



**WINSTON-SALEM**  
STATE UNIVERSITY

**Equal Employment Opportunity Plan**  
January 1, 2019 – December 31, 2019

Office of Equal Employment Opportunity  
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## A. Table of Contents

<b>A. Table of Contents</b>	2
<b>B. Program Elements EEO/Affirmative Action Plan Certification Statement</b>	3
<b>C. The State of NC EEO Policy</b>	4
<b>D. Winston-Salem State University Overview</b>	9
Vision	9
Mission	9
Purpose	9
<b>E. Winston-Salem State University EEO Achievements</b>	10
<b>F. Assignment of Responsibility and Accountability</b>	11
University Chancellor	
Manager and Supervisor	
EEO Officer	
EEO Committee	
<b>G. Dissemination Procedures</b>	13
<b>H. Program Activities</b>	13
Recruitment	13
Selection	14
Onboarding	14
Promotion	15
Training	15
Compensation and Benefits	15
Performance Management	16
Transfers and/or Separation	16
Disciplinary Procedures	16
Grievance	16
Equal Employment Opportunity and Diversity Fundamentals (EEODF)	16
Reasonable Accommodation	17
Religious Accommodation	17
Program Evaluation and Reporting	18
Harassment Prevention Strategies	18
Reduction in Force Procedures	19
<b>I. Data Elements</b>	
Workforce Availability	23
Winston-Salem State University Occupation Classifications	23
Program/Employment Objectives	24
Attainment of Employment Objectives	28
Identification and Correction of Issues	29
EEO Analysis	32
Additional Areas of Statistical Evaluation	33
Appendices	33
Organizational Chart	34

## **B. Equal Employment Opportunity/Affirmative Action Plan Certification Statement**

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

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Elwood L. Robinson, University Chancellor

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Date

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Aishah Casseus, EEO/AA Officer

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Date

## **C. Equal Employment Opportunity Policy**

The State of North Carolina recognizes that an effective and efficient government requires the talents, skills and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of State government's workforce through equal employment opportunity (EEO) workforce planning initiatives. The State is committed to ensuring that the administration and implementation of all human resources policies, practices and programs are fair and equitable without unlawful discrimination, harassment or retaliation on the basis of race, religion, color, national origin, sex (including pregnancy), gender identity or expression, sexual orientation, age (40 or older), political affiliation, genetic information, or disability, except where age, sex, or physical requirements constitute bona fide occupational qualifications. State agencies, departments, and universities shall be accountable for administering all aspects of employment, including hiring, dismissal, compensation, job assignment, classification, promotion, reduction-in-force, training, benefits and any other terms and conditions of employment in accordance with federal and State EEO laws.

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

### **Coverage**

Individuals protected by provisions of this policy are:

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

### **Veterans**

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

See the Veteran's Preference policy in Section 2 of the State Human Resources Manual for provisions related to veteran's preference including the employment and advancement of protected veterans.

### **Office of Human Resources Responsibilities**

The Office of State Human Resources (OSHR) shall:

1. establish the EEO Plan Requirements and Program Guidelines in accordance with federal and state laws to be followed by all agencies, departments and universities, to ensure commitment to and accountability for equal employment opportunity throughout State government;
2. review, approve and monitor all EEO plans and updates;
3. provide services of EEO technical assistance, training, oversight, monitoring, evaluation, support programs, and reporting to ensure that State government's work force is diverse at all occupational levels;

4. develop and promote EEO programs and best practices to encourage consistent and fair treatment of all State employees;
5. meet with agency heads, department heads, and university chancellors, Human Resources Directors and EEO Directors/Officers annually to discuss the progress made toward reaching program goals; and
6. provide a report annually to the Human Resources Commission and the Governor on the EEO Plans and progress by agencies, departments, universities, and state government

**Agency, Department and University Responsibilities:**

Each Agency Head, Department Head, and University Chancellor shall:

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

## **Complaint Process**

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

## **Definitions**

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

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

*Disability Discrimination* – The Americans with Disabilities Act of 1990 (ADA) and the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) prohibits discriminatory treatment of a qualified individual who has a physical or mental impairment that substantially limits one or more major life activities, has a history (or record) of such an impairment, or is regarded as having such an impairment that is not transitory (lasting or expected to last six months or less) or minor. In addition, the law protects covered individuals from discrimination based on their known relationship (or association) with an individual with a disability (even if they themselves do not have a disability).

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

Genetic information is:

- an individual's genetic tests (including genetic tests done as part of a research study);

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

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

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

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

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

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



## **D. Winston-Salem State University Overview**

### **Vision**

Winston-Salem State University develops graduates who thrive in a dynamic and global society. Committed to the transformative power of liberal education, Winston-Salem State University integrates diverse learning environments, student development opportunities, and campus and community life to build knowledge, cultivate talent and mold character. Guided by the motto “Enter to Learn, Depart to Serve,” Winston-Salem State University develops leaders who advance social justice by serving the world with compassion and commitment.

### **Mission**

Winston-Salem State University is a comprehensive, historically Black university offering innovative undergraduate programs and exceptional graduate programs grounded in the tradition of liberal education. Students engage in active and experiential learning offered through flexible delivery modes. The university is dedicated to the holistic development of students by faculty dedicated to excellence in teaching, research, and service. As a constituent institution of the University of North Carolina, Winston-Salem State University contributes to the social, cultural, intellectual, and economic growth of North Carolina, the region, and beyond.

### **History**

Winston-Salem State University was founded on September 28, 1892, as the Slater Industrial Academy, in a one-room frame structure with 25 pupils and 1 teacher. In 1895, the school was recognized by the State of North Carolina, chartered it as Slater Industrial and State Normal School in 1899. In 1925, the General Assembly of North Carolina recognized the school's curriculum above high school, changed its name to Winston-Salem Teachers College, and empowered it, under authority of the State Board of Education, to confer appropriate degrees. Winston-Salem Teachers College thus became the first Black institution in the nation to grant degrees for teaching in the elementary grades.

The School of Nursing was established in 1953, awarding its graduates the Bachelor of Science. The North Carolina General Assembly authorized changing the name from Winston-Salem Teachers College to Winston-Salem State College in 1963. In 1969, it enacted a statute designating Winston-Salem State College as Winston-Salem State University. In 1971, the General Assembly reorganized higher education in North Carolina, and effective July 1, 1972, Winston-Salem State University became one of 17 constituent institutions of The University of North Carolina, subject to the control of a Board of Governors.

Since its founding, Winston-Salem State University has grown to include the School of Health Sciences and the College of Arts, Sciences, Business and Education. Comprised of over 300 full-time faculty members and a student body of more

than 5,100, the University offers 39 bachelor's degree programs, seven master's degree programs, two doctorate professional programs and seven certificate programs. Supporting these programs is the Division of University College and Lifelong Learning.

### **E. Winston-Salem State University Achievements**

Winston-Salem State University maintains diversity as a top organizational priority. The Office of Equal Employment Opportunity/Affirmative Action and Diversity provides leadership to strategic diversity initiatives that foster an equitable, inclusive, and welcoming environment at Winston-Salem State University. We provide education and outreach to our campus community that addresses our commitment to non-discrimination and compliance, cultural competency development, recruiting and retaining a diverse workforce, as well as diversity in the curriculum and co-curriculum. The EEO Office promotes equity in educational opportunity, access, programming, and employment, and promotes an environment of diversity, respect, and inclusion for all members of the university community.

WSSU is committed to equality of opportunity and affirmative action. All employment decisions are made to further the principle of equal employment opportunity. The University will recruit, hire, train, and promote persons in all positions without regard to race, religion, color, genetic information, national origin, sex, age, sexual orientation, gender identity, political affiliation, veterans' status, or disability.

To support this mandate, the agency has appointed a diverse management team, including an EEO Officer/Title IX Coordinator, an Assistant Title IX Coordinator/ EEO Investigator, and an Equity Inclusion & Diversity specialist. These positions are responsible for investigating protected class complaints and conducting prompt, thorough, and impartial investigations. In addition, the EEO Office continues to refine our in-person quarterly New Employee Orientation to address both EEO and Title IX issues in depth with new hires.

Next, the EEO Office has conducted six on-campus Equal Employment Opportunity and Diversity Fundamentals (EEO/DF) classes. We have trained 76 WSSU employees on harassment and prevention strategies with our class offerings. We have also implemented a Search Committee Training program to ensure that search committee members are trained on best EEO practices. This training is required in order to be a search committee member or to participate in any interview process. The training is offered to all faculty and staff members. To date, the EEO & HR offices have conducted 10 sessions where 339 employees were trained.

Lastly, WSSU met their 2019 goal with Women in the Protective Services Group.

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

The Governor of the State of North Carolina has overriding responsibility for the State's equal employment opportunity policies and programs and has delegated the responsibility for the actual development and implementation of individual equal employment opportunity /affirmative action plans and programs to each University Chancellor.

The Chancellor of the University has the ultimate responsibility for implementation of the University's Equal Employment Opportunity Policy. The coordination of responsibilities for the implementation of the policy has been assigned to the Office of Equal Employment Opportunity/Affirmative Action & Diversity.

#### **Duties of the EEO/AA & Diversity Officer**

The EEO/AA & Diversity Officer shall be responsible for:

1. Interpreting and applying Federal laws, state statutes, policy regulations and guidelines related to discrimination in employment and equal opportunity;
2. Reviewing hiring recommendations for compliance with EEO program objectives prior to the final agency or university hiring decision;
3. Maintaining and analyzing workforce utilization data for development of the equal employment plan and program in conjunction with management;
4. Maintaining and analyzing data on employment practices to monitor and evaluate the effectiveness of the EEO program and make recommendations;
5. Advising management of the program's impact and effectiveness on workforce demographics at all occupational levels;
6. Providing or coordinating EEO training for management and employees;
7. Providing confidential counseling or consultation for management and employees in matters involving EEO concerns or complaints alleging discrimination (formally, informally and within agency or university guidelines);
8. Establishing and maintaining effective working relations with groups concerned with equal employment opportunity;
9. Coordinating special programs (internally or in cooperation with OSHR) to achieve program objectives and to provide for management and employee input and assistance in program development and implementation; and
10. Presenting information on the EEO plan and program to management and employees on a regular basis.
11. Ensuring that all EEO-related notices and posters are properly displayed.

#### **Managers and Supervisors**

Managers and supervisors in all levels of the University organizational structure have a role in creating and maintaining a harassment-free environment. In accordance with the Office of State Personnel, the responsibilities of managers and supervisors include, but are not limited to:

1. Assisting in the development and implementation of the EEO plan and program;
2. Assisting in the establishment of program objectives;
3. Maintaining a diverse workforce for the department, division, work unit, or section;
4. Assisting the EEO Office in periodic evaluations to determine the effectiveness of the EEO program; and
5. Providing a work environment and management practices, which support equal opportunity in all terms and conditions of employment.

### **Equal Employment Opportunity Committee**

The Chancellor shall appoint the Committee to serve in an advisory capacity to consult on matters relating to Equal Employment Opportunity and Affirmative Action in the operation of this plan. The Committee shall report to the EEO/AA & Diversity Officer. The Committee will be composed of representatives from management, non-management, in addition to minority group members on the WSSU campus (white males and females, women more generally, disabled, etc.).

The Committee is vital to the success and acceptance of the University's Equal Employment Opportunity Program. If this group is committed to the success of the program, it has the ability to influence top management in decisions relating to the use of human resources within the organization. The Committee is composed of both managers and employees, with the representatives selected from all the various demographic groups of the organization and occupational categories in order to increase the committee's sensitivity to all Equal Employment Opportunity issues. The duties of the Committee are:

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 resource and other activities designed to strengthen the EEO program;
7. The EEO Committee will meet annually in order to be engaged and active;
8. Once appointed all members should complete the EEODF Training, if they have not already completed the course.

## **G. Dissemination Procedures**

### **Internal Dissemination**

Winston-Salem State University will continue to make its Equal Employment Opportunity Plan known internally by:

1. Presenting equal employment opportunity policies to all newly hired employees;
2. Posting the policy in Winston-Salem State University's primary work locations and on the University website;
3. Posting the policy on all official bulletin boards of the University and in waiting areas in the Human Resources Department where it can be seen by the general public and prospective employees;
4. Including the policy on all staff and faculty vacancies;
5. Discussing the policy, when appropriate, in meetings with senior executives and administrators of the University;
6. Including the EEO/AA statement on all official University letterhead and correspondence; and
7. The entire Equal Employment Opportunity Plan is available to employees, visitors and prospective employees online at the Office of Equal Employment Opportunity/Affirmative Action & Diversity website.

### **External Dissemination**

Winston-Salem State University will continue to disseminate its policy externally by:

1. Informing recruiting sources in writing of University policy;
2. Incorporating the Equal Opportunity clause in all contracts covered by Executive Order 11246, as amended, and other regulations as required Informing vendors of the University policy; Notifying in writing, minority and women's organizations, community agencies, community leaders, secondary schools and colleges of the University policy; and Including the EEO/AA statement on all official University letterhead and correspondence.

## **H. Program Activities**

WSSU has identified the following goals and objectives for each of the program activities listed below to help accomplish EEO objectives:

### **Recruitment**

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

#### Activities:

1. Review and monitor recruitment procedures often to ensure that there are no discriminatory practices which exist to ensure individuals with disabilities, protected veterans, minorities, and women are not inadvertently eliminated

- from qualified pools;
2. Review recruitment process to ensure measures are incorporated to recruit and attract a diverse pool of applicants.
  3. Actively recruit underutilized groups, using known sources including Goodwill Industries, Urban League, Disability Services and their free job listing services.
  4. Ensure contact is maintained with diverse recruitment resources including but not limited to LocalJobNetwork and Forsyth Tech Job fair, Hispanic League and development WSSU LinkedIn.
  5. Continue to conduct quarterly search committee training sessions.

### **Selection**

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

#### Activities:

1. Continue quarterly search committee training programs and ensure each selected committee member has been properly trained as it relates to best EEO practices.
2. Ensure that job analyses are conducted to establish job-related qualifications statements, selection criteria, training needs, and/or career ladders.
3. Analyze the flow of applicants through the selection and appointment processes, determining reasons for the rejection of qualified applicants from underutilized groups in areas where program objectives have been set and or underrepresentation exists.
4. Ensure reasonable accommodations are made available to persons with disabilities.
5. Ensure structured interview procedures that have been approved by the EEO Officer are followed and documented.

### **Onboarding**

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

#### Activities:

1. Ensure each selected candidate receives a written employment letter outlining the terms and conditions of his/her employment.
2. Inform new employees about the WSSU EEO plan and program during orientation.
3. Continue to conduct quarterly EEO training sessions and follow-up for all new employees

## **Promotion**

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

### Activities:

1. Inform employees of promotional/upward mobility opportunities within the university.
2. Review and analyze promotion processes, procedures, and selections.
3. Encourage employees to utilize Professional Development funding.

## **Training**

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

### Activities:

1. Analyze the performance requirements for all job classes in which underutilization exist for identifying the agency/university training needs.
2. Ensure training opportunities are accessible to all employees and that all employees are notified of all training opportunities for which they qualify.

## **Compensation and Benefits**

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

### Activities:

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

## **Performance Management**

Goal: Hold managers and supervisors accountable for the progress of the University's EEO program by including it as an expectation in their performance evaluations. Ensure that performance management system, including employee performance standards, is free from bias.

### Activities:

1. Review managers and supervisors performance annually in their respective areas.
2. Monitor performance ratings of all covered employees for trends and patterns.

## **Transfers and/or Separations**

Goal: Identify trends and measure impact on underutilized groups

Activities:

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

## **Disciplinary Procedures**

Goal: Provide equitable treatment for all employees in accordance with the SHRA policy

Activities:

1. Ensure procedures are in place to provide equitable treatment for all employees in accordance to the University's SHRA Employee Grievance Policy;
2. Inform staff members of disciplinary procedures through training.
3. Analyze disciplinary data to identify trends and potential bias.

## **Grievance Process**

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

Activities:

1. Prohibit retaliation against employees and applicants who file complaints or participate in a grievance procedure.
2. Ensure all members of the grievance process from intake to hearing panel are fully trained on proper grievance procedures
3. Provide adequate access to grievance procedures via training and online access
4. Review and monitor program data to identify trends and patterns.

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

Goal: Enroll managers and supervisors in the EEODF within one year of their appointment

Activities:

1. Enroll new managers and supervisors in the EEODF OR other OSHR approved diversity program.
2. Identify all managers and supervisors who have not taken EEODF but have been in their position longer than one year so that they may be enrolled in EEODF or other OSHR approved diversity program.
3. Continue to host bimonthly EEODF training programs at WSSU to capture all of the required managers and supervisors.
4. Monitor the status of all managers and supervisors to ensure training is completed.



All new managers and supervisors are required to attend Equal Employment Opportunity and Diversity Fundamentals (EEODF) training within the first year of hire or promotion. This training is designed to inform those working in a supervisory role about EEO/ADA federal and state laws compliance, and policies.

EEODF training is coordinated by the Office of State Human Resources (OSHR), and coordinated through the campus Equal Opportunity and Diversity Office. This program addresses EEO law compliance and workplace diversity in state government and focuses on developing awareness and building skills to use on the job. Information regarding the Equal Employment Opportunity and Diversity Fundamentals is available by contacting:

Ms. Aishah Casseus  
EEO/AA & Diversity Officer and University Title IX Coordinator  
601 South MLK Jr. Drive  
Winston-Salem, NC 27110  
(336) 750-8758  
[casseusa@wssu.edu](mailto:casseusa@wssu.edu)

<https://www.wssu.edu/administration/human-resources/eoo-aa/index.html>

### **Reasonable Accommodation**

Winston-Salem State University is committed to compliance with all Federal laws and shall make an effort to employ qualified applicants with disabilities and not establish arbitrary or unjustified physical requirements. Reasonable accommodations will be made for a qualified disabled applicant or employee who would be able to perform the essential duties of the job if such accommodation is made, unless it can demonstrate that the accommodation would impose an undue hardship on WSSU by assessing whether the requested accommodation would cause significant difficulty or expense, as provided by the Section 503 regulations.

Accommodations may include job restructuring, making facilities readily accessible and usable, and the acquisition or modification of equipment or devices. The hiring official or Department of Human Resources may consult with a disabled person's physician or medical counselor when making a final decision, as necessary. A reasonable accommodation may allow an employee to perform the essential functions of his or her job safely and effectively.

### **Religious Accommodation**

Winston-Salem State University strives to ensure that applicants, employees, students, or visitors do not suffer discrimination because of religion or national origin. The University does not discriminate against any qualified student, employee, or applicant for employment because of race, sex, creed, religion, national origin, age, color, handicapping condition, sexual orientation, veteran's status, political affiliation, or genetic information.

WSSU accommodates the religious observances and practices of employees and students except where such accommodation causes undue hardship on the conduct of the University's business, but always in compliance with applicable law. The extent of the University's obligation is determined initially by considering statutory requirements, and any obligation of accommodation beyond that shall be determined with consideration of business necessity, financial costs and expenses, and resulting personnel and/or academic problems.

## **Program Evaluation and Program Reporting**

WSSU is responsible for evaluating fairness in the hiring process regularly. HR processes are evaluated throughout the year to measure the effectiveness of the EEO program. The following actions are keys to the auditing and reporting system:

### **Program Evaluation:**

1. Review hiring and promotion practices to ensure decisions are fair, and based on standardized processes and employee's ability to perform the job
2. Monitoring of all HR processes, including referrals, placements, transfers, performance management, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out;
3. Reviewing recruitment practices to ensure vacancies are announced in diverse job networks.
4. Review disciplinary actions, grievances, compensation, and performance management plan data to ensure fairness
5. Conduct trainings and encourage employees to provide feedback regarding workplace climate.

### **Program Reporting**

The EEO Officer will provide reports to the senior management on a regular basis, to the Office of State Human Resources, and to the University of North Carolina System, as requested. These reports will be used to ensure that the University's EEO Plan is being followed and that equal opportunities exist for employees and applicants. The EEO Officer will use the following data sources: PeopleAdmin, Data Mart, Banner, and other data tracking systems. Reports will be generated by race, sex, age, and disability status for appropriate analysis. The EEO Officer will make recommendations to the Chancellor or designee aimed at improving program effectiveness.

## **Harassment Prevention Strategies**

Winston-Salem State University has strategies in place aimed at preventing harassment throughout its campus community, and strategically communicates its anti-harassment expectations to employees and supervisors through multiple venues.

First, the Equal Employment Opportunity Policy Statement is posted on HR Bulletin Boards and is shared via email with all employees when the formal EEO Plan is established. The WSSU's Equal Employment Opportunity Policy Statement states

employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities: (1) Filing a complaint; (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of Section 503, VEVRAA, or any other Federal, State or local law requiring equal opportunity for disabled persons or protected veterans; (3) Opposing any act or practice made unlawful by Section 503, VEVRAA, or implementing regulations in this part or any other Federal, State or local law requiring equal opportunity for disabled persons or protected veterans; or (4) Exercising any other right protected by Section 503, VEVRAA or implementing regulations in this part.

Second, we ensure that employees understand the Unlawful Workplace Harassment Policy, and provide easy access to it. The policy is reviewed during new employee orientation, quarterly. It is included in this EEO Plan and shared with employees annually, and the Unlawful Workplace Harassment policy is provided to employees in conjunction with mandatory Harassment Prevention training.

Lastly, Winston-Salem State University follows the University Employee Grievance Policy that provides a clear process for addressing unlawful harassment allegations through the Equal Employment Opportunity Informal Inquiry for SHRA employees. The policy outlines that grievance issues from employees and applicants include unlawful discrimination or harassment based on race, religion, color, national origin, sex, age, disability, genetic information, or political affiliation if the employee believes that he or she have been discriminated against in the terms and conditions of employment. If there is reasonable cause to believe that unlawful discrimination, harassment, or retaliation occurred, management takes appropriate action to resolve the matter. Additionally, a link to our Formal Complaint form can found [here](#) on the EEO/AA web page for employees to self-report.

## **Diversity & Inclusion Initiatives**

Winston-Salem State University has identified initiatives that will further advance our inclusivity goals. First, we have identified the need to provide specific spaces for lactation rooms for students, faculty, and staff. A request has been made to operationalize that need. Next, our campus does offer reasonable accommodations for students, faculty, and staff through our Disability Services department. Lastly, the UNC system, WSSU included, is working with OSHR to revamp the application form to remove unnecessary information including salary history.

## **Reduction in Force Procedures**

### **Reduction in Force Policy**

The reduction in force procedure for staff employees provides equitable treatment for the layoff of staff employees when reduction in force becomes necessary. A reduction in force or layoff might become necessary because of lack of work, lack of funds, abolishment of a position, or other material change in duties or organization.

The policy applies to SHRA employees (full-time and part-time) holding permanent appointments, employees, apprentices with trainee appointments who have completed six months of service, and employees who attained permanent status prior to entering a trainee appointment. This policy does not apply to probationary employees, temporary employees or employees with time-limited permanent appointments.

### **Procedures for Determining Priorities for Reductions**

A reduction in force decision requires a thorough evaluation of the need for particular positions and the relative value of specific employees so that the university can provide the highest level of service possible with a reduced work force. Determining the retention or separation of a particular employee should include the evaluation of the relative skills, knowledge, and productivity of the employee in comparison to necessary services (refer to documentation available from Performance Management Program). Length of service and other factors must be considered but may receive less weight in the determination. The department determines priority for reduction in force within the following guidelines:

1. Temporary employees in the same or related classifications must be terminated before any employee with a probationary or permanent appointment, if a probationary or permanent employee can perform the temporary employee's tasks.
2. Employees with probationary appointments as well as trainees and apprentices with less than six months' service must be terminated before any employee in the same or a related classification with permanent appointment, if the employee can perform the tasks of the probationary employee, trainee, or apprentice.
3. Reduction in force of employees should be based on the following factors:
  - a. university needs (i.e., determine which positions are most vital to the department in the delivery of services)
  - b. employee skill and productivity (i.e., identify relative skills, knowledge, and productivity of employees, and review personnel files and performance appraisals)
  - c. length of service of employees.

In accordance with federal guidelines affecting equal employment opportunity/affirmative action, any application of the reduction in force policy must be reviewed by Human Resources to determine its impact on the university's affirmative action goals.

Each vice chancellor must submit a written report to the Director of Human Resources indicating the position numbers, class titles, names of affected employees, the reason for the reduction in force, and an assessment of the reduction in force's impact on the department's EEO profile.

### **Briefing Affected Employees**

Before a reduction in force occurs, the appropriate manager provides the following information, in writing to the employee(s) being laid off:

1. the reason for the reduction in force

2. the effective date of the reduction in force (at least 30 days following notification date).
3. direction to contact Benefits to obtain necessary information on benefits options.
4. the amount of severance pay due, if any.
5. the right to appeal the reduction in force through applicable grievance policies.
6. direction to contact Human Resources for information on the following:
  - a. the university's policy on priority re-employment
  - b. completion of necessary application forms
  - c. the availability of aid in seeking other employment
  - d. eligibility to apply for Unemployment Insurance benefits

### **Leave and Salary Increase**

Employees separated by a reduction in force are paid in a lump sum for accumulated vacation leave. Accumulated sick leave at the time of separation is reinstated if reemployment occurs within five year.

### **Discontinued Service**

Reduced-in-force employees might be eligible for discontinued service retirement if:

1. The employee has 25 or more years of creditable retirement service and is 55 years of age or older. In this case, there will be no reduction in benefits; or
2. The employee has 20 or more years of creditable retirement service and is 50 years of age or older. In this case, benefits will be reduced by 1/4 of 1 percent for each month under age 55.

### **Severance Pay**

Severance pay is paid to an eligible employee who does not obtain permanent employment in state government by the effective date of the reduction in force. Payment is based on total state service supplemented by an age factor.

Severance pay does not apply to employees who are probationary; who are separated at the end of time-limited appointments; whose reduction in force is temporary; or who are separated on early, service, or disability retirement.

#### **1. Amount and Method of Payment**

Severance salary is based on total state service, salary at separation, and the employee's age at separation.

<b>Years of Service</b>	<b>Payment</b>
Less than 1 year	2 weeks base salary
1 but less than 5 years	1 month base salary
5 but less than 10 years	2 months base salary
10 but less than 20 years	3 months base salary

20 or more years

4 months base salary

2. Age Adjustment Factor

Employees receive an age adjustment of 2.5 percent annual base salary for each full year over 39 years of age. The total age adjustment factor cannot exceed 22 years (to age 61) and is limited to the total service payment.

3. Method of Payment

The total amount of severance salary payable, including any age adjustment amount, is paid on a pay period basis for the time indicated under “Years of Service.”

**Priority Reemployment Consideration**

Priority reemployment consideration is intended to provide return to a position at the same Career Banding Classification and Competency Level as that held at separation. Priority reemployment consideration is provided to employees, who have met service requirement and who are separated: (1) for reasons other than just cause and (2) due to shortage of funds or work, abolishment of a position, or (3) due to changes in duties or organization.

1. Employee Requirement

Employees must claim priority reemployment consideration by the date of separation by notifying Human Resources or priority is forfeited. Employees must also complete applications for state government and university employment. Employees separated through Reduction in Force receive priority reemployment consideration for twelve months from date of separation. Employees separated from permanent part-time positions have priority to part-time positions with the same number of hours only.

2. Employee Qualifications

The employee must possess at least the minimum education and experience requirements of their equivalent as set forth in classification specifications for the position for which they request priority.

3. Vacant Positions

An employee separated from the university is offered any available vacant position at a Career Banding Classification and Competency Level equal or below that held before separation if the employee meets the qualifications for the position and could perform the job in a reasonable period of time, including normal orientation and training. Exception: Another state employee who is more qualified may be hired in lieu of a RIF.

4. Other State Agency Employees

Employees separated from other state agencies or institutions shall be interviewed and if qualified, shall be offered a position if at the same level or below. They will be offered the position before employing anyone who is not a permanent state employee.

5. Effect on Priority

Acceptance of a position at a lower Career Banding Classification and Competency Level does not affect priority. The decline of an offer to a lower Career Banding Classification

and Competency Level does not affect priority. Employees who decline interviews of offers of employment for positions at the same or a higher Career Banding Classification and Competency Level within 35 miles of the original workstation lose priority.

## I. Data Elements

### **Workforce Availability**

The Two-Factor Analysis Method (consistent with OFCCP- Office of Federal Contract Compliance Programs) determines workforce availability in equal employment opportunity planning. It requires the evaluation of data concerning a) the percentage of minorities or women with requisite skills in the reasonable recruitment area; and b) the percentage of minorities or women among those promotable, transferable, and trainable within the organization.

Winston-Salem State University utilizes the Two-Factor Analysis for determining availability and uses the most current and discrete statistical information available through U.S. Census Bureau (<http://www.census.gov>);

WSSU has determined the availability of minorities and women for each Job Group consistent with regulatory requirements. The university has considered two factors for minorities and two factors for women: the percentage of minorities or women with requisite skills in the reasonable recruitment area and the percentage of minorities or women among those promotable, transferable, and trainable in the current workforce. These data are presented in the Office of State Human Resources Reports for WSSU attached to this report.

WSSU has used the most current and discrete statistical information available to derive external availability data. In an effort to estimate availability as accurately as possible, the University uses the most current available census data for 516 occupational classifications for its reasonable recruiting areas. In determining "requisite skills," the University has identified those Standard Occupational Classifications (SOCs) reported in the Census that were most representative of the skills required for the positions being analyzed.

The reasonable recruiting area for each Job Group is as follows:

1. The United States for Job Group: Executive and Administrative
2. The State of North Carolina for Job Group: Professional, Protective Service, and Managerial
3. The Triad MSA (Metropolitan Statistical Area) for Job Group: Administrative Support, Paraprofessional, Technical, Service/Maintenance.

### **Occupational Classifications**

The Standard Occupational Classification (SOC) system, or equivalent, is used Winston-Salem State University as a public university of the State of North Carolina when evaluating workforce availability. Detailed occupations in the SOC with similar job duties, and in some cases skills, education, and/or training, are grouped together. The major categories used in the State of North Carolina include:

- a. **Officials and Administrators**- This job group includes a variety of titles that exercise overall responsibility for execution of policies, direct individual departments or special phases of the agency's operations, or provide specialized consultation on projects. Most positions in this group require at least a Bachelor's degree and significant experience. This grouping includes such titles as Building Environmental Manager, Information tech manager, Facility Planner, Communication Specialist etc.
- b. **Management Related Occupations** - This job group includes high-level positions in our organization. These positions have responsibility for setting policy and directing divisions within our organization. Most positions in this group require at least a Bachelor's degree and significant experience. This grouping includes such titles as University Program Specialist, Communication Specialist, HR Specialist, etc.
- c. **Professionals** - This job group includes a variety of titles and classifications requiring professional expertise as evidenced by significant experience in the respective field and a minimum of a bachelor's degree. These positions have significant decision-making responsibilities and function with a high level of autonomy. This grouping includes such titles such as accountant, auditor, directors, assistant, and associate directors of various programs, and senior-level administrative assistants.
- d. **Protective Services** - This job group includes a variety of titles and classifications requiring, in some instances, expertise as evidenced by experience in the field and a minimum of a bachelor's degree (police officer). These positions primarily serve in the capacity of security and protective enforcement on campus and in support capacity to those members of the organization who work in the field



on a daily basis. This grouping includes such titles as Police Officer, Security Officer, Dispatcher, etc.

- e. **Technicians** - This job group includes a variety of titles and classifications typically requiring a two-year degree and/or several years of related experience. These positions typically have an area of expertise and may or may not have guidelines and reference manuals readily available with which to consult. These positions include titles such as Media Manager, Business & Technology Applications Specialist, Operations & Systems Specialist, Visual Arts Specialist, etc.
- f. **Administrative Support** - This job group includes all clerical/secretarial related positions, whose work is primarily governed by prescribed guidelines and procedures. Positions typically require a high school diploma and minimum of one, two, or three years of related experience. These positions include titles such as University Program Associate, Administrative Support Associate, Administrative Support Specialist, etc.
- g. **Skilled Craft** - This job group includes a variety of titles and classifications requiring a minimum of high school diploma and two years of related experience. These positions may have a facilities role and/or a specialized maintenance role. These positions include such titles as Skilled Craft Supervisor, Forestry, Farming, and Repair Supervisors.
- h. **Service and Maintenance** - This job group includes a variety of titles and classifications requiring a minimum of high school diploma and two years of related experience. These positions may have a service/facilities role and/or a specialized maintenance role. These positions include titles such as Service Care Supervisor, Building & Mechanical, and Facilities Maintenance Supervisor.
- i. **Skilled Craft** - Occupations in which workers perform jobs that require special manual skill and a thorough and comprehensive knowledge of the process involved in the work that is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

### **Race and Ethnicity**

For the purposes of the workforce availability analysis, the following race/ethnicity categories were used:

- a. **White** (Non-Hispanic or Latino) – All persons having origins in any of the original peoples of Europe, North Africa or the Middle East.

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

### **Job Group Utilization Analysis**

Winston-Salem State University has compared the incumbency of minorities and women in each Job Group. Given the availability percentage for that particular Job Group, the comparison is done to determine if the availability for a Job Group is greater than incumbency, in an effort to determine if there are any Job Groups in which the percentage of minorities or women employed in the Job Group is significantly less than would reasonably be expected. Official & Administrators, Management Related Occupations, Protective Services, Administrative Support, Service, and Skilled Craft all showed an availability greater than incumbency.

### **2. Program/Employment Objectives**

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

Officials & Administrators

2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2019
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: NA			
SOC CATEGORY: Officials and Administrators						SUB-CATEGORY: Official and Administrators			
RECRUITMENT AREA: Statewide						AVAILABILITY STANDARD: Population			
(Nationwide, Statewide, or specific counties)						(Population, Labor Force Compromise, or Two-Factor Analysis)			
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	3	10	-7				0.00%		
White Female	1	6	-5	1			0.00%		HR working internally to develop a WSSU jobs page on LinkedIn to attract a more diverse
Black Male	10	1	9				0.00%		Continue to conduct search committee training sessions to promote diversity during recrui
Black Female	3	1	2				0.00%		
Hispanic Male	0	0	0				0.00%		
Hispanic Female	0	0	0				0.00%		
Asian Male	0	0	0				0.00%		
Asian Female	0	0	0				0.00%		
American Indian or Alaska Native Male	0	0	0				0.00%		
American Indian or Alaska Native Female	0	0	0				0.00%		
Ethnicity Unknown	0	0	0				0.00%		
<b>TOTAL EMPLOYEES</b>	<b>17</b>	<b>18</b>	<b>-1</b>	<b>1</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	
Total Male(s)	13	11	2	0	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	4	7	-3	1	0.00%	0.00%	0.00%	0.00%	
Total Minority	13	2	11	0	0.00%	0.00%	0.00%	0.00%	
Total Veteran						6.70%			
Disabled						7.00%			

## Management Related

2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2019
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: NA			
SOC CATEGORY: Management Related						SUB-CATEGORY: Business Specialist, including Purchasing			
RECRUITMENT AREA: Statewide						AVAILABILITY STANDARD: Population			
(Nationwide, Statewide, or specific counties)						(Population, Labor Force Compromise, or Two-Factor Analysis)			
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	4	4	0				0.00%		
White Female	2	8	-6	2			0.00%		HR working internally to develop a WSSU jobs page on LinkedIn to attract a more diverse
Black Male	4	1	3				0.00%		Continue to conduct search committee training sessions to promote diversity during recrui
Black Female	10	3	7				0.00%		
Hispanic Male	0	0	0				0.00%		
Hispanic Female	0	1	-1				0.00%		
Asian Male	0	0	0				0.00%		
Asian Female	0	0	0				0.00%		
American Indian or Alaska Native Male	0	0	0				0.00%		
American Indian or Alaska Native Female	0	0	0				0.00%		
Ethnicity Unknown	0	0	0				0.00%		
<b>TOTAL EMPLOYEES</b>	<b>20</b>	<b>17</b>	<b>3</b>	<b>2</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	
Total Male(s)	8	5	3	0	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	12	12	0	2	0.00%	0.00%	0.00%	0.00%	
Total Minority	14	5	9	0	0.00%	0.00%	0.00%	0.00%	
Total Veteran						6.70%			
Disabled						7.00%			

## Administrative Support

2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12/31/2019
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: N/A			
SOC CATEGORY: Administrative Support						SUB-CATEGORY: Administrative Support Occupations			
RECRUITMENT AREA: Statewide						AVAILABILITY STANDARD: Population			
(Nationwide, Statewide, or specific counties)						(Population, Labor Force Compromise, or Two-Factor Analysis)			
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	2	24	-22	2			0.00%		WSSU LinkedIn; Establish contact in surrounding community colleges to post position
White Female	14	78	-64	3			0.00%		WSSU LinkedIn; Establish contact in surrounding community colleges to post position
Black Male	16	10	6				0.00%		
Black Female	92	23	69				0.00%		
Hispanic Male	0	2	-2	1			0.00%		WSSU LinkedIn; Establish contact in surrounding community colleges to post position
Hispanic Female	3	4	-1	1			0.00%		
Asian Male	0	1	-1				0.00%		
Asian Female	2	1	1				0.00%		
American Indian or Alaska Native Male	0	1	-1				0.00%		
American Indian or Alaska Native Female	0	1	-1				0.00%		
Ethnicity Unknown	0		0				0.00%		
<b>TOTAL EMPLOYEES</b>	<b>129</b>	<b>145</b>	<b>-16</b>	<b>7</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	
Total Male(s)	18	38	-20	3	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	111	107	4	4	0.00%	0.00%	0.00%	0.00%	
Total Minority	113	43	70	2	0.00%	0.00%	0.00%	0.00%	
Total Veteran							6.70%		
Disabled							7.00%		

## Skilled Craft

2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12/31/2019
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: N/A			
SOC CATEGORY: Skilled Craft						SUB-CATEGORY: Installations, Maintenance, and Repair Occupations			
RECRUITMENT AREA: Statewide						AVAILABILITY STANDARD: Population			
(Nationwide, Statewide, or specific counties)						(Population, Labor Force Compromise, or Two-Factor Analysis)			
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	2	6	-4				0.00%		
White Female	0	3	-3	1			0.00%		WSSU LinkedIn; Establish contact in surrounding community colleges to post position
Black Male	10	2	8				0.00%		
Black Female	2	2	0				0.00%		
Hispanic Male	0	1	-1				0.00%		
Hispanic Female	0	1	-1	1			0.00%		Hispanic League; Establish a contact for posting
Asian Male	0	0	0				0.00%		
Asian Female	0	0	0				0.00%		
American Indian or Alaska Native Male	0	0	0				0.00%		
American Indian or Alaska Native Female	0	0	0				0.00%		
Ethnicity Unknown	0		0				0.00%		
<b>TOTAL EMPLOYEES</b>	<b>14</b>	<b>15</b>	<b>-1</b>	<b>2</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	
Total Male(s)	12	9	3	0	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	2	6	-4	2	0.00%	0.00%	0.00%	0.00%	
Total Minority	12	6	6	1	0.00%	0.00%	0.00%	0.00%	
Total Veteran							6.70%		
Disabled							7.00%		

## Skilled Craft

2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12/31/2019
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: N/A			
SOC CATEGORY: Skilled Craft						SUB-CATEGORY: Construction and Extraction Occupations			
RECRUITMENT AREA: Statewide						AVAILABILITY STANDARD: Population			
(Nationwide, Statewide, or specific counties)						(Population, Labor Force Compromise, or Two-Factor Analysis)			
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	3	10	-7	1			0.00%		WSSU LinkedIn; Establish contact in surrounding community colleges to post position
White Female	0	0	0				0.00%		
Black Male	8	2	6				0.00%		
Black Female	0	0	0				0.00%		
Hispanic Male	0	1	-1	1			0.00%		Hispanic League; Establish a contact for posting; Establish contact in surrounding com
Hispanic Female	0	0	0				0.00%		
Asian Male	0	0	0				0.00%		
Asian Female	0	0	0				0.00%		
American Indian or Alaska Native Male	0	0	0				0.00%		
American Indian or Alaska Native Female	0	0	0				0.00%		
Ethnicity Unknown	0	0	0				0.00%		
<b>TOTAL EMPLOYEES</b>	<b>11</b>	<b>13</b>	<b>-2</b>	<b>2</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	
Total Male(s)	11	13	-2	2	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	0	0	0	0	0.00%	0.00%	0.00%	0.00%	
Total Minority	8	3	5	1	0.00%	0.00%	0.00%	0.00%	
Total Veteran							6.70%		
Disabled							7.00%		

Protective Services

2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic) AS OF 12 / 31 /2019									
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: N/A			
SOC CATEGORY: Protective Services						SUB-CATEGORY: Protective Services Occupations			
RECRUITMENT AREA: Statewide						AVAILABILITY STANDARD: Population			
(Nationwide, Statewide, or specific counties)						(Population, Labor Force Compromise, or Two-Factor Analysis)			
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	2	12	-10	1			0.00%		
White Female	2	3	-1	1			0.00%		Visit BLET classes at Community Colleges before graduation with
Black Male	11	3	8				0.00%		Public Safety Officer Internship Program
Black Female	4	2	2				0.00%		Advertise with WSSU Career Services
Hispanic Male	0	0	0				0.00%		Request list from Winston-Salem City police department retirees for
Hispanic Female	0	0	0				0.00%		
Asian Male	0	0	0				0.00%		
Asian Female	0	0	0				0.00%		
American Indian or Alaska Native Male	0	0	0				0.00%		
American Indian or Alaska Native Female	0	0	0				0.00%		
Ethnicity Unknown	0	0	0				0.00%		
<b>TOTAL EMPLOYEES</b>	<b>19</b>	<b>20</b>	<b>-1</b>	<b>2</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	
Total Male(s)	13	15	-2		0.00%	0.00%	0.00%	0.00%	
Total Female(s)	6	5	1	1	0.00%	0.00%	0.00%	0.00%	
Total Minority	15	5	10		0.00%	0.00%	0.00%	0.00%	
Total Veteran							6.70%		Outreach
Disabled							7.00%		

### Service

2020 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic) AS OF 12 / 31 /2019									
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: N/A			
SOC CATEGORY: Service						SUB-CATEGORY: Building and Grounds Occupation			
RECRUITMENT AREA: Statewide						AVAILABILITY STANDARD: Population			
(Nationwide, Statewide, or specific counties)						(Population, Labor Force Compromise, or Two-Factor Analysis)			
	# Employed	# Expected	# Over/Under	# Goal	% Employed	% Expected	% Difference	% Goal	Action Steps (list a planned action / program activity from your EEO Plan)
EXAMPLE	7	11	-4	2	5.10%	12.50%	-7.40%	8.50%	Participate in the Triangle Hispanic Professional Association Career Fair, also post positions within their free job listing service.
White Male	1	6	-5	1			0.00%		
White Female	2	22	-20	4			0.00%		WSSU LinkedIn; Establish contact in surrounding community colleges to post position
Black Male	24	2	22				0.00%		
Black Female	19	9	10				0.00%		
Hispanic Male	2	0	2				0.00%		
Hispanic Female	2	1	1				0.00%		
Asian Male	0	0	0				0.00%		
Asian Female	0	1	-1				0.00%		
American Indian or Alaska Native Male	0	0	0				0.00%		
American Indian or Alaska Native Female	0	0	0				0.00%		
Ethnicity Unknown	0	0	0				0.00%		
<b>TOTAL EMPLOYEES</b>	<b>50</b>	<b>41</b>	<b>9</b>	<b>5</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	
Total Male(s)	27	8	19	1	0.00%	0.00%	0.00%	0.00%	
Total Female(s)	23	33	-10	4	0.00%	0.00%	0.00%	0.00%	
Total Minority	47	13	34	0	0.00%	0.00%	0.00%	0.00%	
Total Veteran							6.70%		
Disabled							7.00%		

### 3. ATTAINMENT OF EMPLOYMENT OBJECTIVES:

Winston-Salem State University attained its employment objective for women in its Protective Services job group identified as underutilized in last year's EEO Plan.

Winton-Salem State University saw growth in the employment objective for Computer & Mathematical group- a job group identified as underutilized in last year's EEO plan. Due to organizational changes, the total number of positions/employees in this job group has decreased.

**EEO Analysis:**

Winston-Salem State University has compared the incumbency of minorities and women in each Job Group. The comparison is done to determine if the availability for a Job Group is greater than incumbency, in an effort to determine if there are any Job Groups in which the percentage of minorities or women employed in the Job Group is significantly less than would reasonably be expected, given the availability percentage for that particular Job Group. Management Related Occupations, Professional Specialty, Administrative Support, Service, and Skilled Crafts all had adverse impact.

AGENCY/UNIVERSITY: WSSU							DATE: 03/01/2020					
SOC Category	White Males		White Females		Black Males		Black Females		Other Minority Males		Other Minority Females	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
EXAMPLE												
Officials & Administrators	3	4	1	2	10	8	3	3	0	1	0	0
Management Related	5	5	4	3	11	11	24	21	1	1	0	1
Professional Specialty	5	5	4	8	23	24	29	33	1	2	0	1
Technicians & Technologists	2	0	2	1	0	1	5	6	0	0	0	0
Administrative Support	3	3	15	12	16	18	95	108	0	0	5	0
Protective Services	4	4	2	0	12	10	5	6	0	0	0	0
Skilled Crafts	7	4	0	0	28	31	5	5	0	0	0	0
Service	1	2	2	1	24	23	19	20	2	2	2	2
<b>TOTAL EMPLOYEES</b>	<b>30</b>	<b>27</b>	<b>30</b>	<b>27</b>	<b>124</b>	<b>126</b>	<b>185</b>	<b>202</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>4</b>

**Performance Management**

<b>Overall Rating:</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>OMM</b>	<b>OMF</b>	<b>TOTAL</b>
<b>Does Not Meet Expectations</b>	0	1	1	0	1	0	2
<b>Meets Expectations</b>	15	17	104	142	4	2	284
<b>Exceeds Expectations</b>	8	10	11	49	0	4	76

**Recruitment and Selection**

	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>OMM</b>	<b>OMF</b>	<b>TOTAL</b>
<b>Representation</b>	96	109	145	184	22	26	582
<b>Hired</b>	4	5	12	11	0	0	32
<b>Promoted</b>	1	1	3	11	0	0	16

**Discipline and Dismissal**

	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>OMM</b>	<b>OMF</b>	<b>TOTAL</b>
<b>Written Warning</b>	1	0	2	4	2	1	10
<b>Suspended</b>	1	0	1	0	1	0	2
<b>Demoted</b>	0	0	0	0	0	0	0
<b>Dismissed</b>	0	0	2	2	1	1	6

Note: Hispanic, American Indian/Alaska Native, Asian, Native Hawaiian or Pacific Islanders, and Two or More are combined below, but may be uncoupled in WSSU agency/university EEO Plan.

**Identification and Correction of Problems**



Winston-Salem State University has identified impediments to equal employment opportunity in the placement of women or minorities in Job Groups Officials & Administrators, Management Related Occupations, Administrative Support, Service, and Skilled Craft have had adverse impact. WSSU currently has vacancies in these areas. WSSU will put forth a good faith effort to focus and enhance recruitment for women, minorities, veterans, and persons with disabilities, consistent with the action oriented programs and internal monitoring processes. Recruitment examples includes actively focusing on building relationships in each of the surrounding community colleges in effort to participate in job fairs and have our vacancies posted on their internal posting sites.

## **APPENDICES**

Human Resources Related policies and procedures

<https://www.wssu.edu/administration/human-resources/employee-relations/index.html>

Office of Faculty Affairs – Faculty Handbook

<https://www.wssu.edu/about/office-of-the-provost/academic-and-administrative-units/faculty-affairs/files/documents/faculty-handbook-12-8-2017.pdf>

Office of Legal Affairs – WSSU Policies, NC General Statutes, and Procedures

<https://www.wssu.edu/about/offices-and-departments/legal-affairs/policies-and-procedures/index.html>

WSSU Data Mart Reports (HRDM- OSP B0170 SHRA Only)

WSSU Organizational Chart

[\*\*Chancellor's Org Chart -12-31-2019\*\*](#)

Equal Employment Opportunity Website and Procedures

<https://www.wssu.edu/administration/human-resources/eeo-aa/index.html>

UNIVERSITY SHRA EMPLOYEE GRIEVANCE POLICY

<http://old.northcarolina.edu/hr/SHRA-Grievance-05-01-2017.pdf>

OSHR Policies

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

Employment Preference for Veterans

[https://www.wssu.edu/administration/human-resources/eeo-aa/\\_files/documents/employment-preference-for-veterans-policy.pdf](https://www.wssu.edu/administration/human-resources/eeo-aa/_files/documents/employment-preference-for-veterans-policy.pdf)

Religious Accommodation Policy

<https://www.wssu.edu/about/offices-and-departments/legal-affairs/policies-and-procedures/chapter-900-general-university-policies/900.11.html>

UNC System Career-Banding Salary Administration Plan

Unlawful Workplace Harassment

<https://www.wssu.edu/about/offices-and-departments/legal-affairs/policies-and-procedures/chapter-100-personnel-policies/101-personnel-general/101.3.html>

