxiliary Services		Yes						

*Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test  
Yes indicates Number of Standard Deviations <= -2.00*

## Annual Placement Goals

WCU 2013-2014 AA Plan - 10/01/2014  
10/14/2013

Job Group	Placement Goals (%)							
	Female	Minority	Black	Hisp	Asian	Amlnd	NHOPI	Two+
100 Executives & Administrators	-	-	-	-	-	-	-	-
200 Kimmel School	-	-	-	-	-	-	-	-
205 Fine & Perf. Arts	45.61	13.99	-	-	-	-	-	-
210 Health & Hum Sciences	-	20.13	7.73	-	-	-	-	-
220 Arts & Sciences	-	22.01	-	3.95	9.52	-	-	2.86
230 Business	-	-	-	-	-	-	-	-
240 Education & Allied Prof.	-	20.88	9.44	-	-	-	-	-
250 Library	-	-	-	-	-	-	-	-
260 Athletics	48.00	-	-	-	-	-	-	-
300 Other Professionals	-	22.26	8.93	7.09	4.63	-	-	-
400 Technicians & Paraprofessional	41.47	11.62	-	-	6.69	-	-	-
500 Office Support & Clerical	-	-	-	-	-	-	-	-
600 Skilled Craft Workers	-	8.40	-	5.30	-	-	-	-
720 Safety & Security	-	-	-	-	-	-	-	-
730 Other Auxiliary Services	-	8.70	-	-	-	-	-	-

*Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test*

## Job Opening Estimates

Job opening projections are based upon University data on permanent faculty and staff openings filled for the five year period of October 1, 2008 – September 30, 2013. To help determine job opening estimates, positions filled for the period are analyzed both on the whole and by respective job group. A breakdown of positions filled can be seen below:

	Executive (100)	Kimmel (200)	F&PA (205)	HHS (210)	A&S (220)	Business (230)	E&AP (240)	Library (250)	Athletics (260)	Prof (300)	Tech (400)	Admin (500)	Skilled Crafts (600)	LE (720)	Svc/M tn (730)	Total
2008	3	1	2	6	11	5	10	1	10	30	7	13	3	2	8	<b>112</b>
2009	1	2	1	2	25	10	7	1	5	36	10	17	2	3	23	<b>145</b>
2010	2	2	2	13	9	4	6	5	14	38	11	14	4	5	17	<b>146</b>
2011	5	5	4	9	19	5	9	0	9	43	10	19	12	3	28	<b>180</b>
2012	7	3	3	12	25	5	7	1	8	39	11	26	13	4	28	<b>192</b>
<b>Total</b>	<b>18</b>	<b>13</b>	<b>12</b>	<b>42</b>	<b>89</b>	<b>29</b>	<b>39</b>	<b>8</b>	<b>46</b>	<b>186</b>	<b>49</b>	<b>89</b>	<b>34</b>	<b>17</b>	<b>104</b>	<b>775</b>
<b>2013*</b>	<b>3.6</b>	<b>2.6</b>	<b>2.4</b>	<b>8.4</b>	<b>17.8</b>	<b>5.8</b>	<b>7.8</b>	<b>1.6</b>	<b>9.2</b>	<b>37.2</b>	<b>9.8</b>	<b>17.8</b>	<b>6.8</b>	<b>3.4</b>	<b>20.8</b>	<b>155</b>

*\*Projected Openings for 2013 Plan Year. Job Groups where underutilization of minorities or females currently exists are highlighted.*

## IX. IDENTIFICATION AND CORRECTION OF PROBLEM AREAS

Western Carolina University performs in-depth analysis of its total employment process to determine if there are areas where minority and/or female groups face impediments to equal opportunity. These analyses are conducted in order to reveal any potential problem areas.

### Placement Goals

The goal of the university's Affirmative Action planning is for women and racial/ethnic minorities to be represented on our campus to the same extent as they are represented in the appropriate labor market groups. By comparing the current year's WCU work force percentage and the labor market availability for both women and racial/ethnic minorities by job group, the university establishes a placement goal for job groups in which the work force (incumbency) percent when compared to the designated labor market is less than would reasonably be expected based upon statistical analyses. The Annual Placement Goal Report (see pg. 73) revealed an underutilization and corresponding goal for the job groups listed below.

### Placement Goals for Females:

<b>Job Group</b>	<b>October 2013 Labor Market Availability (GOAL)</b>	<b>October 2013 Percentage of Incumbents</b>
<b>205 Fine &amp; Performing Arts</b>	<b>45.6%</b>	<b>25.9%</b>
<b>260 Athletics</b>	<b>48.0%</b>	<b>26.3%</b>
<b>400 Technicians &amp; Paraprof.</b>	<b>42.5%</b>	<b>31.8%</b>

### Placement Goals for Minorities:

<b>Job Group</b>	<b>October 2013 Labor Market Availability (GOAL)</b>	<b>October 2013 Percentage of Incumbents</b>
<b>205 Fine &amp; Performing Arts</b>	<b>14.0%</b>	<b>0.0%</b>
<b>210 Health &amp; Human Sciences</b>	<b>20.1%</b>	<b>3.6%</b>
<b>220 Arts &amp; Sciences</b>	<b>22.0%</b>	<b>5.4%</b>
<b>300 Other Professionals</b>	<b>22.3%</b>	<b>8.4%</b>
<b>400 Technicians &amp; Paraprof.</b>	<b>11.6%</b>	<b>4.6%</b>
<b>600 Skilled Craft Workers</b>	<b>8.4%</b>	<b>1.3%</b>
<b>730 Other Auxiliary Services</b>	<b>8.7%</b>	<b>2.0%</b>

For these job groups which have demonstrated an underutilization and where a placement goal and employment objective has been set, steps will be taken in order to increase the percentage of qualified females and/or minorities applying for positions both externally and internally. These steps may include but are not limited to the following:

1. Strategic, targeted outreach efforts for vacancies and anticipated vacancies that are within a recognized underutilized job group.
2. Posting job advertisements in newspapers, on websites, and/or magazines that target females and/or minorities;
3. Offering job training for advancement of females and minorities currently employed by the University in order to increase chances of advancement.
4. Offering tuition waiver to employees to obtain training that will increase the chances of advancing within the organization; and
5. Continued use of the North Carolina Division of Employment Security (DES) to assist in attracting a diverse workforce.

### **Review of Employment Decisions**

Review of employment decisions will be made in order to determine whether or not females/minorities are selected at a less favorable rate than males/non-minorities.

### **Review of Hires/Promotions**

Whenever females/minorities are selected at a lower rate than males/non-minorities, a review of the applicant flow will be conducted to determine possible reasons why females/minorities were not selected at a more favorable rate. If the institution is not attracting enough females/minorities that fit the qualifications for the job groups, good faith efforts will be put into place to attempt to improve the applicant flow of qualified females/minorities.

### **Review of Terminations**

For non-voluntary terminations, if females/minorities are being terminated at a higher rate than males/non-minorities, a review of the employee files will be made to ensure that the institution is applying its policies and procedures for termination equally for protected as well as non-protected classes.

### **Compensation**

Annually, compensation will be reviewed in order to determine if there are any discrepancies in pay when comparing female to male rates of pay or minorities versus non-minority rates of pay. If, on average, females and/or minorities are being paid less within the same salary band and/or job title, and the difference in pay cannot be justified, Western Carolina University will put a plan in place to rectify the difference in pay for the protected class member(s). Western Carolina

University also will ensure that benefits offered to all employees are in alignment with State Government practices.

### **Action Oriented Programs**

To further address and improve identified problem areas, Western Carolina University will institute action programs designed to eliminate the identified problem areas and to help achieve specific affirmative action goals. These programs include:

1. Conducting annual analyses of job descriptions to ensure they accurately reflect job functions;
2. Reviewing job descriptions by department and job title using job performance criteria;
3. Making job descriptions available to recruiting sources and available to all members of management involved in the recruiting, screening, selection and promotion processes;
4. Evaluating the total selection process to ensure freedom from bias through:
  - a. Reviewing job applications and other pre-employment forms to ensure information requested is job-related;
  - b. Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity;
  - c. Training personnel and management staff on proper interview techniques; and
  - d. Training in EEO for management and supervisory staff. There were a total of 48 University managers and supervisors who completed the Equal Employment Opportunity Institute during the 2012-2013 plan year;
5. Using techniques to improve recruitment and increase the flow of minority and female applicants. Western Carolina University has undertaken the following actions:
  - a. Include the phrase "Equal Opportunity/Affirmative Action Employer" in all printed employment advertisements;
  - b. Place recruitment advertisements, when appropriate, in minority news media and women's interest media;

- c. Disseminate information on job opportunities to organizations representing minorities, women and employment development agencies when job opportunities occur;
  - d. Encourage all employees to refer qualified applicants;
  - e. Request employment agencies to refer qualified minorities and women;
6. Ensuring that all employees are given equal opportunity for promotion. This is achieved by:
- a. Posting promotional opportunities;
  - b. Offering counseling to assist employees in identifying promotional opportunities, training and educational programs to enhance promotions and opportunities for job rotation or transfer; and
  - c. Evaluating job requirements for promotion.