



# Equal Employment Opportunity Plan

January 1, 2024 – December 31, 2024  
(2025 EEO Plan)

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## **SECTION I: INTRODUCTION**

The State of North Carolina is committed to fostering a diverse workforce and inclusive work environment free from discrimination, unlawful workplace harassment, retaliation, and without barriers to equal employment opportunity (EEO). With this in mind, the Office of State Human Resources developed the Equal Employment Opportunity (EEO) Instruction and Format Guide to assist state Agencies and Universities in the preparation of their annual EEO Plan.

This guide outlines the program and data elements required in each annual Agency/ University EEO Plan. Each Agency and University is advised to follow the order of this guide when preparing their EEO Plan. The guide includes helpful examples of the requirements needed for the development of the EEO Plan.

The guide is divided into four sections:

**SECTION I** provides a brief introduction of the guide.

**SECTION II** provides the program elements required in the EEO Plan. This is also referred to as the narrative portion of the EEO Plan. Here is where the Agency or University describes, in detail, their EEO Program and activities, accomplishments and best practices, communication efforts and more.

**SECTION III** is where the data elements are found, and focuses on data analysis, which examines program objectives, workforce representation and utilization, potential barriers and improvement goals.

**SECTION IV** includes copies of documents and other useful information.

OSHR will continue to provide guidance and resources to support the EEO planning process. Links to applicable state and federal laws, planning and resources guides, and other information can be found on the OSHR website at: <https://oshr.nc.gov/state-employee-resources/diversity-inclusion>.

## SECTION II: PROGRAM ELEMENTS

### 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 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.

Bonita J. Brown

**University Chancellor Signature**

02/26/2025

**Date**

Bonita J. Brown

**University Chancellor Printed Name**

02/26/2025

**Date**

Camilla Norris

**EEO Officer Signature**

02/26/2025

**Date**

Camilla Norris

**EEO Officer Printed Name**

02/26/2025

**Date**

## **SECTION II: PROGRAM ELEMENTS**

### **THE STATE OF NORTH CAROLINA EEO POLICY**

#### **Policy**

The State of North Carolina recognizes that an effective and efficient government requires the talents, skills, and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of State government's workforce through equal employment opportunity (EEO) workforce planning initiatives.

The State is committed to ensuring the administration and implementation of all human resources policies, practices, and programs are fair and equitable without unlawful discrimination, harassment, or retaliation on the basis of race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability, 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 the State government's workforce is diverse at all occupational levels;
4. develop and promote EEO programs and best practices to encourage consistent and fair treatment of all State employees; and
5. meet with agency heads, department heads, and university chancellors, Human Resources Directors, and EEO Directors/Officers annually to discuss the progress made toward reaching program goals; and

## **Agency, Department, and University Responsibilities:**

Each Agency Head, Department Head and University Chancellor shall:

1. adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor;
2. ensure the agency, department, or university's commitment to EEO is clearly communicated to all employees;
3. ensure that Human Resources policies and employment practices are implemented consistently and fairly;
4. designate an EEO Officer/Director who has access to the agency head, department head, or university chancellor to be responsible for the operation and implementation of the EEO Plan;
5. provide the necessary resources to ensure the successful implementation of the EEO Program;
6. ensure each manager and supervisor has, as a part of his or her performance plan, the responsibility to comply with EEO laws and policies, and assist in achieving EEO goals established by the agency, department, or university;
7. ensure the EEO Plan is designed in accordance with the EEO Plan Requirements and Program Guidelines as specified by the Office of State Human Resources;
8. ensure the EEO Plan is submitted by March 1st of each year to the Office of State Human Resources for review and approval as required by G.S. 126-19;
9. ensure all employees are made aware of the EEO policy including the Unlawful Workplace Harassment Policy found in Section 1 of the State Human Resources Manual;
10. develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
11. ensure required employee notices describing Federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
12. maintain records of all complaints and grievances alleging discriminatory practices; and
13. ensure all newly hired, promoted, or appointed supervisors and managers complete the required EEO training in accordance with G.S. 126-16.1. See the Equal Employment Opportunity & Diversity Fundamentals (EEOFD) 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 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 uniformly and equally applied to all applicants for the 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) prohibit discriminatory treatment of a qualified individual who has a physical or mental impairment that substantially limits one or more major life activities, has a history (or record) of such an impairment or is regarded as having such an impairment that is not transitory (lasting or expected to last six months or less) or minor. In addition, the law protects covered individuals from discrimination based on their known relationship (or association) with an individual with a disability (even if they themselves do not have a disability). Refer to the University’s Policy on Disability Accommodations in Employment for information on how to request and process requests for accommodations for covered individuals with disabilities.

“Genetic Information Discrimination” - The Genetic Information Nondiscrimination Act of 2008 (GINA) is a federal law that 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 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 religion or because of his or her connection with a religious organization or group. The agency, department, or university must reasonably accommodate an employee’s religious beliefs or practices unless doing so would cause unreasonable difficulty or expense for the agency, department, or university. This would include making reasonable adjustments at work that will allow the employee to practice his or her religion.

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



## **UNIVERSITY OVERVIEW**

### **Vision**

Winston-Salem State University, a comprehensive public institution, is a premier national leader in advancing equity and upward mobility where we unleash the genius of individuals and empower them to transform the world.

### **Mission**

As a historically Black college and university guided by the motto “Enter to Learn, Depart to Serve,” Winston-Salem State University cultivates the genius of interconnected learners through academic excellence, transformative scholarship, and impactful engagement to produce equity-minded, highly competent, and productive citizens. Winston-Salem State University aims to enhance the lives and livelihoods of its students, the people of North Carolina, and persons around the world.

## **UNIVERSITY ACHIEVEMENTS AND BEST PRACTICES**

WSSU has been and will continue to be an equal opportunity employer. The State of North Carolina’s Equal Employment Opportunity Policy is referenced in the attachments.

The Office of Equal Employment Opportunity/Affirmative Action is dedicated to fostering and nurturing an equitable, diverse, and inclusive learning and working environment at Winston-Salem State University. Through a variety of programs and services, we work with students, staff, faculty, the surrounding community, and alumni to “*Build Community through Diversity.*”

The Office of Equal Employment Opportunity/Affirmative Action provides leadership to strategic 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 maintains diversity as a top organizational priority. 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 or expression, ethnicity, political affiliation, veterans’ status, or disability.

To support this mandate, the university relies on a diverse and skilled management team tasked with overseeing investigations into protected class complaints, ensuring that each investigation is conducted promptly, thoroughly, and impartially. Furthermore, the EEO office continues to foster an inclusive and compliant workplace by continuously refining the educational strategies used during the monthly New Employee Orientation (NEO) for all new hires. The EEO segment of the NEO emphasizes policy interpretation, reporting procedures, and best practices to ensure ongoing compliance with EEO policies.

The university continued to offer Equal Employment Opportunity and Diversity Fundamentals (EEODF) classes for all managers. In addition to EEODF, the EEO office continued to host monthly Search Committee Training for all search committee members. This training provides in-depth knowledge of best EEO practices and ensures compliance for employees participating on a search committee. This is a university biannual requirement for any individual serving on a search committee for the university.

## **WSSU Strategic Plan 2030- Commitment 2| Equity, Inclusion & Social Innovation**

With a more diverse student body and an increasingly diverse workforce, WSSU will design campus operations that are culturally responsive. As a culturally engaging campus, WSSU will acknowledge the unique knowledge and skills that each learner brings to the community and will leverage those gifts to create an enriched environment; thus, faculty and staff commit to “unleash the genius” of each learner.

In keeping with the Equal Employment Opportunity Policy, WSSU sustains its commitment to recruiting, hiring, training, and promoting the most qualified persons without regard to race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. Similarly, all other personnel matters such as compensation, benefits, transfers, WSSU-sponsored training, and related programs have been administered in accordance with the Equal Employment Opportunity Policy. All employment decisions have been based on job-related standards and comply with the principles of equal employment opportunity.

Human Resources continues to retain its partnership with HigherEd Jobs to assist with efforts for recruiting a diverse group of candidates for staff, faculty, and temporary postings. HigherEd Jobs is committed to supporting member institutions to diversify their applicant pools as well as retaining candidates. Additionally, Human Resources is actively evaluating alternative recruitment platforms to ensure that university vacancies are effectively advertised to a diverse pool of candidates.

### **BEST PRACTICE**

We are partnering with local job networks, including UNC System Office and Higher Education Jobs to enhance awareness of our applicant pool for all positions. Both platforms support WSSU in attracting job seekers who are seeking faculty or staff opportunities within North Carolina.

## **ASSIGNMENT OF RESPONSIBILITY AND ACCOUNTABILITY**

### **University Chancellor**

The Chancellor has the ultimate responsibility for the successful implementation of the EEO policies and programs and shall:

1. Adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor;
2. Designate the EEO Officer as the official responsible for the operation and implementation of its EEO Plan and Program;
3. Execute positive measures to ensure the work environment is consistent with the intent of this policy and supports equal opportunity;
4. 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 University;
5. Communicate the university’s commitment to EEO to all employees, applicants, and the general public;
6. Provide necessary resources to ensure the successful implementation of the EEO program;
7. Ensure the development and implementation of HR policies, procedures, and programs necessary to achieve a diverse workforce in each occupational category.

## Managers and Supervisors

Every supervisor of the University by the employment relationship with the University is charged with adhering to the policy of EEO and Affirmative Action in personnel decisions. The appropriate supervisor reviews annually and adheres to the policies contained in this Program.

WSSU has been and continues to be committed to effective implementation of its EEO and Affirmative Action (AA) efforts in all areas and at all levels of employment.

Managers and supervisors will be responsible for carrying out equal employment opportunity as a basic responsibility for their jobs in accordance with the elements of the EEO Plan. These elements are designed to eliminate the underutilization of minorities, females, veterans, and workers with disabilities and to remove the barriers to equal employment opportunity that causes this underutilization. All supervisors should clearly understand that their performance in meeting Equal Employment Opportunity goals is an important criterion in evaluations for promotions. The specific responsibilities of managers and supervisors include, but are not limited to:

1. Assisting in the identification of areas of underutilization and establishing goals and timetables for their elimination.
2. Reviewing the department's employment and promotional practices to ensure that personnel practices do not result in a negative or adverse impact on any race, sex, disabling condition, veteran, or ethnic group.
3. Being aware of and eliminating stereotypical ideas and biases which can enter into employment and promotional interviews and decisions.
4. Making every effort to achieve established placement goals and maintaining an equitably representative workforce for the department, division, work unit, or section.
5. Assisting the EEO /AA Officer in periodic evaluations to determine the effectiveness of the EEO program.
6. Preventing and correcting the unlawful workplace harassment of employees.
7. Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when necessary.
8. 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; and
9. 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.
10. Reviews training records on an annual basis to ascertain gaps and needs for supervisors. Search committees and hiring teams attend training bi-annually. Training is required prior to the review of candidate information. In addition, new supervisors and managers are required to attend EEO/DF Training within one (1) year of accepting a supervisory position.
11. Providing a work environment and management practices which support equal opportunity in all terms and conditions of employment.

## **EEO Committee**

The EEO Committee has a responsibility to serve the University and ensure the EEO policy and programs specific to the university are being implemented. 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 Officer. The Committee will be composed of representatives from management, non-management, in addition to minority groups on the WSSU campus. Additionally, 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.

All members of the committee must attend the EEODF training within twelve months of their appointment and uphold the following responsibilities:

1. Serve as a communication link between managers and employees on aspects of the EEO Plan and program;
2. Review and evaluate the equal employment opportunity plan and program;
3. Review workforce representation data in each occupational category;
4. Survey the organizational climate and employee attitudes and evaluate the resultant data;
5. Meet with the Chancellor or her designee in conjunction with the EEO/AA Officer to discuss EEO programs, report on the employees' concerns, and recommend changes or additions to the EEO policy, plan, or program;
6. Identify recruitment resources and other activities designed to strengthen the EEO program; and
7. Meet quarterly to remain engaged and active within the program.
8. All members should attend EEODF training if they have not already completed the course.

## **EEO/AA Officer**

The EEO and AA Officer will work directly with the Chief Human Resources Officer, EEO Committee, and campus partners to ensure the development and implementation of EEO policies and the university EEO Plan. Additional responsibilities shall include but are not limited to:

1. Interpret and apply Federal laws, state statutes, and policies related to equal employment opportunity. In accordance with General Statutes 126-16.1, it ensures that all supervisors and managers are enrolled in the Equal Employment Opportunity Institute (EEODF) training, within twelve months of their appointment as a supervisor.
2. Ensure the EEO Plan has been submitted annually by March 1 in accordance with the EEO Plan requirements and program guidelines as specified by the Office of State Human Resources;
3. Ensure hiring recommendations are reviewed for compliance with EEO program objectives prior to the final university hiring decision;
4. Ensure all employees are made aware of the EEO policy including the annual EEO plan, EEO policy, Reasonable Accommodation, and Unlawful Workplace Harassment policy, and develop strategies to prevent unlawful workplace harassment and retaliation in the workplace.
5. Maintain and analyze data on workforce utilization and employment practices, including records of all complaints and grievances alleging discriminatory practices;
6. Advise management of the EEO program's impact and effectiveness;
7. Provide or coordinate EEO training for management and employees;
8. Provide confidential consultation for management and employees in matters involving EEO concerns;

9. Ensure federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
10. Establish and maintain effective working relations with groups concerned with EEO and Diversity and Inclusion;
11. Coordinate programs to achieve program objectives;
12. Present information on the EEO plan and program to management and employees on a regular basis; and
13. Ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO/DF training in accordance with N.C.G.S. 126-15.1

## **DISSEMINATION PROCEDURES**

### **Internal Dissemination**

1. An electronic copy of the Equal Employment Opportunity Statement is available on the university's website. Also, the statement is:
  - a. Posted on the policy bulletin boards in each administrative area;
  - b. Included in all new employee training sessions;
  - c. Reviewed during new employee orientation.
2. Managers and Supervisors are effectively trained on their responsibilities to the equal employment opportunity program and related university policies.
3. Reviewing and monitoring recruitment procedures to abolish any discriminatory practices which exist.
4. Specifying measures for maintaining contact with recruitment resources informing these resources of employment opportunities, particularly in management, professional and technical level positions.
5. Identifying efforts to actively recruit veterans.

### **External Dissemination**

The statement is disseminated externally in the following manner:

1. The statement is available for the university's subcontractors, vendors, and/or suppliers;
2. The University's commitment to equal opportunity and affirmative action is included in all vacancy announcements, advertisements, and any other pertinent materials available to the appropriate recruitment resources. These recruitment sources include the Employment Security Commission, veterans' groups, state and local newspapers, educational periodicals, and other colleges/universities. Also, all job advertisements indicate that WSSU is an Equal Opportunity Employer.

## **PROGRAM ACTIVITIES**

The University encourages representation by faculty and staff on community councils, boards, and organizations. This promotes the employment of women, minorities, individuals with disabilities, and eligible veterans. Also, WSSU encourages its faculty and administrative staff to participate at the state and national levels in professional organizations that address issues of minorities and women. WSSU actively recruits externally through the Local Job Network, utilizing a minimum of two distinct recruiting sources to ensure a diverse pool of candidates for vacant positions.

### **Objectives**

1. Develop new strategies and incentives for diversifying pools in searches for new faculty and staff.
2. Educate the University community on recruitment strategies to support ongoing efforts to increase the number of underrepresented faculty and staff.
3. Ensure that search committees and other University committees are composed of individuals from diverse backgrounds, fostering inclusive representation and a broad range of perspectives.

### **Recruitment**

1. **Goal:** WSSU strives to actively recruit from various sources to achieve a diverse workforce for each occupational category, including veterans and persons with disabilities, that meets the demands and needs of the university. Efforts are made to reach employees and the public at large to inform them of all job opportunities.
2. **Activity:** Recruitment practices are reviewed to ensure that a diverse population knows current vacancies. Hiring and promotion decisions are individually reviewed to ensure decisions are based on job-related criteria. Actively recruit underutilized groups and use known resources to identify efforts and recruit veterans.
3. **Person(s) Responsible:** Human Resources, EEO/AA Officer, Talent Acquisition Consultant, Hiring Managers, and Supervisors.
4. **Target date:** This is an active goal and a continuing process.

### **Selection**

1. **Goal:** Follow Office of State Human Resources recruitment and selection guidelines and ensure that all steps in the selection process are job-related and non-discriminatory. The selection process shall be applied consistently and nondiscriminatory, promoting fairness, integrity, and diversity. Positive attempts are made to recruit the most highly qualified persons, including veterans, minorities, women, and individuals with disabilities, for all applicant pools. The following is also common practice:
2. **Activities:** Present employees can check listings of vacant positions on the Human Resources employment website.
  - a. Priority reemployment applicants are given priority for positions not filled by present employees. Human Resources verifies priority applicants with the Office of State Human Resources. The
  - b. applications are then considered for the appropriate vacancies.

- c. Selection: During the selection and hiring process, the university shall give equal employment opportunity to all applicants without regard to race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability; selection and onboarding will be based solely on job-related criteria. The ultimate selection of applicants shall be made after consideration of the Equal Employment Opportunity program's objectives.
  - d. Ensuring that testing and interviewing processes are accessible to persons with disabilities.
  - e. Cooperate with the Office of State Human Resources or other trained resources on the review and validation of written tests, interviews, or other selection devices.
  - f. Search committees and Hiring Managers: Train all employees who screen and interview applicants for employment to use proper techniques and to eliminate any biases.
  - g. Develop and implement structured interview procedures that are documented and reviewed.
  - h. Analyze the flow of applicants through the selection and appointment process, determine reasons for the rejection of qualified applicants from underutilized groups in areas where program objectives have been set, or underrepresentation exists, and monitor the employment of individuals to ensure the assignment of work and workplace is non-discriminatory.
3. **Person(s) Responsible:** Human Resources, EEO/AA Officer, Talent Acquisition Consultant, Hiring Managers, and Supervisors.
4. **Target date:** This is an active goal and a continuing process.

WSSU Human Resources administers recruitment, selection, and salary administration for staff vacancies subject to the State Human Resources Act and non-faculty staff who are exempt from the State Human Resources Act. Human Resources is committed to providing timely service to supervisors in recruitment, advertising, and filling vacancies to hire from the qualified pool of applicants for each position.

### **Onboarding**

1. **Goal:** Provide the same level of New Employee Orientation to all new SHRA, EHRA Non-Faculty, temporary staff, and student employees to ensure their understanding of the University's organizational structure, policies and guidelines, and their role.
2. **Activity:** WSSU Human Resources ensures each selected candidate receives a written employment letter outlining the terms and conditions of his/her employment. Additionally, WSSU Human Resources informs new employees about the University EEO Plan and program during New Employee Orientation (NEO).
3. **Person(s) Responsible:** Human Resources, EEO/AA Officer, Talent Acquisition Consultant, Employee Relations Manager, Hiring Managers, and Supervisor.
4. **Target date:** This is an active goal and a continuing process.



## Promotion

1. **Goal:** Enhance upward mobility and fully utilize the skills of the existing workforce in a non-discriminatory manner.
2. **Activity:** The University reviews and considers implementation programs offered by the Office of State Human Resources to continue to enhance promotional opportunities for its employees. Promotional priority is considered within the recruitment process and will continue to be focused on in the future. This has been done to assist all qualified employees who demonstrate the potential for advancement. The university will inform all employees of promotional/upward mobility opportunities within the University through the employment website. Additionally, the university will review and analyze the promotion process, procedures, and selections.
3. **Person(s) Responsible:** Human Resources, EEO/AA Officer, Hiring Managers, and Supervisors.
4. **Target Date:** This is an active goal and a continuing process.

## Training

1. **Goal:** Enhance employee development and advance opportunities to be demographically inclusive at all levels.
2. **Activity:** Human Resources ensures that training opportunities are accessible to all employees and that all employees are notified of all training opportunities. Human Resources offered various training via LinkedIn Learning and in-person training sessions to build the knowledge, skills, and abilities of the WSSU's workforce. WSSU also has established training and program steps that were incorporated into New Hire Orientation to prevent and correct unlawful workplace harassment and retaliation. The university offers training through the Human Resources Department and also via New Employee Orientation for supervisors and employees to sensitize them to the subject. This program is designed to help create an environment that supports employees and encourages a strong work-life balance. Human Resources also has direct partnerships with Staff Senate and the Division of Institutional Integrity to provide resources to staff, faculty, and students. Training to include but are not limited to:
  - a. The definition of equal employment opportunity
  - b. Performance Management
  - c. Applicant Tracking
  - d. Position Management
  - e. Mental Health First Aid Certification
  - f. Search Committee
  - g. Emotional Intelligence
  - h. Effective Communication Skills
  - i. Team Building
  - j. Sexual Misconduct and Harassment Prevention
  - k. Title IX
  - l. Unlawful Workplace Harassment Training
  - m. Violence in the Workplace

3. **Person(s) Responsible:** Human Resources, EEO/AA Officer, Employee Relations Consultant, Learning and Development Consultant, and Division of Institutional Integrity.
4. **Target Date:** This is an active goal and a continuing process.

## Compensation and Benefits

According to procedures promulgated by the Office of State Human Resources, all staff compensation is without regard to race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability, or any other matter not directly related to the requirements for the positions.

WSSU has a structured and standardized process in place to ensure the fair and equitable administration of compensation and benefits. This procedure includes specific criteria for the approval of salary recommendations exceeding the established hiring ranges. WSSU's compensation practices align with the UNC System Office compensation systems. The process utilizes a systematic approach to determining salaries, which considers factors such as education, training, and experience, as well as the salaries of current employees performing similar duties and responsibilities. This approach aims to maintain employee morale and minimize any potential inequities.

Generally, employees who have appointments of at least nine months at three-quarter time, including faculty, are eligible for enrollment in the University's benefits programs. Employees eligible under these conditions are subject to mandatory participation in the State Retirement System or the University's Optional Retirement Program.

The UNC System Benefits Service Center offers benefits planning informational sessions for all new hires. All notifications of changes in the University's benefits program are published on the Human Resources website and communicated campus-wide via a campus email communication.

1. **Goal:** Ensure that all employees receive compensation and benefits without discrimination by analyzing practices to determine patterns and trends.
2. **Activity:** Review benefits, monitor salaries, and ensure that all employees receive compensation and benefits and conditions of employment that are equally available without discrimination. This includes leave policies, retirement plans, insurance programs, and other terms, conditions, and privileges of employment. Ensure the annual raise process for SHRA and EHRA employees is administered without discrimination by analyzing practices to determine patterns and trends.
3. **Person(s) Responsible:** EEO/AA Officer, Human Resources, Vice Chancellor for Finance and Administration, Budget, Hiring Managers, and Supervisors.
4. **Target Date.** This is an active goal and a continuing process.

## Performance Management

The work performance of all permanent SHRA and EHRA Non-Faculty employees shall be appraised at least annually by the employee's immediate supervisor. Performance appraisals shall be job-related and not influenced by race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability, or any other matter not directly related to the requirements of the position.

By implementing this practice, the University aims to achieve the following objectives:

1. Foster increased two-way communication between supervisors and employees regarding work expectations;
2. Clarify institutional and individual goals, responsibilities, priorities, and expectations to align with the University's mission and objectives;
3. Effectively monitor and assess performance; and
4. Identify actionable steps to enhance performance.

The Employee Relations unit within Human Resources is responsible for overseeing the administration of the Performance Management Program. This includes but is not limited to: 1) developing procedures and policies that align with the Policy and Guidelines, as well as relevant policies from OSHR and the Board of Governors; 2) planning and delivering training for supervisory personnel; 3) continuously monitoring the program; and 4) periodically evaluating its effectiveness.

1. **Goal:** Hold managers and supervisors accountable for the progress of the university's EEO Program by including it as an expectation in their performance evaluations. Ensure performance management systems, including employee performance standards, are free from bias.
2. **Activities:** The Inclusion in managers' and supervisors' performance management expectations of the EEO program objectives continues. Training on how to complete performance evaluations is provided periodically during the performance cycle to new and existing managers and supervisors. Employees are welcome to attend as well. Monitoring performance ratings of all covered employees for trends and patterns continues.
3. **Person(s) Responsible:** Human Resources, EEO, Employee Relations Consultant, Managers, and Supervisors, Learning and Development.
4. **Target Date.** This is an active goal and a continuing process.

## **Transfer and Separations**

1.     **Goal:** Identify trends and measure impact on underutilized groups.
2.     **Activity:** Exit interviews and survey data are collected to monitor the programs and trends. Information is collected and shared with top management to alert them of any conditions that need immediate attention.
3.     **Person(s) Responsible:** Human Resources, EEO/AA Officer, Employee Relations Consultant and Talent Acquisition.
4.     **Target Date:** This is an active goal and a continuing process.

## Disciplinary Process

The Employee Relations Consultant will request a written complaint detailing the nature of the alleged violation. These complaints are processed through our internal HR ticketing system, online intake forms, and communicated via email from management. At the Consultant's discretion, an investigation may proceed without a written complaint if there is reasonable cause to address a matter of concern. The Consultant may also request written responses from individuals named in the complainant's statement, as well as from those accused of violating the policy. If the Consultant determines that a violation has occurred and is significant enough to warrant disciplinary action, they will consult with the Deputy Chief Human Resources Officer. If the Deputy Chief concurs, the appropriate disciplinary process will be initiated.

1. **Goal:** Provide equitable treatment for all employees in accordance with the OSHR Employee Disciplinary, Appeal, and Grievance policy.
2. **Activity:** The Employee Relations Consultant will review and monitor university-wide disciplinary actions and analyze disciplinary data to determine adverse impact as needed to ensure unbiased treatment for all. The Employee Relations Consultant is also charged with analyzing disciplinary data to identify trends and potential bias.
3. **Person(s) Responsible:** Employee Relations Consultant.
4. **Target Date.** This is an active goal and a continuing process.

## Grievance Process

The SHRA Employee Grievance Policy prohibits retaliation against employees and applicants who file complaints or participate in a grievance procedure in good faith. The Deputy Chief Human Resources Officer reviews and monitors program data to identify trends and patterns.

Additionally, there are separate grievance policies for faculty and EHRA non-faculty employees.

1. **Goal:** Ensure fair and equitable review of complaints in accordance with applicable University policies.
2. **Activity:** The Employee Relations Consultant ensures the grievance process is administered equitably and without bias, prohibiting retaliation against employees and applicants who file complaints or participate in a grievance procedure. The Employee Relations Consultant discusses concerns with the employees and management and suggests recommendations and advice based on policy, procedures, and guidelines that are free from any barriers. Discipline and grievance data are reviewed and monitored to evaluate and identify trends, patterns, or biases in the decision-making process. WSSU does annual training and review of the grievance process.
3. **Person(s) Responsible:** Employee Relations Consultant.

4. **Target Date.** This is an active goal and a continuing process.

### **EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY FUNDAMENTAL (EEODF)**

EEODF is a training course mandated by law for all new managers and supervisors within one (1) year of their appointment. Managers and supervisors hired, promoted, or appointed on or after July 1, 1991 are required to participate in the EEODF or other OSHR-approved programs. Managers and supervisors hired before July 1, 1991, are strongly encouraged to participate in the EEODF. This course addresses EEO law, compliance issues, and workplace diversity as a state employer. It concentrates on developing awareness and building skills that are used on the job.

1. **Goal:** Enroll managers and supervisors in EEODF training within one year of their appointment.
2. **Activity:** WSSU will advise all newly hired, promoted, or appointed supervisors and managers of the requirement to complete the EEODF training in accordance with G.S 126-16.1. The Learning and Development unit in Human Resources will be responsible for keeping a record of managers and supervisors who have participated in EEODF and those who will be required to do so within 12 months.
3. **Person(s) Responsible:** EEO/AA Officer, Employee Relations Consultant, and Learning and Development Consultant.
4. **Target Date:** This is an active goal and a continuing process.

### **REASONABLE ACCOMMODATION / EMPLOYMENT FIRST**

WSSU complies with federal and state laws governing reasonable accommodations (i.e. ADA, ADAAA, Title VII, Civil Rights Act as amended, Executive Order #92, etc.) for qualified individuals with disabilities. WSSU is committed to making reasonable accommodations for applicants and employees who have a physical or mental impairment that substantially limits a major life activity, have a record of having such an impairment, or are regarded as having such an impairment unless such accommodation would impose an undue hardship. WSSU is committed to improving recruitment and outreach efforts to attract qualified individuals with disabilities. WSSU will encourage new hires to complete the Voluntary Self-Identification of Disability Form during onboarding and current employees to complete the Voluntary Self-Identification of Disability Form annually in the applicable HRIS system.

#### **Religious Accommodation**

WSSU also complies with regulations to reasonably accommodate an employee's religious beliefs or practices. The 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 University's business needs, 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 considering business necessity, financial costs and expenses, and resulting personnel and/or academic problems.

## **PROGRAM EVALUATION AND MONITORING/REPORTING**

### **Program Evaluation**

Winston-Salem State University annually assesses the following areas:

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

### **Program Reporting**

The EEO/AA Officer will regularly provide annual reports to senior management and the Office of State Human Resources, as requested. These reports will ensure that the University's EEO Plan is followed and that equal opportunities exist for employees and applicants. Reports will be generated by race, sex, age, and disability status, as applicable, from applicant tracking systems, performance management systems, and other HR systems/tracking methods.

The EEO/AA Officer will use the following data sources to generate necessary reports by race, sex, age, and disability status when available:

1. People Admin applicant tracking data and UNC System Office HRDM reporting database;
2. Transactional reports for compensation, hiring, separations, promotions, and other employee actions;
3. Data for performance management ratings; and
4. Internal tracking reports such as the selection/decision log, adverse impact analysis form, or other related information.

## **HARASSMENT PREVENTION STRATEGIES**

State of North Carolina Unlawful Workplace Harassment Policy states in relevant part: All employees have the right to work in an environment free from discrimination and harassing conduct. No state employee will engage in conduct that falls under the definition of unlawful workplace harassment, including sexual harassment discrimination, or retaliation, and no employment decisions shall be made on the basis of race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age, political affiliation, National Guard or veteran status, genetic information or disability.

**Strategy #1: Commitment by the University to the prohibition of unlawful workplace harassment, sexual harassment, and retaliation.**

WSSU is committed to providing a learning, teaching, and working environment in which employees are free of workplace harassment and retaliation. The State of North Carolina Unlawful Workplace Harassment Policy states, "No State employee shall engage in conduct that falls under the definition of unlawful workplace harassment, including sexual harassment discrimination, or retaliation, and no employment decisions made based on race/color, gender, religion/creed, national origin, age, or disabling condition." Unlawful Workplace Harassment is defined as unwelcome and unsolicited speech or conduct based upon race, sex, creed, religion, national origin, age, color, or handicapping condition as defined by G.S. 168A-3, political affiliation, or sexual orientation that creates a hostile work environment or circumstances involving quid pro quo harassment.

WSSU prohibits unlawful workplace harassment, sexual harassment, and retaliation as part of its commitment to a community free of discrimination, harassment, and violence. The prohibition applies to all WSSU programs and activities on and off-campus, WSSU employees, students, and others under the authority of WSSU who may come into contact with a member of the WSSU community. WSSU will not tolerate sexual harassment, misconduct, or violence at any time or under any circumstances. Any interference, coercion, restraint, or reprisal of any person complaining of unlawful harassment is prohibited.

Any supervisor who witnesses such harassment or is otherwise informed of a violation of this policy shall be directed to Human Resources immediately. Failure of a supervisor (or others) with such knowledge to promptly advise the EEO/AA Officer or Human Resources may be grounds for disciplinary action up to and including dismissal. The investigation of any such complaint will be executed promptly and thoroughly and will involve only those persons with a need to know.

Any employee found to have harassed another employee in violation of this policy is subject to disciplinary action up to and including dismissal, depending on the severity of the offense. Employees who feel that they have been subjected to Discrimination, Harassment, or Retaliation may file a complaint with Human Resources. Human Resources will investigate the complaint and provide a written response to the Complainant and Respondent within 60 calendar days of receipt of the complaint.

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

WSSU has the following strategies in place aimed at preventing harassment throughout the university, and strategically communicates its anti-harassment expectations to employees and supervisors through multiple venues;

- a. The Equal Employment Opportunity Policy Statement is posted on HR Bulletin Boards in each university building and shared via email and our website with all employees when the affirmative action plan is established. WSSU 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.

**Ensure all employees understand and are provided easy access to the Unlawful Workplace Harassment policy. The policy is reviewed during new employee orientation. It is included in the EEO/AA Plan and shared with employees annually, and the Unlawful Workplace Harassment policy is provided to**



WSSU is committed to providing a learning, teaching, and working environment in which employees are free of workplace harassment and retaliation. The State of North Carolina Unlawful Workplace Harassment Policy states, "No State employee shall engage in conduct that falls under the definition of unlawful workplace harassment, including sexual harassment discrimination, or retaliation, and no employment decisions made based on race/color, gender, religion/creed, national origin, age, or disabling condition." Unlawful Workplace Harassment is defined as unwelcome and unsolicited speech or conduct based upon race, sex, creed, religion, national origin, age, color, or handicapping condition as defined by G.S. 168A-3, political affiliation, or sexual orientation that creates a hostile work environment or circumstances involving quid pro quo harassment.

WSSU prohibits unlawful workplace harassment, sexual harassment, and retaliation as part of its commitment to a community free of discrimination, harassment, and violence. The prohibition applies to all WSSU programs and activities on and off-campus, WSSU employees, students, and others under the authority of WSSU who may come into contact with a member of the WSSU community. WSSU will not tolerate sexual harassment, misconduct, or violence at any time or under any circumstances. Any interference, coercion, restraint, or reprisal of any person complaining of unlawful harassment is prohibited.

Any supervisor who witnesses such harassment or is otherwise informed of a violation of this policy shall be directed to Human Resources immediately. Failure of a supervisor (or others) with such knowledge to promptly advise the EEO/AA Officer or Human Resources may be grounds for disciplinary action up to and including dismissal. The investigation of any such complaint will be executed promptly and thoroughly and will involve only those persons with a need to know.

Any employee found to have harassed another employee in violation of this policy is subject to disciplinary action up to and including dismissal, depending on the severity of the offense. Employees who feel that they have been subjected to Discrimination, Harassment, or Retaliation may file a complaint with Human Resources. Human Resources will investigate the complaint and provide a written response to the Complainant and Respondent within 60 calendar days of receipt of the complaint.

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Ensure all employees understand and are provided easy access to the Unlawful Workplace Harassment policy. The policy is reviewed during new employee orientation. It is included in the EEO/AA Plan and

shared with employees annually, and the Unlawful Workplace Harassment policy is provided to employees in conjunction with mandatory Harassment Prevention training. Any supervisor who witnesses any form of harassment or is otherwise informed of a violation of this policy is directed to bring this to the immediate attention of the EEO/Affirmative Action Officer, Human Resources, or the Chief Compliance Officer and the Title IX Coordinator. Failure of a supervisor (or others) with such knowledge to promptly advise the EEO/Affirmative Action Officer, Human Resources, or the Chief Compliance Officer and the Title IX Coordinator is grounds for disciplinary action up to and including dismissal. The investigation of any such complaint will be carried out promptly and will involve only those persons with a need to know.

Any employee found to have harassed another employee in violation of this policy is subject to disciplinary action up to and including dismissal, depending on the severity of the offense.

### **Strategy #3: Process for prohibiting unlawful workplace harassment retaliation to all University employees.**

WSSU will communicate its commitment to the prohibition of unlawful workplace harassment, sexual harassment, and retaliation in New Employee Orientation and various university committee meetings and forums.

The EEO /AA Officer/Employee Relations Consultant will be responsible for assisting supervisors, managers, and the grievant in investigating and resolving cases alleging unlawful workplace harassment, discrimination, or retaliation, as well as monitoring procedures and disciplinary actions of all alleged cases and serving as a resource person to all employees.

The EEO /AA Officer, Employee Relations Consultant, and Title IX Coordinator will be responsible for administering the Unlawful Workplace Harassment Policy and Plan, preventing, and correcting any identifiable discrimination and/or unlawful workplace harassment. WSSU will, in all allegations of unlawful workplace harassment, review the totality of the circumstances to determine whether the alleged conduct constitutes unlawful workplace harassment.

Additionally, the Employee Relations Consultant will oversee disciplinary actions and serve as a resource person to all employees.

Supervisors will be responsible for administering the policies, preventing, and correcting any identifiable discrimination and/or unlawful workplace harassment, and creating an environment that is free of unlawful workplace harassment. WSSU will, in all allegations of unlawful workplace harassment, review the totality of the circumstances to determine whether the alleged conduct constitutes unlawful workplace harassment.

### **REDUCTION IN FORCE PROCEDURES**

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

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

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

Pursuant to the Office of State Human Resources policy, employees with career status (as defined by G.S §126-1.1), who have received official written notification of imminent separation due to reduction in force, are eligible for priority consideration under the provisions outlined in the Manual. An employee shall receive priority consideration for a period of 12 months from the date of the official written notification. The State Reduction in Force policy can be found on OSHR's website at <https://oshr.nc.gov/policies-forms/separation/reduction-in-force-policy>

### **PREGNANCY WORKPLACE ADJUSTMENTS**

In December 2018, Executive Order 82 (Promoting Health and Wellness by Clarifying Protections Afforded to Pregnant State Employees) was issued by Governor Roy Cooper. This Executive Order required that Universities extend workplace protections and modifications to pregnant employees upon request unless doing so would impose significant burdens or costs.

WSSU complies with Executive Order 82 by:

- WSSU educates management and staff on their obligations and employee rights under OSHR policies and Executive Order 82 through New Employee Orientation (NEO), campus meetings, and other training opportunities provided to the campus.
- WSSU provides OSHR information in the annual EEO Plans.

### **PROHIBITING THE USE OF SALARY HISTORY**

In April 2019, Executive Order #93 (Prohibiting the Use of Salary History in the State Hiring Process) was issued by Governor Roy Cooper. This Executive Order prohibited state agencies from requesting salary history from applicants or relying on previously obtained prior salary information in determining an applicant's salary. OSHR was required to remove the employment history fields from the state application.

WSSU complies with Executive Order 93 by:

- WSSU has four HR staff trained and will continue to educate relevant staff on the new salary administration requirement.
- WSSU will have a discussion of the requirement at university-wide meetings.

## SECTION III: DATA ELEMENTS

### **RECOGNIZING THE VALUE OF EXPERIENCE IN STATE GOVERNMENT HIRING**

On June 1, 2023, Governor Roy Cooper made Executive Order 278 effective. The Executive Order directs the NC Office of State Human Resources to create processes to identify job classifications that do not require academic degrees and train human resources personnel on how to properly screen applications to broaden access to career opportunities.

WSSU adheres to this Executive Order by incorporating the phrase "equivalent combination of education and experience" in all job postings. This language is included to enhance the recruitment of qualified candidates and help address the ongoing issue of high vacancy rates.

### **WORKFORCE AVAILABILITY**

Workforce availability in Equal Employment Opportunity planning is determined by the Two-Factor Analysis Method (OFCCP – Office of Federal Contract Compliance Programs).

The Two-Factor Analysis method 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.

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

### **OCCUPATIONAL CLASSIFICATION**

The Standard Occupational Classification (SOC) system, a federal statistical standard used by federal agencies to classify workers into occupational categories for collecting, calculating, or disseminating data, is used by the State of North Carolina when evaluating workforce availability. Detailed occupations in the SOC with similar job duties, and in some cases skills, education, and/or training, are grouped. To facilitate the classification and presentation of data, the SOC is organized in a tiered system with four levels, ranging from major groups to detailed occupations.

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

- a. **Officials and Administrators** - Occupations in which employees set broad policies, exercise overall responsibility for the execution of these policies, direct individual departments or special phases of the university operations, or provide specialized consultation on a regional, district, or area basis.
- b. **Professionals** - Occupations that require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

## **Management Related – Occupations that support the internal operations of a department or PROGRAM/EMPLOYMENT OBJECTIVES**

- a. WSSU has completed the Job Opening Estimates Form for each occupational category in which underutilization has been identified and in which five or more workers are employed. Employment objectives at facility.
- b. **Technicians** - Occupations that require a combination of basic scientific or technical knowledge and manual skills, which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.
- c. **Administrative Support** - Occupations in which workers are responsible for internal and external communications, recording and retrieval of data and/or the information and other paperwork required in an office.
- d. **Service and Maintenance** - Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property.
- e. **Skilled Craft** - Occupations in which workers perform jobs that require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

## **RACE AND ETHNICITY**

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

- 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.
- f. **Native Hawaiian or Pacific Islander**- A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

Each racial group is presented by both Male and Female.

## **VETERANS**

WSSU recognizes that veterans are valuable members of the workforce and is committed to attracting, hiring, and retaining individuals from this community. To support this effort, we have partnered with the Local Job

Network to expand and diversify our applicant pool for all positions. This platform helps WSSU connect with job seekers seeking faculty or staff positions within North Carolina.

## **PROGRAM/EMPLOYMENT OBJECTIVES**

WSSU has completed the Job Opening Estimates Form for each occupational category in which underutilization has been identified and in which five or more workers are employed. Employment objectives at

WSSU have been established by the whole number increase using the Job Openings Estimate Form.

## **2024 SOC CATEGORY ANALYSIS**

### **Officials and Administrators**

AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: NA			
SOC CATEGORY: Officials and Administrators						SUB-CATEGORY: NA			
RECRUITMENT AREA: STATEWIDE (Nationwide, Statewide, or specific counties)						AVAILABILITY STANDARD: LABOR FORCE COMPROMISE (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	7	-5	0	14.30%	47.80%	-33.50%		
White Female	0	4	-4	0	0.00%	29.90%	-29.90%		
Black Male	4	1	3		28.60%	5.70%	22.90%		
Black Female	4	1	3		28.60%	7.20%	21.40%		
Hispanic Male	0	0	0		0.00%	3.00%	-3.00%		
Hispanic Female	0	0	0		0.00%	1.70%	-1.70%		
Asian Male	0	0	0		0.00%	1.80%	-1.80%		
Asian Female	0	0	0		0.00%	1.00%	-1.00%		
American Indian or Alaska Native Male	0	0	0		0.00%	30.00%	-30.00%		
American Indian or Alaska Native Female	0	0	0		0.00%	30.00%	-30.00%		
Ethnicity Unknown	4	0	4		28.60%	0.00%	28.60%		
TOTAL EMPLOYEES	14	13	1	0	100.10%	158.10%	-58.00%	0.00%	
Total Male(s)	6	8	-2	0	42.90%	88.30%	-45.40%	0.00%	
Total Female(s)	4	5	-1	0	28.60%	69.80%	-41.20%	0.00%	
Total Minority	8	2	6	0	57.20%	80.40%	-23.20%	0.00%	
Total Veteran	2				0.00%	0.00%			
Disabled	0	1	-1		0.00%				

## Management Related

2024 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2024
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: NA			
SOC CATEGORY: Management Related						SUB-CATEGORY: N/A			
RECRUITMENT AREA: STATEWIDE						AVAILABILITY STANDARD: LABOR FORCE COMPROMISE			
(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	6	11	-5		20.70%	36.60%	-15.90%		
White Female	3	11	-8		10.30%	36.80%	-26.50%		
Black Male	10	2	8		34.50%	5.70%	28.80%		
Black Female	9	3	6		31.00%	11.30%	19.70%		
Hispanic Male	0	0	0		0.00%	1.70%	-1.70%		
Hispanic Female	0	1	-1		0.00%	2.00%	-2.00%		
Asian Male	0	1	-1		0.00%	1.90%	-1.90%		
Asian Female	0	1	-1		0.00%	1.90%	-1.90%		
American Indian or Alaska Native Male	0	0	0		0.00%	20.00%	-20.00%		
American Indian or Alaska Native Female	0	0	0		0.00%	30.00%	-30.00%		
Ethnicity Unknown	1	0	1		3.40%	0.00%	3.40%		
TOTAL EMPLOYEES	29	30	-1	0	99.90%	147.90%	-48.00%	0.00%	
Total Male(s)	16	14	2	0	55.20%	65.90%	-10.70%	0.00%	
Total Female(s)	12	16	-4	0	41.30%	82.00%	-40.70%	0.00%	
Total Minority	19	8	11	0	65.50%	74.50%	-9.00%	0.00%	
Total Veteran	2				0.00%	0.00%			
Disabled	0				0.00%				

## Professionals

2024 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2024
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: N/A			
SOC CATEGORY: Professionals						SUB-CATEGORY: N/A			
RECRUITMENT AREA: STATEWIDE						AVAILABILITY STANDARD: LABOR FORCE COMPROMISE			
(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	17	-16		1.80%	29.90%	-28.10%		
White Female	0	24	-24		0.00%	43.60%	-43.60%		
Black Male	17	3	14		30.40%	4.70%	25.70%		
Black Female	32	6	26		57.10%	10.60%	46.50%		
Hispanic Male	0	1	-1		0.00%	1.50%	-1.50%		
Hispanic Female	0	1	-1		0.00%	2.10%	-2.10%		
Asian Male	0	2	-2		0.00%	3.20%	-3.20%		
Asian Female	0	1	-1		0.00%	2.20%	-2.20%		
American Indian or Alaska Native Male	0	0	0		0.00%	20.00%	-20.00%		
American Indian or Alaska Native Female	0	0	0		0.00%	50.00%	-50.00%		
Ethnicity Unknown	6	0	0		10.70%	0.00%	10.70%		
TOTAL EMPLOYEES	56	55	-5		100.00%	167.80%	-67.80%	0.00%	
Total Male(s)	18	23	-5		32.20%	59.30%	-27.10%	0.00%	
Total Female(s)	32	32	0		57.10%	108.50%	-51.40%	0.00%	
Total Minority	49	14	35		87.50%	94.30%	-6.8000%	0.00%	
Total Veteran	2				2.00%	0.00%			
Disabled	0				0.00%	0.00%	0.00%		

## Skilled Craft

2024 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2024
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: N/A			
SOC CATEGORY: SKILLED CRAFT						SUB-CATEGORY: N/A			
RECRUITMENT AREA: STATEWIDE						AVAILABILITY STANDARD: LABOR FORCE COMPROMISE			
(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	18	-16		5.40%	47.90%	-42.50%		
White Female	1	3	-2		2.70%	8.30%	-5.60%		
Black Male	26	6	20		70.30%	17.40%	52.90%		
Black Female	2	2	0		5.40%	6.20%	-0.80%		
Hispanic Male	0	5	-5		0.00%	12.40%	-12.40%		
Hispanic Female	0	1	-1	1	0.00%	3.10%	-3.10%		HR is working on a recruitment plan to advertise positions to a more diverse pool of candidates. We are actively exploring additional recruitment platforms that will attract a more diverse pool of candidates.
Asian Male	0	0	0		0.00%	1.30%	-1.30%		
Asian Female	0	0	0		0.00%	70.00%	-70.00%		
American Indian or Alaska Native Male	0	0	0		0.00%	1.00%	-1.00%		
American Indian or Alaska Native Female	0	0	0		0.00%	20.00%	-20.00%		
Ethnicity Unknown	6	0	6		16.20%	0.00%	16.20%		
TOTAL EMPLOYEES	37	35	2	1	100.00%	187.60%	-87.60%	0.00%	
Total Male(s)	28	29	-1	0	75.70%	80.00%	-4.30%	0.00%	
Total Female(s)	3	6	-3	1	8.10%	107.60%	-99.50%	0.00%	
Total Minority	28	14	14	1	75.70%	131.40%	-55.70%	0.00%	
Total Veteran	3				9.00%	0.00%			
Disabled	0				0.00%	0.00%	0.00%		



## Administrative Support

2024 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2024
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: NA			
SOC CATEGORY: Administrative Support						SUB-CATEGORY: N/A			
RECRUITMENT AREA: STATEWIDE						AVAILABILITY STANDARD: LABOR FORCE COMPROMISE			
(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	17	-14		2.70%	15.40%	-12.40%		
White Female	13	58	-45		11.50%	51.20%	-39.80%		
Black Male	18	7	11		15.90%	6.10%	9.70%		
Black Female	65	20	45		57.50%	18.00%	39.80%		
Hispanic Male	0	2	-2		0.00%	1.50%	-1.80%		
Hispanic Female	3	4	-1		2.70%	3.70%	-90.00%		
Asian Male	0	1	-1		0.00%	50.00%	-90.00%		
Asian Female	3	1	2		2.70%	1.10%	1.80%		
American Indian or Alaska Native Male	0	0	0		0.00%	10.00%	0.00%		
American Indian or Alaska Native Female	0	1	-1		0.00%	60.00%	-90.00%		
Ethnicity Unknown	8	0	8		7.10%	0.00%	0.00%		
TOTAL EMPLOYEES	113	111	2	0	100.10%	217.00%	-116.90%		
Total Male(s)	21	27	-6	0	18.60%	83.00%	-94.50%	0.00%	
Total Female(s)	84	84	0	0	74.40%	134.00%	-59.60%	0.00%	
Total Minority	89	36	53	0	78.80%	150.40%	-71.60%	0.00%	
Total Veteran	0				0.00%	0.00%			
Disabled	0		0		0.00%		0.00%		

## Protective Services

2024 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 /2024
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: N/A			
SOC CATEGORY: Protective Services						SUB-CATEGORY: N/A			
RECRUITMENT AREA: STATEWIDE						AVAILABILITY STANDARD: LABOR FORCE COMPROMISE			
(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	0	3	-3	1	0.00%	55.70%	-55.70%		HR is working on a recruitment plan to advertise positions to a more diverse pool of candidates. We are actively exploring additional recruitment platforms that will attract a more diverse pool of candidates.
White Female	1	1	0		16.70%	11.80%	4.90%		
Black Male	3	1	2		50.00%	16.50%	33.50%		
Black Female	1	0	1		16.70%	7.90%	8.80%		
Hispanic Male	0	0	0		0.00%	3.20%	-3.20%		
Hispanic Female	0	0	0		0.00%	1.00%	-1.00%		
Asian Male	0	0	0		0.00%	70.00%	-70.00%		
Asian Female	0	0	0		0.00%	20.00%	-20.00%		
American Indian or Alaska Native Male	0	0	0		0.00%	1.00%	-1.00%		
American Indian or Alaska Native Female	0	0	0		0.00%	40.00%	-40.00%		
Ethnicity Unknown	1	0	1		16.70%	0.00%	16.70%		
TOTAL EMPLOYEES	6	5	1		100.10%	227.10%	-127.00%		
Total Male(s)	3		-1	1	50.00%	146.40%	-96.40%	0.00%	
Total Female(s)	2		1	0	33.40%	80.70%	-47.30%	0.00%	
Total Minority	4		3	0	66.70%	159.60%	-92.90%	0.00%	
Total Veteran	0					0.00%			
Disabled	0		-1		0.00%		0.00%		

## Service

2024 JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS (Full Demographic)									AS OF 12 / 31 / 2024
AGENCY/UNIVERSITY: Winston-Salem State University						DIVISION: N/A			
SOC CATEGORY: SERVICE						SUB-CATEGORY: N/A			
RECRUITMENT AREA: STATEWIDE						AVAILABILITY STANDARD: LABOR FORCE COMPROMISE			
(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	11	-10	1	1.80%	20.30%	-18.50%		HR is working on a recruitment plan to advertise positions to a more diverse pool of candidates. We are actively exploring additional recruitment platforms that will attract a more diverse pool of candidates.
White Female	2	19	-17		3.60%	33.10%	-29.50%		
Black Male	18	6	12		32.10%	10.10%	22.00%		
Black Female	22	10	12		39.30%	17.40%	21.90%		
Hispanic Male	2	3	-1		3.60%	5.80%	-2.20%		
Hispanic Female	1	4	-3		1.80%	6.90%	-5.10%		
Asian Male	0	1	-1		0.00%	1.10%	-1.10%		
Asian Female	0	1	-1		0.00%	1.70%	-1.70%		
American Indian or Alaska Native Male	0	0	0		0.00%	40.00%	-40.00%		
American Indian or Alaska Native Female	0	0	0		0.00%	80.00%	-80.00%		
Ethnicity Unknown	10	0	10		10.70%	0.00%	10.70%		
TOTAL EMPLOYEES	56	55	1	1	92.90%	216.40%	-123.50%	0.00%	
Total Male(s)	21	21	0	1	37.50%	77.30%	-39.80%	0.00%	
Total Female(s)	25	34	-9	0	44.70%	139.10%	-94.40%	0.00%	
Total Minority	43	25	18	0	76.80%	163.00%	-86.20%	0.00%	
Total Veteran	1				9.00%	0.00%			
Disabled	0		0		0.00%		0.00%		

## ATTAINMENT OF EMPLOYMENT OBJECTIVES

WSSU Analysis Data as of 2024 revealed the university attained its employment objective for white males the Officials and Administrators job group. Additionally, WSSU was successful in stabilizing the underutilization as reflected in the Protective Services job group for the reporting year of 2024. The university had several job groups: (1) Administrative Support, (2) Management Related, (3) Officials and Administrators, (4) Professionals, (5) Protective Services, and (6) Skilled Craft that revealed underutilization.

To increase utilization, WSSU will continue to review and monitor recruitment procedures to eliminate any discriminatory practices, ensuring the process incorporates measures to attract a diverse pool of applicants. We will also maintain and enhance our search committee training to educate hiring managers on the importance of diversity throughout the recruitment process. Additionally, WSSU will sustain contact with a wide array of recruitment resources, such as the Local Job Network and HigherEd Jobs, to ensure that a wide range of candidates are notified of employment opportunities, especially within the identified job groups. WSSU will also continue its partnerships with platforms like NC Works, Indeed, and Chronicle of Higher Ed Jobs.

## 2024 EEO QUANTITATIVE ANALYSIS

EEO QUANTITATIVE ANALYSIS												
SOC CATEGORY	White + Male		White+ Female		Black + Male		Black+ Female		Other Minority Males		Other Minority Females	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Officials & Administrators	2	1	0	0	4	6	4	3	0	2	0	1
Management Related	6	6	3	3	10	9	9	16	0	2	0	0
Professional Specialty	1	2	0	1	17	18	32	28	0	1	0	2
Administrative Support	1	3	9	13	19	18	64	65	0	1	5	13
Protective Services	0	2	1	1	3	8	1	5	0	3	0	3
Skilled Crafts	2	2	1	1	26	23	2	3	0	6	0	1
Service	1	0	2	2	18	15	22	21	2	7	1	9
<b>Total Employees</b>	<b>13</b>	<b>16</b>	<b>16</b>	<b>21</b>	<b>97</b>	<b>97</b>	<b>134</b>	<b>141</b>	<b>2</b>	<b>22</b>	<b>6</b>	<b>29</b>

## ADDITIONAL AREAS OF STATISTICAL EVALUATION

WSSU provides additional statistical data that allows a more complete analysis of diversity and fairness within the workforce. Areas of supplemental statistical data include performance management, recruitment and selection, and discipline and dismissal.

### Performance Management

PERFORMANCE MANAGEMENT													
Overall Rating:	White+ Male	White+ Female	Black+ Male	Black+ Female	Hisp+ Male	Hisp+ Female	Asian+ Male	Asian+ Female	AIAN+ Male	AIAN+ Female	Ethn UNKM	Ethn UNKF	Total
Does Not Meet Expectations	0	1	2	4	0	0	0	0	0	0	0	0	7
Meets Expectations	9	11	86	84	2	1	0	0	0	0	0	1	194
Exceeds Expectations	1	0	6	13	1	1	1	0	0	0	0	1	24

### Recruitment and Selection

RECRUITMENT AND SELECTION													
	White+ Male	White+ Female	Black+ Male	Black+ Female	Hisp+ Male	Hisp+ Female	Asian+ Male	Asian+ Female	AIAN+ Male	AIAN+ Female	Ethn UNKM	Ethn UNKF	Total
Representation	13	20	100	117	4	6	0	1	0	0	7	3	271
Hired	2	4	6	13	1	2	0	1	0	0	5	2	36
Promoted	0	1	2	6	0	0	0	0	0	0	0	0	9

## Discipline and Dismissal

DISCIPLINE AND DISMISSAL													
	White+ Male	White+ Female	Black+ Male	Black+ Female	Hisp+ Male	Hisp+ Female	Asian+ Male	Asian+ Female	AIAN+ Male	AIAN+ Female	Ethn UNKM	Ethn UNKF	Total
Written Warning	0	0	1	3	0	0	0	0	0	0	0	0	4
Suspended	0	0	0	0	0	0	0	0	0	0	0	0	0
Demoted	0	0	0	0	0	0	0	0	0	0	0	0	0
Dismissed	0	0	1	2	0	0	0	0	0	0	0	0	3

## IDENTIFICATION AND CORRECTION OF ISSUES

The University is committed to deeply embedding equity, diversity, and inclusion into our values and actions to transform our campus into a welcoming and inclusive community for everyone. Leadership is striving to implement intentional and strategic efforts to focus and enhance recruitment for women, minorities, veterans, and persons with disabilities, consistent with the action-oriented programs and internal monitoring processes. WSSU continues to actively recruit in occupational groups where underrepresentation occurs. We will continue to have forums on EEO best practices and build a platform for recruitment in all our underutilized areas. Our goal is to include recruitment strategies that enable the university to focus on building relationships in each of the surrounding counties in an effort to participate in job fairs, outreach to the underutilized populations and have the university vacancies posted on their internal posting sites.

Additionally, some of the corrective actions that will be taken to mitigate/eliminate the barriers or issues are as follows:

1. Develop new strategies and incentives for diversifying our pools in searches for new faculty and staff.
2. Educate the University community on affirmative action recruitment strategies in support of ongoing efforts to increase the number of underrepresented faculty and staff.
3. Provide training opportunities for managers and supervisors on affirmative action, cultural awareness, diversity, and encouraging attendance at cultural and ethnic events through NHO, EEODF, and other training programs.
4. Ensure that search committees and other University committees are diverse and trained.

## SECTION IV: DOCUMENTS

### EEO Plan Requirements Checklist

- A. Table of Contents
- B. Program Elements
  - 1. EEO/Affirmative Action Plan Certification Statement
  - 2. The State EEO Policy
  - 3. Agency/University Overview
    - a. Vision
    - b. Mission
    - c. Purpose
  - 4. Agency/University EEO Achievements and Best Practices
  - 5. Assignment of Responsibility and Accountability
    - a. Agency Head/University Chancellor
    - b. Manager and Supervisor
    - c. EEO Committee
    - d. EEO Officer
  - 6. Dissemination Procedures
    - a. Internal
    - b. External
  - 7. Program Activities
    - a. Recruitment
    - b. Selection
    - c. Onboarding
    - d. Promotion
    - e. Training
    - f. Compensation and Benefits
    - g. Performance Management
    - h. Transfers and/or Separation
    - i. Disciplinary Process
    - j. Grievance Process
  - 8. Equal Employment Opportunity and Diversity Fundamentals (EEO/DF)
  - 9. Employment First and Reasonable Accommodation
  - 10. Program Evaluation and Reporting
  - 11. Harassment Prevention Strategies
  - 12. Reduction in Force Procedures
  - 13. Pregnancy Workplace Adjustments (EO #82)
  - 14. Prohibiting the Use of Salary History (EO #93)
  - 15. Recognizing the Value of Experience in State Government Hiring (EO #278)
- C. Data Elements
  - a. Workforce Availability
  - b. Agency/University Occupational Classifications
  - c. Program/Employment Objectives
  - d. Attainment of Employment Objectives
  - e. Additional Areas of Statistical Evaluation
    - 1. EEO Quantitative Analysis Form
    - 2. Performance Management
    - 3. Recruitment and Selection
    - 4. Discipline and Dismissal
  - f. Identification and Correction of Issues
- D. Attachments

## EEO Plan Submission and Review

The class From Routine to Strategic: EEO Planning and Monitoring is strongly encouraged for new EEO Officers or individuals seeking a refresher on EEO planning and submission. The class will be offered throughout the month of February. Please register through the LMS.

It is highly recommended that you **submit a draft EEO Plan for review on or before February 15**. This will ensure an opportunity for an EEO Consultant to provide feedback. A draft submission can also expedite the review process on your final Plan once it has been submitted.

All EEO Plans will be submitted online at the following link:

<https://www.cognitofrms.com/NCOfficeOfStateHumanResources/EEOPlanOnlineSubmission>

Once the A/U EEO Plan has been submitted, please allow several weeks for the Plan review for approval. Please contact your EEO Consultant if you have questions concerning submission.

## **APPENDICES**

WSSU Human Resources Related Policies and Procedures

[Employee Relations - Winston-Salem State University \(wssu.edu\)](#)

WSSU Office of Institutional Integrity

[Office of Legal Affairs - Winston-Salem State University \(wssu.edu\)](#)

WSSU EEO/AA Policies and Procedures

[EEO/AA - Winston-Salem State University \(wssu.edu\)](#)

Office of State Human Resources Grievance Policy

[NC OSHR: Employee Grievance Policy](#)

Employment Preference for Veterans

[employment-preference-for-veterans-policy.pdf \(wssu.edu\)](#)

Office of State Human Resources Policies

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

Office of State Human Resources Reduction in Force policy

<https://oshr.nc.gov/policies-forms/separation/reduction-in-force-policy>

UNC System Office - Equal Opportunity, Diversity, and Inclusion Policies

<https://myapps.northcarolina.edu/hr/equal-opportunity-diversity-and-inclusion/>

NC Statewide EEO Policy

[https://files.nc.gov/ncoshr/documents/files/Equal\\_Employment\\_Opportunity\\_Policy -  
Approved\\_by\\_SHRC\\_April\\_2019.pdf](https://files.nc.gov/ncoshr/documents/files/Equal_Employment_Opportunity_Policy_-_Approved_by_SHRC_April_2019.pdf)