

APPENDIX C

Hooper, Mary Evans. Higher Education. Earned Degrees Conferred 1969-1970. National Center for Educational Statistics, Office of Education of the U.S. Department of Health, Education and Welfare.

I. DEGREES CONFERRED IN LIBRARY SCIENCE, AGGREGATE FOR THE U.S., 1969-1970

	<u>TOTAL</u>	<u>MEN</u>	<u>WOMEN</u>
Bachelors (4-5 years)	1,054	86	968
Masters	6,544	1,108	5,436
Doctors	40	24	16

II. DEGREES CONFERRED IN LIBRARY SCIENCE, N.C., 1969-1970

	<u>BACHELORS</u>			<u>MASTERS</u>			<u>DOCTORS</u>		
	<u>Total</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Men</u>	<u>Women</u>
Appalachian	12	1	11	16	6	10	---	---	---
E. C. U.	15	4	11	14	2	12	---	---	---
N.C. Central	---	---	---	12	---	12	---	---	---
U.N.C. - CH	---	---	---	93	16	77	---	---	---
U.N.C.-G	---	---	---	14	1	13	---	---	---
TOTAL	27	5	22	149	25	124	0	0	0

EMPLOYMENT SECURITY COMMISSION

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SECURITY BUREAUOF
NORTH CAROLINAP. O. BOX 25903
RALEIGH, NORTH CAROLINA 27611

January 22, 1973

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Mr. John C. Brooks
Personnel Services
Post Office Box 5067
North Carolina State University
Raleigh, North Carolina 27607

Dear Mr. Brooks:

As requested on January 19, 1973, we are showing below tables for Wake and Johnston counties listing 1970 census of population figures and 1971 annual average work force estimates from our publication "North Carolina Work Force Estimates by County, Area, and State," with sex and race broken out according to 1970 census proportions.

	Wake County					
	Total	Male	Female	White	Black	"Other Minority"
Population	228,453	112,351	116,102	176,754	50,562	1,137
Civilian Work Force	118,170	69,020	49,150	95,020	22,660	480
Employment	115,320	67,810	47,510	93,290	21,560	460
Unemployment	2,850	1,210	1,640	1,730	1,100	20
Unemployment Rate	2.5	1.8	3.5	1.9	5.1	4.3

	Johnston County					
	Total	Male	Female	White	Black	"Other Minority"
Population	61,737	29,786	31,951	48,615	13,071	51
Civilian Work Force	24,590	15,000	9,590	20,090	4,500	0
Employment	23,550	14,670	8,880	19,570	3,980	0
Unemployment	1,040	330	710	520	520	0
Unemployment Rate	4.4	2.2	8.0	2.7	13.1	--

We hope this information will be useful to you. If we may be of further assistance, please let us know.

Sincerely,

Donald A. Brande
Director

SUPPLEMENT I

School/Department: Chancellor/Library

Form No. 2, page one

Individual Completing Form: Cyrus B. King

PART II - AVAILABLE POOL OF PROSPECTIVE EPA NON-FACULTY PERSONNEL

1. Outline below the basic educational and experiential requirements for appointment to your EPA non-faculty positions by functional category.

The basic educational requirements for a beginning professional position are an AB or BS degree and a Master's Degree in Library Science. Many library positions require additional academic training in relevant subject or language fields. For example, a school librarian might need to be a subject specialist in Textiles or Architecture and Design. A Cataloger of scientific books or serials might need special knowledge of one or more foreign languages as well as a subject specialty in science.

Experiential requirements range from none for entry-level positions to several years of relevant working experience for supervisory positions.

2. How many people in the United States meet the basic educational and experiential requirements outlined in #1 above by functional category? (Complete charts below)

OFFICIALS AND MANAGERS

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Other Male		
Other Female		
TOTAL		100%

PROFESSIONALS

	Number	Percent
White Male	20,181	17
White Female	91,685	75
Black Male	1,201	1
Black Female	6,735	5.5
Other Male	619	.5
Other Female	1,431	1
TOTAL	121,852	100%

TECHNICIANS

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Other Male		
Other Female		
TOTAL		100%

School/Department: Chancellor/Library

Individual Completing Form: Cyrus B. King

Form No. 2, page two

3. Explain how you arrived at the figures in the charts on page one.

a. List sources of data:

U. S. Bureau of the Census. 1970 Census of Population:
Detailed Characteristics: United States Summary, Table 223,
"Detailed Occupation of Employed Persons by Race and Sex."

(a copy of Table 223 is attached)

b. Describe the method(s) used for arriving at the figures recorded in the charts on page one. If you based your figures on a representative sample, please explain below:

The source cited reports the number of persons employed in 1970 as librarians in the U.S., and provides male/female breakdowns under three categories: "Negro," "Persons of Spanish Heritage," and "Total." The first two categories were used for the "Black" and "Other" data and the "White" data was derived by subtracting these two from the "Total."

c. Evaluate the accuracy and/or completeness of the data you have used: The data are based on employment in all types of libraries and therefore overstate the available pool of librarians qualified for positions in college and university libraries. However, it is the only data found that provides a breakdown by sex as well as by race. A recent survey conducted by the American Library Association's office for Library Personnel Resources is attached. It provides a racial breakdown and a level of education breakdown, but it does not provide data by race and sex as herein requested. Furthermore, the sample used to acquire data is quite small. A second survey, also prepared by the American Library Association and attached as a part of this report, shows minority enrollment by race (con't)

d. Indicate particular problems encountered in trying to ascertain availability information:

See "C" above

PART II, No. 3-C Continued:

(but not sex/race) in the various types of library training. The 5th year accredited program is the appropriate concern for this report.

Table 223. Detailed Occupation of Employed Persons by Race and Sex: 1970

(Data based on sample, see text. For meaning of symbols, see text.)

United States	Number						Percent distribution					
	Total		Negro		Persons of Spanish heritage		Total		Negro		Persons of Spanish heritage	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Total employed, 16 years old and over	47 423 754	28 929 845	4 052 063	3 309 080	1 897 058	949 810	100.00	100.00	100.00	100.00	100.00	100.00
Professional, technical, and kindred workers	6 800 554	4 530 584	237 283	374 681	169 211	94 611	14.28	15.73	5.86	11.30	8.92	9.56
Accountants	520 601	182 944	9 026	7 495	11 273	3 055	1.09	0.61	0.22	0.23	0.68	0.01
Architects	54 233	1 981	1 151	107	1 517	5	0.11	0.01	0.03	0.03	0.74	0.08
Computer specialists	204 614	49 223	5 803	2 655	4 795	89	0.43	0.17	0.14	0.08	0.74	0.08
Computer programmers	124 956	36 301	4 008	1 679	2 957	602	0.26	0.11	0.19	0.06	0.16	0.06
Computer systems analysts	68 213	11 736	1 548	707	1 302	179	0.14	0.04	0.04	0.02	0.07	0.02
Computer specialists, n.e.c.	11 445	1 806	247	119	336	27	0.02	0.01	0.01	—	0.02	—
Engineers	1 107 932	19 577	12 995	684	24 902	428	0.24	0.49	0.07	0.02	1.31	0.04
Aeronautical and astronautical	64 508	1 075	606	19	1 779	24	0.14	0.11	0.02	—	0.05	—
Chemical	51 404	608	364	40	894	4	0.11	0.01	0.01	—	0.05	—
Civil	170 684	2 293	2 359	99	4 684	29	0.36	0.01	0.06	—	0.33	0.02
Electrical and electronic	276 556	4 684	3 637	147	6 200	154	0.58	0.02	0.04	—	0.01	0.15
Industrial	178 716	5 569	1 602	204	2 306	145	0.38	0.02	0.04	—	0.17	—
Mechanical	175 586	1 626	1 743	72	3 216	16	0.37	0.01	0.04	—	0.01	—
Marine and metallurgical	15 115	109	110	5	180	—	0.03	—	—	—	0.01	—
Mineral	10 474	51	35	—	—	—	0.02	—	—	—	0.02	—
Petroleum	10 876	153	62	5	352	12	0.02	—	—	—	0.04	—
Soils	53 872	398	71	6	675	11	0.11	—	0.06	—	0.20	—
Surveyors	186 151	2 921	2 316	87	3 864	44	0.37	0.01	0.06	—	0.20	—
Farm management advisors	6 345	1 247	337	131	26	20	0.01	—	0.01	—	0.03	—
Forestry and conservationists	38 217	1 591	638	89	89	6	0.08	0.02	—	0.02	0.03	0.01
Home management advisors	259 221	13 180	3 231	418	14	61	0.54	0.05	0.08	0.02	0.20	0.02
Lawyers and judges	11 380	869	293	51	197	4	0.02	—	0.01	—	0.01	—
Religious	247 841	12 311	2 933	446	3 574	201	0.52	0.04	0.07	0.01	0.19	0.02
Librarians, archivists, and curators	26 818	101 916	1 412	6 808	730	1 401	0.06	0.35	0.03	0.21	0.04	0.15
Librarians	22 001	92 851	1 201	6 735	619	1 431	0.05	0.35	0.03	0.20	0.03	0.14
Archivists and curators	4 817	2 065	211	771	111	17	0.01	0.01	0.01	—	0.01	—
Mathematical specialists	23 041	12 048	643	737	414	164	0.05	0.04	0.02	0.02	0.02	0.02
Astronomers	3 100	1 159	34	63	58	22	0.01	—	—	—	0.01	—
Actuaries	5 927	1 716	235	113	148	18	0.01	—	0.01	—	0.01	—
Mathematicians	13 304	9 182	374	561	208	282	0.03	0.03	0.01	0.02	0.01	0.01
Statisticians	175 892	26 577	4 845	1 466	3 984	667	0.37	0.09	0.12	0.04	0.21	0.07
Agricultural	11 694	1 011	310	23	160	28	0.02	—	0.01	—	0.01	—
Atmospheric and space	5 255	520	784	714	480	257	0.04	0.04	0.02	0.02	0.03	0.03
Biological	19 124	10 254	2 254	234	345	220	0.04	0.04	0.04	0.08	0.02	0.11
Chemists	95 599	12 887	3 322	635	2 133	345	0.20	0.04	—	—	0.03	—
Geologists	19 085	715	46	21	480	20	0.04	—	—	—	0.03	—
Marine	2 992	161	59	9	6	6	0.01	—	—	—	0.02	—
Physicists and astronomers	21 075	866	260	45	49	5	0.04	—	—	—	0.02	—
Life and physical, n.e.c.	1 066	183	30	5	16	6	0.01	—	—	—	0.01	—
Operations and systems researchers and analysts	71 841	7 637	1 112	443	4 301	121	0.15	0.03	0.03	0.01	0.07	0.01
Personnel and labor relations workers	201 446	89 310	8 334	2 731	4 798	2 190	0.42	0.31	0.21	0.19	0.25	0.22
Physicians, dentists, and related practitioners	493 001	45 451	9 501	1 855	13 024	1 432	1.04	0.16	0.24	0.06	0.69	0.14
Chiropractors	12 602	1 127	1 013	11	199	12	0.03	—	0.01	—	0.04	—
Dentists	87 691	3 100	1 903	17	293	7	0.03	—	0.01	—	0.06	0.01
Optometrists	16 527	972	87	12	164	60	0.02	—	0.01	—	0.09	0.04
Pharmacists	255 105	13 032	1 913	588	1 714	369	0.20	0.05	0.05	0.02	0.09	0.10
Physicians, medical and osteopathic	96 610	5 055	1 051	159	9 247	948	0.54	0.09	0.12	0.03	0.49	0.10
Podiatrists	4 566	460	195	55	65	15	0.01	—	0.01	—	0.01	—
Veterinarians	18 450	985	234	18	230	16	0.04	—	—	—	0.01	—
Health practitioners, n.e.c.	530	435	11	5	12	7	—	—	—	—	—	—
Registered nurses, dietitians, and therapists	53 152	891 831	6 808	69 620	2 218	18 235	0.11	3.88	0.17	2.10	0.12	1.84
Dietitians	3 222	36 909	919	59 019	1 093	16 275	0.05	0.13	0.02	0.23	0.01	0.10
Registered nurses	22 332	807 359	3 318	59 019	1 093	16 275	0.05	0.13	0.02	0.23	0.01	0.10
Therapists	27 598	47 563	2 571	3 099	898	988	0.06	0.16	0.06	0.09	0.05	0.10
Health technologists and technicians	78 946	180 893	8 007	16 151	4 057	5 567	0.17	0.63	0.20	0.49	0.21	0.56
Clinical laboratory technologists and technicians	32 965	84 641	46	234	25	214	—	—	—	—	0.01	—
Dental hygienists	842	10 283	69	490	47	244	—	—	—	—	0.01	—
Health record technologists and technicians	16 767	35 453	1 501	2 409	981	1 182	0.04	0.12	0.04	0.08	0.05	0.12
Biologic technologists and technicians	1 093	2 118	172	310	48	125	0.01	—	0.01	—	0.01	—
Therapy assistants	26 298	33 525	2 407	5 340	1 080	1 082	0.06	0.12	0.06	0.16	0.06	0.11
Health technologists and technicians, n.e.c.	227 614	26 062	12 640	1 031	3 253	821	0.48	0.09	0.32	0.03	0.17	0.08
Religious workers	211 830	6 237	12 350	560	9 945	599	0.44	0.02	0.30	0.02	0.16	0.01
Clergymen	15 784	19 825	490	308	722	603	0.07	0.07	0.01	0.02	0.02	0.07
Religious workers, n.e.c.	87 712	2 001	2 013	1 075	1 939	335	0.18	0.07	0.05	0.03	0.03	0.03
Social scientists	58 558	7 390	1 081	362	1 225	138	0.12	0.03	0.03	0.01	0.06	0.01
Economists	689	215	26	13	26	8	0.01	—	—	—	—	—
Political scientists	17 200	10 260	461	501	355	173	0.04	0.04	0.01	0.02	0.02	0.02
Psychologists	851	467	43	65	237	8	0.02	—	0.01	—	0.01	—
Sociologists	7 954	1 099	36	27	62	8	0.01	—	—	—	0.01	—
Social and regional planners	2 460	1 000	40	47	72	8	0.01	—	—	—	—	—
Social scientists, n.e.c.	109 901	156 053	15 013	25 778	5 286	5 671	0.23	0.54	0.37	0.78	0.78	0.57
Social and recreation workers	80 810	125 813	11 078	22 771	4 088	4 930	0.17	0.47	0.27	0.69	0.22	0.50
Social	29 091	20 240	3 915	3 007	7 198	741	0.06	0.09	0.10	0.09	0.06	0.07
Recreation	138 568	138 063	9 211	20 764	3 890	3 189	0.23	0.48	0.23	0.23	0.41	0.32
Teachers, college and university	34 338	138 063	9 211	20 764	3 890	3 189	0.07	0.01	0.01	0.01	0.01	0.01
Teachers, high school and secondary	12 875	1 839	234	47	292	47	0.03	0.01	0.01	—	0.01	—
Chemistry	15 992	931	165	38	219	26	0.03	—	—	—	0.01	—
Engineering	13 297	604	108	28	227	15	0.03	—	—	—	0.01	—
Physics	8 341	526	78	11	124	6	0.02	—	—	—	0.01	—
Other life and physical sciences	21 014	4 935	528	291	379	30	0.04	0.02	0.01	0.01	0.02	—
Mathematics	29 123	731	188	15	407	204	0.02	0.05	0.06	0.01	0.02	0.02
Economics	22 402	16 067	477	407	127	72	0.03	0.01	0.01	—	0.01	0.01
English	13 557	2 023	376	167	227	72	0.03	0.01	0.01	—	0.01	0.01
History	13 827	809	731	367	446	223	0.03	0.03	0.03	—	0.01	0.01
Miscellaneous social sciences	94 741	55 979	2 478	421	2 081	965	0.20	0.19	0.06	0.07	0.13	0.16
Other specified teachers	96 175	41 577	3 709	3 340	2 081	2 081	0.20	0.14	0.09	0.10	0.11	0.10
Not specified teachers												

Ethnic and Sexual Composition
of Professional Library Employees: 1973

In May 1973, the ALA Office for Library Personnel Resources sent questionnaires to libraries throughout the United States in an effort to collect information about the ethnic composition of the professional labor force.

The sample consisted of 2775 institutions drawn from the NCES Education Directory: Higher Education 1970-1971, NCES Statistics of Public Libraries Serving Areas With at Least 25,000 Inhabitants 1968, and a directory of school library system supervisors compiled by the American Association of School Librarians. These three sources represented a total population of approximately 4800 academic and public libraries and public school systems. A total of 782 institutions returned useable responses. This is a response rate of 28.2% and is 16.2% of the total population represented by the three listings. These institutions employed 9684 professional employees (as defined by each institution and possessing at least some library science education) on the survey date of May 1, 1973.

Institutions were asked to identify in total numbers the ethnic breakdown of their staffs in five categories: American Indian, Black, Oriental, Spanish Surnamed, and Other (defined as including Caucasians and all minorities not specified). They were also asked to provide data on the total numbers of men and women.

Although information was obtained for all levels of employment, only data for professional employees are presented here because of the national scope of the labor market. Within this classification, information was broken down into three categories based upon level of professional education, i.e. some library science education, a masters degree in library science, or a Ph.D. in library science.

Figures presented represent the percentage of each labor force made up by each ethnic group. Totals in the vertical columns represent the percentages of each minority within each educational classification; e.g., 3.7% of the librarians in the sample who possessed a masters degree in library science (but not a doctorate) were Oriental. The "Total all Employers" column is the percentage of the absolute numbers represented in the horizontal rows. It is not the average of the percentages. The bottom portion of the table contains a breakdown of all employees (not just minorities) by sex.

Example: Of all Public Library employees in the sample, with some library science education (but not a masters degree), 0.2% were American Indians, 4.5% were Black, 0.5% were Oriental, 1.2% were Spanish surnamed, and the remaining 93.6% were either Caucasian or some other minority. Of the same group, 88.5% were women and 11.5% were men.

The reader is cautioned that this is only a survey of the libraries listed in the sources cited above. It does not include private schools, government agencies, or special and institutional libraries. It should also be noted that the response rate is less than that normally desired on such a survey.

AMERICAN LIBRARY ASSOCIATION

50 EAST HURON STREET · CHICAGO, ILLINOIS 60611 · (312) 944 6780

Minority Enrollment Survey - 1973¹

In the spring of 1969 and 1972 the American Library Association (ALA) surveyed the minority enrollment in ALA accredited schools in the United States. The results of these two surveys are as follows:

	1969	1972
American Indian	0	1
Negro	156	310
Oriental	98 ²	92
Spanish Surnamed	32	48

In 1973, the Office for Library Personnel Resources expanded two earlier ALA surveys to determine minority enrollment in all library education programs listed in the North American Library Education Directory and Statistics, 1969-1971.

The chart on the following page tabulates for each HEW identified minority group the number of persons enrolled in the Spring of 1973 and the number of degrees expected in 1973. Institutions were asked to omit students in the United States on a student visa (F-1 visa) and to include all students without reference as to whether they were full time or part time students.

The types of programs were broken down into fifth year ALA accredited and fifth year non-accredited programs, sixth year certificate programs, doctoral programs, library technical assistant programs and undergraduate major and minor programs. A second chart at the bottom of the page reports the number of minority persons on faculties of all library education departments - full time and part time.

The Office for Library Personnel Resources plans to repeat this survey in Spring, 1974. At that time we hope to be able to calculate what percentage minority enrollment is of the university of library education students and to ascertain the number of degrees granted to minority students in 1973.

¹Minority group categories are those required by HEW and other agencies in reports of affirmative action programs for equal employment and educational opportunities.

²There was not complete information on how many of the Orientals were foreign students.

MINORITY ENROLLMENT SURVEY SUMMARY - 1973*

ALA/OLPR

TYPE OF PROGRAM	NEGRO		SPANISH SURNAMED		AMERICAN INDIAN		ORIENTAL	
	Number Enrolled Spring 1973	No. of Degrees Expected 1973	Number Enrolled Spring 1973	No. of Degrees Expected 1973	Number Enrolled Spring 1973	No. of Degrees Expected 1973	Number Enrolled Spring 1973	No. of Degrees Expected 1973
5th Year Accredited Programs (U. S. Schools only) 47 responses	428	277	93	51	2	1	259	136
5th Year Non-Accredited 30 responses	108	47	20	5	0	0	23	9
6th Year Certificate 20 responses	16	3	8	0	0	0	9	0
PhD Programs 17 responses	24	5	0	0	2	0	7	0
Library Technical Assistants 33 responses	74	13	46	10	5	2	2	0
BA, BS or Undergraduate minor 96 responses	257	41	57	6	34	4	28	3
TOTAL	907	386	224	72	43	7	328	148

FACULTY - from all programs reported	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
	33	27	4	6	3	1	10	7

*The minority group categories are those required by HEW and other agencies in reports of affirmative action programs for equal employment opportunity.

4. If you ordinarily draw your EPA non-faculty personnel from a smaller pool of candidates than the whole United States population noted under #2,

a. Describe the pool by functional category:

N/A

b. How many people constitute that special pool by category?

OFFICIALS AND MANAGERS

N/A

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Other Male		
Other Female		
TOTAL		100%

PROFESSIONAL

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Other Male		
Other Female		
TOTAL		100%

TECHNICIANS

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Other Male		
Other Female		
TOTAL		100%

AFFIRMATIVE ACTION PLAN

SCHEME ELEMENT Chancellor/Library
 CONTROLLED BY Cyrus B. King

EPA NON-FACILITY

DATE January 14, 1974

WORK SHEET FOR TABLE VI

FULL-TIME	Estimated Number of Positions Expected to Become Vacant (1973-1976)	Estimated Number of Newly Created Positions (1973-1976)	Total Positions to be filled (1973-76)	Projected Hiring Goals (based on the total positions to be filled) (1973-1976)							
				WHITE		BLACK		OTHER		TOTAL	
				M	F	M	F	M	F	M	F
Officials & Managers (Do not include Dept. Heads)	2	1	3	0	0	0	2	0	1	0	3
Professionals											
Technicians											
SUB-TOTAL	2	1	3	0	0	0	2	0	1	0	3
TOTAL				0	0	0	2	0	1	0	3
PERMANENT PART TIME*											
Officials & Managers											
Professionals	0	0	0	0	0	0	0	0	0	0	0
Technicians											
SUB-TOTAL	0	0	0	0	0	0	0	0	0	0	0
TOTAL	2	1	3	0	0	0	2	0	1	0	3

Notes: A = B = C
 C = D

*Individuals working less than full time and being paid accordingly but hired for a term of 12 months or more or for a stated term of one acc-

TABLE V
 PRESENT NON-FACULTY COMPLEMENT
 (According to June 15, 1973 Tabulation)

TABLE VI
 PROJECTED NON-FACULTY COMPLEMENT
 FOR ACADEMIC YEAR 1975-76
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	White		Black		Other		Total			White		Black		Other		Total	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	*																
Professionals	8	14	0	0	0	0	8	14		8	14	0	2	0	1	8	17
Technicians																	
SUB-TOTAL																	
PERMANENT PART-TIME																	
Officials & Managers																	
Professionals																	
Technicians																	
SUB-TOTAL																	
TOTAL	8	14	0	0	0	0	8	14		8	14	0	2	0	1	8	17

*Director of Library reported under Administration and is not included in this report.

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Chancellor/Library

DATE January 14, 1974

COMPLETED BY Cyrus B. King

TABLE VII
TOTAL NON-FACULTY COMPLEMENT
(According to June 15, 1973 Tabulation)
See Table I

TABLE VIII
PROJECTED NON-FACULTY COMPLEMENT
(For Academic Year 1975-76)
See Table III

	Availability Percentages	Full Time		Part Time		Total		Full Time		Part Time		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
White Male	17%	8	36%	0	0	8	36%	8	32	0		8	32
White Female	75%	14	64%	0	0	14	64%	14	56	0		14	56
Black Male	1%	0	0	0	0	0	0	0	0	0		0	0
Black Female	5.5%	0	0	0	0	0	0	2	8	0		2	8
Other Male	.5%	0	0	0	0	0	0	0	0	0		0	0
Other Female	1%	0	0	0	0	0	0	1	4	0		1	4
TOTAL	100%	22	100%	0	100%	22	100%	25	100%	0	100%	25	100%

NORTH CAROLINA STATE UNIVERSITY | AT RALEIGH

DIVISION OF PERSONNEL SERVICES
Box 5067 Zip 27607

OFFICE OF BUSINESS AFFAIRS

January 7, 1974

MEMORANDUM

TO: Mr. William H. Simpson
Dr. F. J. Hassler
Professor Roger H. Clark
Dean Carl J. Dolce
Dr. Robert G. Carson, Jr.
Dr. LeRoy C. Saylor
Dr. Odell Uzzell
Dr. Jasper D. Memory

Dr. John F. Bogdan
Mr. Cyrus B. King ✓
Dean Banks C. Talley, Jr.
Dr. R. A. Mabry
Dr. Albert Carnesale

FROM: William R. Calloway

SUBJECT: Wake County Employment Data for Affirmative Action Planning
(SPA Personnel)

The enclosed table summarizes available data on the work force in Wake County, North Carolina. Data used to compile the table were taken from "Raleigh Standard Metropolitan Statistical Area (Wake County) - Manpower Information for Affirmative Action Programs - 1973" prepared by the Employment Security Commission of North Carolina. Labor force figures shown in the table include both the employed work-force and unemployed persons who are experienced in each of the occupational categories. The employment figures are based on 1972 data, however, proportions used for classification into occupational categories are based on 1970 census data.

These figures represent the most proper and reasonable data that we have been able to accumulate from existing availability figures. You may use these percentages in determining goals and timetables for employment of minority group members and females in the various categories shown.

Please call if you have further questions.

WRC:mbo

AFFIRMATIVE ACTION PLAN
SPA PERSONNEL

SCHOOL Chancellor/Library
COMPLETED BY Cyrus B. King

DATE January 14, 1974

WORK SHEET FOR TABLE II

FULL-TIME	Estimated Number of Positions Expected to Become Vacant (1973 - 1974)	Estimated Number of Newly Created Positions (1973 - 1974)	Total Positions to Be Filled (1973-1974)	Projected Hiring Goals (based on the total positions to be filled) (1973 - 1976) (2)									
				WHITE		BLACK		OTHER		TOTAL			
				M	F	M	F	M	F	M	F		
Officials & Managers													
Professionals													
Technicians													
Sales													
Clerical	14	2	16										
Craftsman													
Operations (semi-skilled)													
Laborers													
Service Workers													
SUB-TOTAL	14	2	16										
TOTAL													
*PERMANENT PART-TIME													
Officials & Managers													
Professionals													
Technicians													
Sales													
Clerical	10	0	10										
Craftsman													
Operations (semi-skilled)													
Laborers													
Service Workers													
SUB-TOTAL	10	0	10										
TOTAL	24 (1)	2	26										

Note: A + B = C *SPA individuals working at least 1/2-time in a permanently established position.
C = D

- (1) Based on 29.6% estimate of turn over. (supplied by University Personnel Office)
- (2) Since the library more than meets goals that might be based on availability, the library will have as its goal the maintenance of its present balance.

SCHOOL Chancellor/Library
 COMPLETED BY Cyrus B. King
 DATE January 14, 1974

N. C. STATE UNIVERSITY
 AFFIRMATIVE ACTION PLAN
 SPA PERSONNEL

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR
 ACADEMIC YEAR(S) 1973-74
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL		//////	WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers									//////								
Professionals									//////								
Technicians									//////								
Sales									//////								
Clerical	4	48	1	13	0	0	5	61	//////	5	48	1	14	0	0	6	62
Craftsman									//////								
Operations (semi skilled)									//////								
Laborers									//////								
Service Workers									//////								
SUB-TOTAL	4	48	1	13	0	0	5	61	//////	5	48	1	14	0	0	6	62
*PART-TIME																	
Officials & Managers									//////								
Professionals									//////								
Technicians									//////								
Sales									//////								
Clerical	0	15	0	0	0	0	0	15	//////	1	14	0	1	0	0	1	15
Craftsman									//////								
Operations (semi skilled)									//////								
Laborers									//////								
Service Workers									//////								
SUB-TOTAL	0	15	0	0	0	0	0	15	//////	1	14	0	1	0	0	1	15
TOTAL	4	63	1	13	0	0	5	76	//////	6	62	1	15	0	0	7	77

*SPA individuals working at least 1/2-time in a permanently established position.

SCHOOL Chancellor/Library
 COMPLETE BY Cyrus B. King
 DATE January 14, 1974

N. C. STATE UNIVERSITY
 AFFIRMATIVE ACTION PLAN
 SPA PERSONNEL

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR
 ACADEMIC YEAR(S) 1974-75
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL		//////	WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers									//////								
Professionals									//////								
Technicians									//////								
Sales									//////								
Clerical	4	48	1	13	0	0	5	61	//////	5	48	1	14	0	0	6	62
Craftsman									//////								
Operations (semi skilled)									//////								
Laborers									//////								
Service Workers									//////								
SUB-TOTAL	4	48	1	13	0	0	5	61	//////	5	48	1	14	0	0	6	62
*PART-TIME									//////								
Officials & Managers									//////								
Professionals									//////								
Technicians									//////								
Sales									//////								
Clerical	0	15	0	0	0	0	0	15	//////	1	14	0	1	0	0	1	15
Craftsman									//////								
Operations (semi skilled)									//////								
Laborers									//////								
Service Workers									//////								
SUB-TOTAL	0	15	0	0	0	0	0	15	//////	1	14	0	1	0	0	1	15
TOTAL	4	63	1	13	0	0	5	76	//////	6	62	1	15	0	0	7	77

*SPA individuals working at least ½-time in a permanently established position.

SCHOOL Chancellor/Library
 COMPLETE BY Cyrus B. King
 DATE January 14, 1974

N. C. STATE UNIVERSITY
 AFFIRMATIVE ACTION PLAN
 SPA PERSONNEL

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR
 ACADEMIC YEAR(S) 1975-76
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL		//////	WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers									//////								
Professionals									//////								
Technicians									//////								
Sales									//////								
Clerical	4	48	1	13	0	0	5	61	//////	5	48	1	14	0	0	6	62
Craftsman									//////								
Operations (semi-skilled)									//////								
Laborers									//////								
Service Workers									//////								
SUB-TOTAL	4	48	1	13	0	0	5	61	//////	5	48	1	14	0	0	6	62
*PART-TIME									//////								
Officials & Managers									//////								
Professionals									//////								
Technicians									//////								
Sales									//////								
Clerical	0	15	0	0	0	0	0	15	//////	1	14	0	1	0	0	1	15
Craftsman									//////								
Operations (semi-skilled)									//////								
Laborers									//////								
Service Workers									//////								
SUB-TOTAL	0	15	0	0	0	0	0	15	//////	1	14	0	1	0	0	1	15
TOTAL	4	63	1	13	0	0	5	76	//////	6	62	1	15	0	0	7	77

*SPA individuals working at least 1/2-time in a permanently established position.

SCHOOL Chancellor/Library
 COMPLETE BY Cyrus B. King
 DATE January 14, 1974

N. C. STATE UNIVERSITY
 AFFIRMATIVE ACTION PLAN
 SPA PERSONNEL

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR
 ACADEMIC YEAR(S) 1973-76
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL		//////	WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers																	
Professionals																	
Technicians																	
Sales																	
Clerical	4	48	1	13	0	0	5	61		5	48	1	14	0	0	6	62
Craftsman																	
Operations (semi-skilled)																	
Laborers																	
Service Workers																	
SUB-TOTAL	4	48	1	13	0	0	5	61		5	48	1	14	0	0	6	62
*PART-TIME																	
Officials & Managers																	
Professionals																	
Technicians																	
Sales																	
Clerical	0	15	0	0	0	0	0	15		1	14	0	1	0	0	1	15
Craftsman																	
Operations (semi-skilled)																	
Laborers																	
Service Workers																	
SUB-TOTAL	0	15	0	0	0	0	0	15		1	14	0	1	0	0	1	15
TOTAL	4	63	1	13	0	0	5	76		6	62	1	15	0	0	7	77

*SPA individuals working at least 1/2-time in a permanently established position.

AFFIRMATIVE ACTION PLAN
SPA PERSONNEL

SCHOOL/DEPARTMENT Chancellor/ Library

DATE January 14, 1974

COMPLETED BY Cyrus B. King

TABLE III
TOTAL SPA CLERICAL COMPLEMENT
(According to October 1, 1973 Tabulation)

	Availability Percentages	Full Time		Part Time		Total	
		No.	%	No.	%	No.	%
White Male	20.3	4	6.0	0	0	4	4.9
White Female	71.1	48	72.8	15	100	63	77.8
Black Male	3.3	1	1.5	0	0	1	1.2
Black Female	5.0	13	19.7	0	0	13	16.1
Other Male	0.1	0	0.0	0	0	0	0.0
Other Female	0.2	0	0.0	0	0	0	0.0
TOTAL	100%	66	100%	15	100%	81	100%

OCCUPATIONS OF WAKE COUNTY LABOR FORCE* BY SEX AND ETHNIC CLASSIFICATIONS, 1972†

	WHITE				BLACK				OTHER MINORITIES				TOTAL
	MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		
	N	%	N	%	N	%	N	%	N	%	N	%	
Officials & Managers	10,188	81.3	1,748	14.0	407	3.2	133	1.1	31	0.2	18	0.1	12,525
Professionals	5,947	44.9	5,749	43.4	453	3.4	1,016	7.7	56	0.4	33	0.2	13,254
Technicians	9,186	76.3	2,201	18.3	301	2.5	246	2.0	87	0.7	12	0.1	12,033
Sales	6,922	66.0	3,126	29.8	168	1.6	273	2.6	6	0.1	0		10,495
Clerical	5,541	20.3	19,379	71.1	887	3.3	1,357	5.0	27	0.1	48	0.2	27,239
Craftsman	10,396	78.0	663	5.0	2,087	15.6	178	1.3	12	0.1	0		13,336
Operations (semi-skilled)	6,397	43.7	3,493	23.9	2,775	19.0	1,883	12.9	64	0.4	10	0.1	14,622
Laborers	1,954	43.2	260	5.7	2,067	45.7	183	4.0	60	1.3	0		4,524
Service workers	5,489	27.2	4,722	23.4	3,548	17.6	6,357	31.5	57	0.3	23	0.1	20,196
TOTAL	62,020	48.4	41,341	32.2	12,693	9.9	11,626	9.1	400	0.3	144	0.1	128,224

*Figures include persons employed in 1972 and persons with experience but unemployed.

†Numbers are based on 1972 figures, percentages are based on 1970 census data.

SUPPLEMENT II

AFFIRMATIVE ACTION PLAN FOR
THE D. H. HILL LIBRARY

A. Analyze: "Composition of the Work Force by minority group status and sex."

Tables VII and VIII analyze the EPA non-faculty staff as of June 15, 1973.

1. EPA - Non-Faculty positions.

See Table VII, Supplement I.

2. SPA - Clerical Positions.

Table III for SPA Personnel shows the availability of females to be 76.3% (black 5.0% and white 71.1%) of the total pool of clerical help employed and trained but unemployed in Wake County. The percentage of women holding such positions in the D. H. Hill Library is 93.9%, or an overutilization of women of 17.6%.

Table III for SPA Personnel shows the availability of blacks and other minorities to be 8.6% (3.3% black males, 5.0% black females, 0.1% other males, 0.2% other females) of the total pool of clerical help employed and trained but unemployed in Wake County. There are 66 full-time members on the staff of which 14 or 21.2% are black. When full-time and part-time staff are combined, there are 81 staff members. Of this number, 14 or 17.3% are black. This represents an overutilization of blacks and other minorities in clerical positions of 8.7%.

B. Analyze: "Composition of applicant flow by minority group status and sex."

1. EPA - Non-Faculty positions.

See pages 9-12 of the "Affirmative Action Plan for the D. H. Hill Library" dated March 9, 1973, which precedes this Supplement.

2. SPA - Clerical Positions.

As above. The record of success in recruiting minorities indicates that an effort has been made to seek out applicants from minority groups.

In order to assure compliance with commitment, reporting procedures to measure progress have been adopted and are set forth on pages 12-13 of the basic report, paragraph VI.

C. Analyze: "The total selection process including position description, position titles, worker specification, application forms, interview procedures, test administration, test validity, referral procedures, final selection process and similar factors."

1. EPA-Non-Faculty positions.

See pages 9-12 of the "Affirmative Action Plan for the D. H. Hill Library" dated March 9, 1973.

2. SPA - Clerical Positions.

See pages 10 and 11 from report cited above. Paragraph (4) is particularly applicable because it deals with the overqualified applicant. As stated in paragraph (4), the library frequently has applicants who are overqualified. This situation has proved advantageous to the library as an employer, but it may also prove discriminatory in a society in which there has been widespread inequality of opportunity to become the "best qualified." The library is aware of this problem and is attempting to avoid this kind of subtle discrimination.

There are no tests administered to applicants except for routine typing or shorthand tests that may be administered by the department head or supervisor who is interviewing the applicant.

For "Referral ratio of minorities or women to the hiring supervisor or manager indicates a significantly higher percentage are being rejected as compared to nonminority and male applicants," see statement supplied by the Central Personnel Office.

D. Analyze: "Transfer and promotion practices."

All vacancies occurring in the library are listed in writing and circulated to all departments to provide staff members with an opportunity to apply for the position before it is advertized campus-wide. Vertical transfers in the library have been frequent and specific examples involving minority personnel are detailed in the basic report of March 9, 1973, page 1.

For statement regarding campus-wide policy, see statement supplied by the Campus Personnel Department.

E. Analyze: "Facilities, company sponsored recreation and social events, and special programs such as educational assistance."

1. "Minorities or women are excluded from or are not participating in company sponsored activities or programs."

Women and members of minority groups participate in all library sponsored recreation and social events and programs of educational assistance. The D. H. Hill Library Staff Association is the agency through which nearly all social functions are planned. Women and other minorities belong to this association, hold office and serve on planning committees. Picnics and parties usually include the families of employees and they are well attended by both sexes and by minorities.

2. "De facto segregation still exists at some facilities."

All facilities are open to all except that public rest rooms are segregated by sex.

F. Analyze: Seniority practices and seniority provisions of union contracts." Campus Personnell will answer for the entire campus.

G. Analyze: "Apprenticeship programs." Campus Personnell will answer for the entire campus.

H. Analyze: "All company training programs, formal and informal." Campus Personnell will answer for the entire campus.

I. Analyze: "Workforce attitude."

It is not possible for the library administration to be certain that all department heads, supervisors and employees are free of prejudice in their relations with women or minorities. The procedures that have been established and that are detailed in the March 9, 1973, report have been established to overcome in

so far as possible the likelihood that individual prejudice will enter into the the hiring, the work situation and the promotion opportunities for women and other minorities. An Affirmative Action Committee to serve on a continuing basis has been appointed by the Director and this Committee; composed of EPA and SPA, male and female, black and white, staff serve in an advisory capacity to the Director to assure his awareness of the library's progress in fulfilling its Affirmative Action Plan.

J. Analyze: "Technical phases of compliance, such as poster and notification to labor unions, retention of application, notification to subcontractors, etc."
Campus Personnel Office will answer for the entire campus.

K. "In addition to the foregoing specific points which are treated correlatively in both section (a) and (b) of 60-2.23, the following miscellaneous "problems" are noted in 60-2.23 (b) which, if they exist, should receive corrective attention:"
Campus Personnel Office will answer for the entire campus.

L. "Various sections of the Revised Order No. 4, other than 60-2.23, and of the HEW Higher Education Guidelines treat "problem areas" which must be analyzed and which may require remedial action; they are treated here for purposes of comprehensive consideration of the total "self-analysis" exercise in which the institution must engage."

The Campus Personnel Office will answer paragraphs 1-3.

4. "Rights and Benefits-Salary."

The Campus Personnel Office will answer this question for SPA employees.

EPA Non-Faculty

Title	No. Males	Salary	No. Females	Salary
Assistant Directors	3	\$16,200 15,300 <u>15,000</u> Average Salary \$15,500	0	
Department Heads	4	\$13,000 12,000 12,000 <u>13,500</u> Average Salary \$12,625	8	\$12,200 12,500 11,000 10,000 11,500 12,900 13,879 <u>12,000</u> Average Salary \$11,997
Other Professional Librarians	1	\$10,200 <u> </u> Average Salary \$10,200	5	\$10,300 9,500 10,800 10,700 <u>8,500</u> Average Salary \$ 9,960

CONCLUSION

The D. H. Hill Library is an Equal Opportunity Employer. It has more than met goals based on availability figures. See Table III. Procedures have been developed that will assure a maintenance of effort to continue the pattern.

Goals established for EPA Non-Faculty minority positions (See Table VIII) will provide higher percentages of minority employees than availability figures indicate are needed.⁽¹⁾ Since there are no upper limits set, however, the Library will continue to recruit from minority groups.

⁽¹⁾ As of this writing the goals have been met even though this does not show since June 15 is the date used for tables.

AFFIRMATIVE ACTION PLAN
FOR THE
OFFICE OF BUSINESS AFFAIRS

June 15, 1973

REVISED JANUARY 23, 1974

NCSU OFFICE OF BUSINESS AFFAIRS
AFFIRMATIVE ACTION PLAN

I. INTRODUCTION

Under present guidelines each supervisor in Business Affairs has been informed of Equal Employment Opportunities rules and regulations and the Chancellor's memorandum of March 29, 1968 pertaining to employment of minorities. The Personnel Department's weekly listing of campus vacancies is posted and supervisors with vacancies are encouraged to first look within the Office of Business Affairs for promotional opportunities, then on campus for promotional transfers.

To enhance promotional opportunities, Supervisory Development Training programs have been provided for first-line and intermediate level supervisors. Selected higher level managers have been provided a short course "Management Dynamics and Effective Decision Making". Periodic short programs covering all phases of personnel administration procedures are provided for clerical and secretarial employees. Adult Basic Education courses have been conducted on campus during work hours for employees with less than eighth grade level education. Apprenticeship programs have been developed and at present there are approved apprenticeship positions in the Print Shop and Physical Plant Division. In cooperation with Wake County Opportunities, Inc. the Office of Business Affairs has placed trainees under the New Careers Program. An agreement has recently been concluded with the Raleigh Work Incentive Program (WIN) whereby the Office of Business Affairs will assist in providing job training for selected personnel in the WIN Program. One trainee has been placed in the Print Shop, one in Agriculture Extension office work, and one in Animal Science laboratory work.

While much progress has been made in recent years in improving the job and promotional opportunities for all employees, a review of the profile of the present work force reveals a need for greater effort in recruiting and selection practices pertaining to women and minority groups. To help correct these deficiencies a restatement of Equal Employment Opportunity Policy will be issued and each supervisor informed of the need to increase efforts to utilize women and minority groups.

II. STATEMENT OF NORTH CAROLINA STATE UNIVERSITY OFFICE OF
BUSINESS AFFAIRS POLICY AND INTENT

The policy of the Office of Business Affairs is to offer equal employment opportunity to all individuals without regard to race, color, religion, sex, age, or national origin. The purpose of this policy is to promote nondiscrimination with respect to recruiting, hiring, rate of pay, promotions, benefits, demotions, terminations, and all other conditions and privileges of employment. An individual's qualifications shall be the only consideration in any employment decision related to that individual.

The Office of Business Affairs intends to take special efforts to seek out qualified applicants without regard to race, color, religion, sex, age, or national origin.

The statement of policy and intent, signed by the Vice Chancellor for Finance and Business, will be distributed initially to every employee. The statement will be included in appropriate publications, in new employee orientations, and posted on employee bulletin boards. At regular intervals the Vice Chancellor for Finance and Business will meet with department heads, executives, managers, and other officials having selection or promotion authority, to monitor and insure implementation of the policy and intent. A permanent Equal Employment Opportunity Committee has been established within the Office of Business Affairs. (Note Appendix C). The Committee will be responsible for monitoring all aspects of the Affirmative Action Program, keeping the Vice Chancellor for Finance and Business informed and recommending solutions to any problems that might arise.

III. NORTH CAROLINA STATE UNIVERSITY OFFICE OF BUSINESS AFFAIRS
AFFIRMATIVE ACTION PLAN

Analysis of the profile of the present work force and the job categories represented (note Chart I), and a comparison of this profile with that of N. C. State University as a whole (note Appendix A) shows possibility of underutilization of women, or minorities, or both, in the job categories of Officials and Managers and Professionals.

To significantly increase the number of minority group and female employees in positions other than those traditionally associated with these employees, the Office of Business Affairs establishes the numerical goals for 1973-1976 reflected in Table II, Appendix B, and discussed below under each of the job categories. The overall three year timetable is further broken down into goal periods of one year (fiscal) increments as noted in Table II of Appendix B-1, B-2, and B-3. These numerical goals are in addition to goals of a broad nature also described below.

Specific yearly goals by job categories are as follows:

For year ending June 30, 1974;

Clerical -	4 additional black females.
Craftsman -	3 additional black males.
Operations -	1 additional black female and 1 white female.

For year ending June 30, 1975;

Officials and Managers -	1 additional black male.
Clerical -	1 additional black male and 6 black females.
Craftsman -	3 additional black males and 2 black females.
Operations -	2 additional black females and 1 white female.
Service Workers -	1 additional black male.

For year ending June 30, 1976

Clerical -	1 additional black male and 6 black females.
Craftsman -	3 additional black males, 2 black females & 1 white female
Operations -	2 additional black females and 1 white female.
Service Workers -	1 additional white female.

A. Officials and Managers:

The underutilization of both women and minorities in this job category cannot be particularized to any department of unit; therefore, GOALS must be of a broad nature.

GOALS

To employ at least one black male in this job category.

TIMETABLE

June 30, 1975

<u>AFFIRMATIVE ACTIONS</u>	<u>RESPONSIBILITY</u>	<u>TARGET DATE</u>
1. To search out potentially qualified women and minority employees and offer promotional opportunities when vacancies occur in this category.	Vice Chancellor for Finance and Business	Continuing
2. To advise all recruiting sources of our desire to employ women and minority groups within this category as vacancies occur.	Vice Chancellor for Finance and Business (through Director, Staff Personnel Services)	Continuing
3. To encourage present employees in this category to refer qualified women or minority group applicants.	All levels of management	Continuing
4. Continue present managerial and supervisory development training programs with stress on equal employment opportunities responsibilities of managers and supervisors.	Training Officer	Continuing

B. Professionals:

Comparison of the profile of the present work force and the profile of the Wake County Work Force reflects a possible underutilization of women and minority groups in this job category. However, it is believed that the Wake County Work Force includes in this job category many women employees in skills such as the medical or dental fields not required in Office of Business Affairs. As a broad Goal, continuing effort will be made to recruit and employ qualified women and minority group applicants with skills included in the Professional job category in Office of Business Affairs.

C. Technicians:

Analysis of the profile in this job category indicates a very favorable utilization of women and minority groups.

D. Sales:

Office of Business Affairs has no employees in this job category.

E. Clerical:

Analysis of the profile in this job category reflects a favorable utilization of both women and minority groups. However, the Office of Business Affairs believes it should be possible to recruit or train a significant number of additional minority group employees into this job category from those traditionally associated with these employees. (See part III, Specific goals by job categories.)

GOALS

This category is expected to increase by 10 employees by the end of 1975. With the increases and filling of expected vacancies, all reasonable effort will be made to employ an additional two black males and 16 black females.

To increase applicant flow of minority groups.

TIMETABLE

June 30, 1976

Continuing

<u>AFFIRMATIVE ACTION</u>	<u>RESPONSIBILITY</u>	<u>TARGET DATE</u>
1. Reaffirm with all levels of management the need to increase employment of minority groups in office and clerical positions through direct employment, training, and upgrade as vacancies occur.	Vice Chancellor for Finance and Business	June, 1974
2. Increase recruitment visits to high schools, secretarial, and business schools with large minority group enrollment.	Director, Staff Personnel Services	Continuing
3. Survey applications of present work force in service positions to determine if minority groups are underutilized.	Director, Staff Personnel Services	January, 1975
4. Periodic review by each department or unit head of employees' progress in present positions, potential for higher level positions, and aid and encouragement in applying for promotional opportunities.	All levels of Management	Continuing

5. Continue cooperation with Wake Opportunities, Inc. for New Careers Program and Raleigh Work Incentive Program with view of placing minority group trainees in office and clerical positions.

Director, Staff Personnel Services for New Careers Program, and Training Officer for WIN Program

Continuing

F. Craftsmen:

Analysis of the profile in this category reflects favorable utilization of minority group employees and utilization of women employees at just slightly below the available percentage shown in the Wake County Labor Force. The Office of Business Affairs believes it should be possible to recruit or train additional minority group and women employees into this job category. (See part III, Specific goals by job categories.)

GOALS

This category is expected to increase by 14 employees by the end of 1975. With the increases and filling of expected vacancies, all reasonable efforts will be made to employ an additional 9 black males, 4 black females and 1 white female.

TIMETABLE

June 30, 1976

AFFIRMATIVE ACTION

RESPONSIBILITY

TARGET DATE

1. Utilize minority group and women applicants in approved apprenticeship positions.

Director of Physical Plant Division

Continuing

2. Create additional apprenticeship or trainee positions in craft skills and recruit trainees from present minority or women employees in service positions.

Director of Physical Plant Division

June, 1974

3. Encourage participation of minority group service workers in Adult Basic Education Programs to enhance promotional opportunities and increase basic skills.

Director of Physical Plant Division

Continuing

G. Operations:

Analysis of the profile in this job category reflects a very favorable utilization of both minority group and women employees. The Office of Business Affairs believes it should be possible to increase employment of women in this job category. (See part III, Specific goals by job categories.)

GOALS

Through filling of expected job vacancies in this category, all reasonable efforts will be made to employ an additional 5 black females and 3 white females.

TIMETABLE

June 30, 1976

H. Laborers:

Analysis of the profile in this job category reflects possible underutilization of women employees; no specific numerical goals are hereby established; however, equal opportunity to employ shall be given to females who apply for these positions and who possess the necessary minimum work qualifications.

I. Service Workers:

Analysis of the profile in this job category indicates a very favorable utilization of both women and minority group employees. In the Security Officer classification efforts will be continued to employ at least one additional black male and one white female officer by June 30, 1976. (See part III, Specific goals by job categories.)

Chart I
 EMPLOYMENT PROFILE
 OFFICE OF BUSINESS AFFAIRS
 October 1, 1973

Title	Total	White		Black				Other Minorities	
		Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)		
Officials & Managers	26	25 (96)	1 (4)						
Professionals	26	19 (73)	5 (19)	1 (4)				1 (4)	
Technicians	7	4 (57)	2 (29)	1 (14)					
Sales									
Clerical	107	13 (12)	78 (73)	10 (9)			6 (6)		
Craftsman	179	121 (68)	7 (3.5)	46 (26)			5 (2.5)		
Operations (semi-skilled)	60	15 (25)	17 (28)	14 (24)			13 (21)	1 (2)	
Laborers	75	24 (32)		51 (68)					
Service Workers	<u>228</u>	<u>23 (10.2)</u>	<u>—</u>	<u>108 (47.3)</u>	<u>96 (42.1)</u>	<u>1 (.4)</u>	<u>—</u>	<u>—</u>	<u>—</u>
TOTALS	708	244 (34)	110 (15.6)	231 (32)	120 (18)	2 (.3)	1 (.1)		

Part II
 EMPLOYMENT PROFILE
 NORTH CAROLINA STATE UNIVERSITY
 October 1, 1973

Title	Total	White				Black				Other Minorities			
		Male	(%)	Female	(%)	Male	(%)	Female	(%)	Male	(%)	Female	(%)
Officials & Managers	59	56	(95)	3	(5)								
Professionals	78	38	(48)	36	(47)	1	(1.5)	1	(1.5)	0		2	(2)
Technicians	410	248	(61)	118	(29)	29	(6.5)	8	(2)	2	(.5)	5	(1)
Sales	3	2	(67)					1	(33)				
Clerical	766	30	(4)	646	(84)	19	(3)	67	(8.5)	1	(.1)	3	(.4)
Craftsman	251	185	(74)	9	(3)	52	(21)	5	(2)				
Operations (semi-skilled)	109	24	(23)	50	(46)	19	(16)	14	(13)	1	(1)	1	(1)
Laborers	124	42	(34)	3	(2.5)	76	(61)	3	(2.5)				
Service Workers	<u>282</u>	<u>29</u>	<u>(10.7)</u>	<u>10</u>	<u>(3)</u>	<u>120</u>	<u>(43)</u>	<u>122</u>	<u>(43)</u>	<u>1</u>	<u>(.3)</u>		
TOTALS	2,082	654	(32)	875	(41)	316	(15.2)	221	(11)	5	(.3)	11	(.5)

IV. ROLE OF THE NORTH CAROLINA STATE UNIVERSITY DIVISION OF PERSONNEL SERVICES

While the Division of Personnel Services is organizationally placed within the Office of Business Affairs, it serves as the central Personnel Office for all employees of the University subject to the State Personnel Act (SPA employees). Actions to improve equal opportunity employment by Division of Personnel Services are, therefore, not limited to efforts solely to improve utilization of women and minority groups within Office of Business Affairs.

GOALS

To significantly increase recruiting and placement efforts toward improved utilization of women and minority applicants.

TIMETABLE

Continuing

<u>AFFIRMATIVE ACTIONS</u>	<u>RESPONSIBILITY</u>	<u>TARGET DATE</u>
1. Reaffirm to all recruiting sources that NSCU is an Equal Opportunity Employer.	Personnel Services	Continuing
2. Increase visits to local business colleges, technical schools, local colleges, and high schools to recruit women and minority group applicants.	Personnel Services	Continuing
3. Continue advertising position vacancies in newspapers, both black and white, stressing fact NCSU is an Equal Opportunity Employer.	Personnel Services	Continuing
4. Continue notifying local State Personnel employment offices, Wake Opportunities, Inc. and other Manpower Development agencies of our vacancies in efforts to increase referrals of women and minority group applicants.	Personnel Services	Continuing
5. Continue publications of "Personnel Notes" and "The Weekly Report of Applicants" with inclusion of notation "Equal Opportunity Employer".	Personnel Services	Continuing

AFFIRMATIVE ACTIONSRESPONSIBILITYTARGET DATE

Include in "Personnel Notes" encouragement for present employees to apply for positions for which they feel qualified.

6. Maintain the affirmative action file presently in being for follow-up on employment status of minority applicants and for possible referrals from this file.

Personnel
Services

Continuing

7. Conduct survey of applications of present work force in service positions to determine if minority groups are underutilized.

Personnel
Services

June, 1974

8. Make periodic visits around campus to insure that "Equal Opportunity Employer" posters and current "Personnel Notes" are prominently displayed on employee bulletin boards.

Personnel
Services

Continuing

V. IDENTIFICATION OF ADDITIONAL PROBLEM AREAS

- A. Analyze: "Composition of work force by minority group status and sex."

As indicated in Section II above, analysis of the profile indicates possible underutilization of minority group or women employees in certain job categories. Specific goals have been set to remedy these indicated areas of improvement in the profile.

- B. Analyze: "Composition of applicant flow by minority group status and sex."

Records are not available for a comprehensive review of past applicant flow which might reveal a problem area. The Office of Business Affairs Equal Employment Opportunity Committee will be responsible for monitoring future recruitment efforts and applicant flow and recommending any corrective actions indicated. (Note Appendix C).

- C. Analyze: "The total selection process including position descriptions, position titles, worker specifications, application forms, interview procedures, test administration, test validity, referral procedures, final selection process, and similar factors."

1. A review of the selection process within Office of Business Affairs does not indicate that it eliminates a significantly higher percentage of minority groups or women. The Equal Employment Opportunity Committee will be responsible for monitoring all employment actions related to the Affirmative Action Program to assure appropriate actions are being taken.

2. Application and related pre-employment forms are not known to be in noncompliance with Federal legislation.

3. Position descriptions within Office of Business Affairs are considered to reflect accurately the requirements for the positions. Qualifications for job classifications are specified by the State of North Carolina Personnel Department.

4. The Office of Business Affairs does not utilize tests or other selection techniques not validated as required by the OFCC Order on Employee Testing and Other Selection Procedures.

- D. Analyze: "Facilities, company sponsored recreational and social events, special programs such as educational assistance."

All facilities and recreational or social events sponsored by Office of Business Affairs are available to all employees. Educational assistance in the form of Adult Basic Education classes for employees with less than eighth grade education has been provided at no cost during normal work hours for all employees.

University level job related courses are open to all employees at no cost. Both minority groups and women employees have participated in these programs.

E. Analyze: "Workforce Attitude."

There is no evidence to indicate nonsupport of stated N. C. State University and Office of Business Affairs equal opportunity employment policy.

F. Analyze: "Technical phases of compliance."

Appropriate posters are on display in all employee work areas within the Office of Business Affairs.

G. Analyze: "Miscellaneous problems."

There is no evidence to indicate that differentials exist in salary or benefits for women or minority groups occupying similar positions as male or nonminority group employees within the Office of Business Affairs. The Equal Employment Opportunity Committee will be responsible for monitoring such matters to assure that differentials are not created.

Appendix A

OCCUPATIONS OF MAKE COUNTY LABOR FORCE* BY SEX AND ETHNIC CLASSIFICATIONS, 1972†

	WHITE		BLACK		OTHER MINORITIES		TOTAL						
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE							
Officials & Managers	10,188	81.3	1,748	14.0	407	3.2	133	1.1	31	0.2	18	0.1	12,525
Professionals	5,947	44.9	5,749	43.4	453	3.4	1,016	7.7	56	0.4	33	0.2	13,254
Technicians	9,186	76.3	2,201	18.3	301	2.5	246	2.0	87	0.7	12	0.1	12,033
Sales	6,922	66.0	3,126	29.8	168	1.6	273	2.6	6	0.1	0	0	10,495
Clerical	5,541	20.3	19,379	71.1	887	3.3	1,357	5.0	27	0.1	48	0.2	27,239
Craftsman	10,396	78.0	663	5.0	2,087	15.6	178	1.3	12	0.1	0	0	13,336
Operations (semi-skilled)	6,397	43.7	3,493	23.9	2,775	19.0	1,683	12.9	64	0.4	10	0.1	14,622
Laborers	1,954	43.2	260	5.7	2,067	45.7	183	4.0	60	1.3	0	0	4,524
Service workers	5,489	27.2	4,722	23.4	3,548	17.6	6,357	31.5	57	0.3	23	0.1	20,196
TOTAL	62,020	48.4	41,341	32.2	12,693	9.9	11,626	9.1	400	0.3	144	0.1	128,224

*Figures include persons employed in 1972 and persons with experience but unemployed.
 †Numbers are based on 1972 figures, percentages are based on 1970 census data.

APPENDIX B-1
BUSINESS AFFAIRS

AFFIRMATIVE ACTION PLAN
SPA PERSONNEL
N. C. STATE UNIVERSITY

TABLE I
PRESENT SPA COMPLEMENT

TABLE II
PROJECTED SPA COMPLEMENT FOR
FISCAL YEAR 1973-74
(Reflecting Anticipated Promotions
and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL		//////	WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	25	1					25	1	//////	25	1					25	1
Professionals	19	5	1			1	20	6	//////	19	5	1			1	20	6
Technicians	4	2	1				5	2	//////	4	2	1				5	2
Sales									//////								
Clerical	13	78	10	6			23	84	//////	13	76	10	10			23	86
Craftsman	121	7	46	5			167	12	//////	121	7	49	5			170	12
Operations (semi-skilled)	15	17	14	13	1		30	30	//////	13	18	14	14	1		28	32
Laborers	24		51				75		//////	24		51				75	
Service Workers	23		108	96	1		132	96	//////	23		108	96	1		132	96
SUB-TOTAL	244	110	231	120	2	1	477	231	//////	242	111	234	125	2	1	478	235
*PART-TIME									//////								
Officials & Managers									//////								
Professionals									//////								
Technicians									//////								
Sales									//////								
Clerical			1					1	//////			1					1
Craftsman									//////								
Operations (semi-skilled)	1		2				3		//////	1		2				3	
Laborers									//////								
Service Workers									//////								
SUB-TOTAL	1	1	2				3	1	//////	1	1	2				3	1
TOTAL	245	111	233	120	2	1	480	232	//////	243	112	236	125	2	1	481	236

*SPA individuals working at least 1/2-time in a permanently established position.

X-STUDENT SUPPLY STORES PERSONNEL

TABLE I
 PRESENT COMPLEMENT

TABLE II
 PROJECTED COMPLEMENT FOR
 FISCAL YEAR(S) 1973-74
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL		//////	WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	2						2		//////	2							2
Professionals									//////								
Technicians									//////								
Sales	27	27					27	27	//////	29	27	1	1			30	28
Clerical		13					13		//////		13		1				14
Craftsman									//////								
Operations (semi-skilled)									//////								
Laborers									//////								
Service Workers		2	4				4	2	//////		2	4				4	2
SUB-TOTAL	29	42	4				33	42	//////	31	42	5	2			36	44
PART-TIME	NO PART-TIME EMPLOYEES																
Officials & Managers	NO PART-TIME EMPLOYEES																
Professionals	NO PART-TIME EMPLOYEES																
Technicians	NO PART-TIME EMPLOYEES																
Sales	NO PART-TIME EMPLOYEES																
Clerical	NO PART-TIME EMPLOYEES																
Craftsman	NO PART-TIME EMPLOYEES																
Operations (semi-skilled)	NO PART-TIME EMPLOYEES																
Laborers	NO PART-TIME EMPLOYEES																
Service Workers	NO PART-TIME EMPLOYEES																
SUB-TOTAL	NO PART-TIME EMPLOYEES																
TOTAL																	

individuals working at least 1/2-time in a permanently established position.

* The Student Supply Stores which are engaged primarily in sales of merchandise to students is not included in the SPA employment statistics. These positions have been determined to be subject to the State Personnel Act (SPA) and are now under study for proper classification. The study will be completed in late spring of 1974; at that time these positions will be included in the SPA employment data along with all other SPA positions. For reporting purposes, a breakdown by EEO-1 categories and sex and race are shown on attached chart.

AFFIRMATIVE ACTION PLAN
SPA PERSONNEL

N. C. STATE UNIVERSITY

TABLE II

TABLE I
PRESENT SPA COMPLEMENT

PROJECTED SPA COMPLEMENT FOR
FISCAL YEAR 1974-75
(Reflecting Anticipated Promotions
and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL		//////	WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	25	1					25	1		24	1	1				25	1
Professionals	19	5	1			1	20	6		19	5	1			1	20	6
Technicians	4	2	1				5	2		4	2	1				5	2
Sales																	
Clerical	13	76	10	10			23	86		13	74	11	16			24	90
Craftsman	121	7	49	5			170	12		121	7	56	7			173	14
Operations (semi-skilled)	13	18	14	14	1		28	32		12	19	12	16	1		24	35
Laborers	24		51				75			24		51				75	
Service Workers	23		108	96	1		132	96		23		109	96	1		132	96
SUB-TOTAL	242	111	234	125	2	1	478	235		240	108	238	135	2	1	478	244
*PART-TIME																	
Officials & Managers																	
Professionals																	
Technicians																	
Sales																	
Clerical		1					1				1					1	
Craftsman																	
Operations (semi-skilled)	1		2				3			1		2				3	
Laborers																	
Service Workers																	
SUB-TOTAL	1	1	2				3	1		1	1	2				3	1
TOTAL	242	112	236	125	2	1	481	236		241	109	240	135	2	1	481	245

*SPA individuals working at least 1/2-time in a permanently established position.

APPENDIX B
BUSINESS AFFAIRS

AFFIRMATIVE ACTION PLAN
SPA PERSONNEL
N. C. STATE UNIVERSITY

TABLE I
PRESENT SPA COMPLEMENT

TABLE II
PROJECTED SPA COMPLEMENT FOR
FISCAL YEAR 1973-1976
(Reflecting Anticipated Promotions
and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL		//////	WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	25	1					25	1		24	1	1				25	1
Professionals	19	5	1			1	20	6		19	5	1			1	20	6
Technicians	4	2	1				5	2		4	2	1				5	2
Sales																	
Clerical	13	78	10	6			23	84		13	70	12	22			25	92
Craftsman	121	7	46	5			167	12		121	8	55	9			176	17
Operations (semi skilled)	15	17	14	13	1		30	30		11	20	10	18	1		22	38
Laborers	24		51				75			24		51				75	
Service Workers	23		108	96	1		132	96		23	1	109	96	1		132	97
SUB-TOTAL	244	110	231	120	2	1	477	231		239	107	240	145	2	1	480	253
*PART-TIME																	
Officials & Managers																	
Professionals																	
Technicians																	
Sales																	
Clerical		1					1				1						1
Craftsman																	
Operations (semi skilled)	1		2				3			1		2				3	
Laborers																	
Service Workers																	
SUB-TOTAL	1	1	2				3	1		1	1	2				3	1
TOTAL	245	111	233	120	2	1	480	232		240	108	242	145	2	1	483	254

*SPA individuals working at least 1/2-time in a permanently established position.

Appendix C

OFFICE OF BUSINESS AFFAIRS
EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE

Duties and Responsibilities

1. Identify and monitor recruitment, promotion, and training efforts within the Office of Business Affairs to insure that significant steps are being taken to meet the goals of the Affirmative Action Program.
2. Identify problems within the Office related to minorities and females; especially areas of apparent underutilization of employee skills and inequity in personnel transactions.
3. Request explanations of personnel practices or procedures which may appear to involve discrimination.
4. Review and summarize complaints in which alleged discrimination has taken place, either charges of individual discrimination or overall patterns of discrimination. Recommend solution.
5. Keep Vice Chancellor informed as to progress being made in existing Affirmative Action efforts; assist in developing future plans.
6. Help prepare affirmative action materials for review by outside groups.
7. Establish methods of record keeping and a repository for records.

PART III

Section L

AFFIRMATIVE ACTION PLAN

FOR

UNIVERSITY EXTENSION

April 20, 1973

UNIVERSITY EXTENSION AFFIRMATIVE ACTION PLAN FOR COMPLIANCE
WITH EXECUTIVE ORDER 11246
"NONDISCRIMINATION UNDER FEDERAL CONTRACTS"

Current Situation

Employment and promotion of personnel in the Division of Continuing Education, the Center for Urban Affairs and Community Services, Educational Television, and Urban Policy Study are the responsibility of the Vice Chancellor for Extension and Public Service. It is our policy that employment by and promotion in these units should be on the basis of merit, and there shall be no discrimination on the basis of race, color, creed, religion, sex, or national origin. The University's policies of nondiscrimination will be actively supported. Each unit of University Extension will take active measures to insure that policies of nondiscrimination are effectively implemented.

Currently there is a total of seventy-six positions in these units. The distribution of positions among men and women and blacks and whites may be seen in the following table:

	EPA								SPA							
	Total = 34								Total = 42							
	Administrative				Staff				Supervisory				Staff			
	Black		White		Black		White		Black		White		Black		White	
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
MEN	2	6	14	41	0	-	13	40	2	5	6	14	6	14	0	-
WOMEN	0	-	1	3	1	3	3	9	0	-	9	21	1	2	18	43

Time spent by employees in performing their supervisory or administrative responsibilities vary; however, no individual employee devotes full time to administration or supervision. Each has additional programming or work responsibilities.

Recruitment and Employment Practices

As SPA vacancies occur they are reported to the University Division of Personnel Services which publicizes the job opening in its weekly bulletin campus-wide. The public is then made aware that a vacancy exists through the daily newspapers, word of mouth, and personal contacts. A special effort is made to notify individuals in predominately black educational institutions and to reach other blacks through black owned news media. Additional efforts are made by University Extension administration to publicize vacancies among minority individuals and women through on-campus employees who are representatives of these groups.

A file of applicants for EPA positions is maintained in the Vice Chancellor's office. As vacancies occur, individuals who have made application are contacted to determine current interest. In addition, other EPA personnel and relevant departments on-campus are made aware of vacancies as they occur. Other institutions and agencies are informed of employment opportunities as the need arises.

Employment Goals

Intensified efforts will be made over the next fiscal years (1973-76) to employ one woman--representative of a minority group--in an EPA position with administrative responsibility. Past history suggests a three to four year period will be needed to achieve the goal through attrition. During the same period of time a special effort will be made to employ one minority group male in an EPA staff position as a vacancy occurs or as new positions are established.

During the next eighteen months to two years our goal will be to employ a minimum of one woman from a minority group in a SPA position that has supervisory responsibility as a part of the job description. In addition, special efforts will be exerted to employ one additional woman representing a minority group in a SPA position during the next two years. The following table summarizes employment goals, including percentages:

	<u>EPA</u>								<u>SPA</u>							
	Total = 34								Total = 42							
	<u>Administrative</u>				<u>Staff</u>				<u>Supervisory</u>				<u>Staff</u>			
	<u>Minority</u>		<u>White</u>		<u>Minority</u>		<u>White</u>		<u>Minority</u>		<u>White</u>		<u>Minority</u>		<u>White</u>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
MEN	2	6	13	40	1	3	12	39	2	6	6	14	6	14	0	-
WOMEN	1	3	1	3	1	3	3	9	1	3	8	20	2	6	17	40

Plans and Procedures to Achieve the Goals

The Division of Continuing Education and the Center for Urban Affairs will continue present policies and procedures in recruitment of employees that tend to enhance the employment of minorities and women. In addition, recruitment procedures and techniques will be initiated to aid further the achievement of the stated goals.

At least one individual will be charged with directing recruitment activities including publicizing vacancies and conducting personal interviews at locations off-campus (e.g. at predominantly black and women's institutions of higher education), publicizing vacancies through mass media (particularly media with predominantly black readers or audiences), alerting agencies and organizations

with direct lines of communication to minority groups to available job opportunities and soliciting their cooperation. All current staff members will be encouraged to aid in achieving the recruiting and employment goals. Efforts will be intensified to systematically inform appropriate groups and agencies of the purposes of the Division and Center and to build a reserve of names of qualified individuals who indicate an interest in becoming employees.

The University and State policies will be followed in decisions concerning promotions, terminations, and benefits and salaries for each job classification.

Present University and State policies will be adhered to relative to leave and grievance procedures.

See Appendices

January 14, 1974

REQUIRED COMPONENTS OF AFFIRMATIVE ACTION PLANS: ORDER NUMBER 4
North Carolina State University - University Extension

A. Analyze: "Composition of the work force by minority group status and sex."
[60-2.23(a)(1)]

The attached Tables 1 and 5 provide a breakdown of the current work force (June 15, 1973) by major job titles and minority group status and sex. Tables 2 and 6 provide projected promotion and hiring goals for 1975-76.

"An 'underutilization' of minorities or women in specific work classifications." [60-2.23(b)(1)]

Emphasis during the period 1973-76 will be placed on the employment of a female representative of minority groups in EPA positions in the Division of Continuing Education and/or Center for Urban Affairs. In addition the goal is to employ at least two female minority group representatives in SPA positions during this same period.

B. Analyze: "Composition of applicant flow by minority group status and sex."
[60-2.23(a)(2)]

A prospective employees file is maintained in the Vice Chancellor's office. A survey of this file shows that since 1969 forty-two men and eighteen women with graduate degrees have made application for positions in University Extension.* Records are not specific as to how many of these represent minority applicants.

C. Analyze: "The total selection process including position descriptions, position titles, worker specifications, application forms, interview procedures, test administration, test validity, referral procedures, final selection process, and similar factors." [60-2.23(a)(3)]

*The term "University Extension" in this instance and hereafter refers to the Division of Continuing Education, Summer School, Evening College, Educational Television, Extension Education Center, Center for Urban Affairs and Community Services, correspondence study, and credit offerings. All of the above are administered directly by the Vice Chancellor for Extension and Public Service.

EPA Personnel

Vice Chancellor for Extension and Public Service

The position serves as a part of the administrative staff to the Chancellor for program leadership, direction and policy review in extending the campus dedication and tradition of making knowledge available to the people and organizations in order to meet the off-campus needs of adult education. The position carries out many basic administrative functions--program development and management of interschool and interinstitutional extension programs and projects and staff assistance to the Chancellor for campus-wide extension programs. Involved in the position are several basic administrative responsibilities--program development, program review and analysis, budget evaluation and review, policy determination, establishment of extension and public service goals and policies, and advising the Chancellor in the selection of administrative and program level personnel involved in campus-wide extension programs.

The Vice Chancellor is administratively responsible for the management and operation of the following programs: Division of Continuing Education, Educational Television, Summer School, Center for Urban Affairs and Community Services, the Evening College, Extension Education Center, correspondence study, extension marine science programs, off-campus credit programs (both undergraduate and graduate), and trust fund accounts for

programs funded by federal and state agencies, and foundations. The Vice Chancellor is also responsible for administrative coordination, program review, and interdepartmental and inter-school based programs.

Assistant Vice Chancellor

In the absence of the Vice Chancellor the Assistant Vice Chancellor serves as his representative at the Chancellor's Administrative Council and Administrative Staff meetings. He also coordinates off-campus marine science programs and activities, and programs and activities of the Center for Urban Affairs. In addition this individual represents the Vice Chancellor in the area of urban policy development. As the need arises, other short-term assignments of a specific nature are delegated to the Assistant Vice Chancellor (e.g., represents the Vice Chancellor on special committees such as the North Carolina Extension Council).

Assistants to the Vice Chancellor

Duties and responsibilities of the two Assistants to the Vice Chancellor fall generally into two categories--fiscal affairs and programming and program development:

- a. The individual occupying one of these positions serves as University Extension fiscal affairs coordinator and planning coordinator. Also a major function of this position is to

serve as liaison between the Vice Chancellor and University Extension program officers. Additional duties include other special assignments such as reviewing day-to-day problems and activities requiring the Vice Chancellor's attention.

- b. Programming and program development responsibilities of the other Assistant to the Vice Chancellor include serving as liaison with directors and staff in University Extension. The individual occupying this position also has responsibility for surveying the continuing education needs of individuals and administrative units and clientele groups to develop programs to meet these needs. As the need arises, the occupant of this position is delegated special assignments by the Vice Chancellor such as preparing reports of activities and programs and representing the Vice Chancellor on committees and councils. On occasion this individual also serves as grant officer and provides general supervision for special programs and projects.

Director of Continuing Education

The individual occupying this position has major responsibility for program development and implementation and general supervision and management of the Division's credit and non-credit programs, printing operations, and Educational Television. This is accomplished through the aid and cooperation of the Assistant and Associate Directors. The Director reports directly to the Vice Chancellor for Extension and Public Service.

Associate Director for Continuing Education

The individual occupying this position has responsibility for the day-to-day operation of the Division's non-credit (conferences, workshops, seminars, and short courses) and credit (evening school, summer sessions, and correspondence) operations. This individual also has responsibility for personnel management and budgets.

Associate Director of the Summer Sessions, Evening College, and Correspondence Programs--Credit Branch

The Summer Sessions, Evening College, and Correspondence programs are administered by an Associate Director and a staff of six. This group has administrative responsibility for planning and executing these programs for the entire campus, as well as for credit courses held off-campus. Responsibility extends to planning and coordinating with schools, departments and faculty, and registering of all special students.

Assistant Director of Continuing Education--Non-credit Branch

The individual occupying this position has direct responsibility for supervising, scheduling, and managing non-credit activities including conferences, workshops, seminars, and short courses, and printing operations. This individual also has direct responsibility for supervising five Continuing Education Specialists.

Continuing Education Specialists

The individuals occupying these positions are responsible for program planning and execution in cooperation with business, industry, and the general public, and on-campus faculty. These individuals report directly to the Assistant Directors for credit and non-credit programs.

Assistant to the Director for Continuing Education

This individual is charged with the following responsibilities:

- a. working with individuals concerned with program development and implementation in developing program material including brochures, leaflets, etc.;
- b. periodically publishing a magazine which is designed to report activities of University Extension; and
- c. making contact with media representatives in the community and providing them with articles to inform the general public of programs and activities available through University Extension.

Associate Director, Center for Urban Affairs and Community Services

The Associate Director and a staff of seven have a major responsibility for developing and executing programs specifically related to issues and problems resulting from urbanization.

Currently these problems center around housing, particularly for

the moderate to low income segment of the population, the environment, community planning, the aged, and those related to social services and issues.

Director of Educational Television Center

The Educational Television Center is a component of the state-wide Educational Television Network and is under the supervision and management of a Director and staff of twelve engineers, artists, production personnel, and clerical staff. The Director of the Center works with faculty and staff in the eight schools and special administrative units in program production, curriculum development, scheduling, and in providing technical information and services. This individual also serves as liaison between University Extension and the commercial and cable television industry in the community.

Assistant Directors, Center for Urban Affairs and Community Services

Duties and responsibilities of the two Assistant Directors fall generally into two categories:

- a. One individual has the responsibility for assessing programming needs and program development with particular emphasis on counseling, management, training, and decision making in the areas of public housing, relocation, and urban renewal; and

- b. The other individual has the responsibility for assessing program needs and program development with particular emphasis on providing consultant services in management and training for minority businesses.

Research and Information Specialist

The individual occupying this position is responsible for maintaining the Urban Affairs library and providing printed information to individuals in Urban Affairs and Continuing Education which maybe of particular interest to that individual. In addition this individual provides assistance to other individuals in the Center and Division in developing proposed programs and has responsibility for new program development and execution.

SPA Personnel

Individuals applying for these positions are asked to complete an Application for Employment. Applicants are interviewed by the immediate supervisor for the position, then the Director of Continuing Education or the Associate Director of Urban Affairs, and for some positions by the Vice Chancellor. Applicants applying for positions in Educational Television are interviewed and hired by the Director, with the approval of the Vice Chancellor for some positions. As a general rule no standardized tests are administered to applicants. Current employees are given an opportunity for promotion when vacancies occur.

Administrative Assistants

The individuals occupying these positions must be a graduate from a four year college or university or be a high school graduate with five years of related job experience.

Duties and responsibilities of the two Administrative Assistants fall into two categories:

- a. The individual occupying one of these positions has the responsibility for correspondence program management and implementation and working with faculty in program development. Student recruitment, student testing and reporting are major components of this position.
- b. The individual occupying the other position is responsible for maintaining records of income and expenditures for University Extension. Duties of this position also include advising the Vice Chancellor on matters relating to budgets. This individual is directly responsible to the Vice Chancellor.

Assistant Director and Operations Manager

The individual occupying this position supervises all production activities and handles all administrative procedures including budgets and personnel action for the Educational Television Center.

Artist Illustrator and Director of Graphics

The individual occupying this position supervises photographers and graphic media in creation of all art forms used in television production by the Educational Television Center.

Producer Directors III and II

The three individuals occupying these positions produce and direct Educational Television programs in all forms applicable.

Television Engineer IV and Television Engineer I

The individual occupying the Television Engineer IV position supervises the maintenance and operation of all electronic equipment for the Educational Television Center and is assisted by the individual occupying the Television Engineer I position.

Photographer II

The individual occupying this position photographs, processes, and edits motion picture film at the Educational Television Center.

Television Production Assistants III, II, and I

The individual occupying the Television Production Assistant III position supervises the activities of the production unit at the Educational Television Center and is assisted by the individuals occupying the Television Assistants II and I.

Messenger

The individual occupying this position serves as custodian for the Educational Television Center and runs local errands for employees at the Center.

Duplicating Unit Supervisor

The individual occupying this position is responsible for the general operation of the Print Shop and supervision of the operations staff. This individual supervises the maintenance and operation of all phases of the printing facility.

Duplicating Equipment Operators III and II

The two individuals occupying these positions assist the Duplicating Unit Supervisor in carrying out his duties. They are responsible for operating all duplicating equipment.

Duplicating Equipment Operator I

The individual occupying this position assists the Duplicating Equipment Operators III and II in carrying out their duties. This individual also runs local errands for employees in the Division of Continuing Education.

VariType Operator II

The individual occupying this position assists the Duplicating Unit Supervisor by performing clerical duties and specialized typing for brochures, leaflets, and other printed material.

Housekeeping Assistant

The individual occupying this position performs general house-keeping functions for the Harbor House Marine Science Conference Center.

Clerks

Descriptions for individual clerical positions are defined in the State Personnel Act.

1. "The selection process eliminates a significantly higher percentage of minorities or women than nonminorities or men." [60-2.23(b)(3)]

Greater emphasis will be placed upon recruiting practices which will involve informing colleges, universities, and professional agencies with a high percentage of female and minority students and employees to make them aware of employment opportunities in University Extension. Greater emphasis will also be placed in informing the public of employment opportunities through media with predominantly black management and black clientele.

"The contractor should conduct detailed analyses of position descriptions to insure that they accurately reflect position functions and are consistent for the same position from one location to another."
[60-2.24(a)]

Position descriptions have recently been evaluated and their accuracy in reflecting position functions seem to be valid.

"The contractor should validate worker specifications by division, department, location, or other organization unit and job category using job performance criteria. Special attention should be given to academic experience and skill requirements to insure that the requirements in themselves do not constitute inadvertent discrimination. Specifications should be consistent for the same job classification in all locations and should be free from bias as regards to race, color, religion, sex, or national origin, except where sex is a bona fide occupational qualification. Where requirements screen out a disproportionate number of minorities or women such requirements should be professionally validated to job performance." [60-2.24(b)]

In each of the units University Extension position functions are related to position requirements in the specific unit. Employees in University Extension generally agree that the overriding criteria for employment should be relevant educational background, work experience, and the general aptitude for the position to be filled. In general, race, sex, or religion are not a factor in making employment decisions.

"Approved position descriptions and worker specifications, when used by the contractor, should be made available to all members of management involved in the recruiting, screening, selection, and promotion process. Copies should also be distributed to all recruiting sources."
[60-2.24(c)]

Managers in each unit and top management of University Extension are aware of position descriptions and requirement functions. Recruiting, selection, and promotion are cooperative processes.

2. "Application and related pre-employment forms not in compliance with Federal legislation." [60-2.23(b)(4)]

University Extension forms do not currently bear the EEO legend.

3. "Position descriptions inaccurate in relation to actual functions and duties." [60-2.23(b)(5)]

Position descriptions have recently been evaluated and their accuracy in reflecting position functions seem to be valid.

4. "Tests and other selection techniques not validated as required by the OFCC Order on Employee Testing and other Selection Procedures." [60-2.23(b)(6)]

Currently there are no specific tests required for employment within University Extension. University and State Government policies will be followed.

"Tests forms not validated by location, work performance and inclusion of minorities and women in sample." [60-2.23(b)(7)]

Currently there are no specific tests required for employment within University Extension. University and State Government policies will be followed.

"The contractor shall observe the requirements of the OFCC Order pertaining to the validation of employee tests and other selection procedures." [60-2.24(d)(2)]

Personnel involved in selection, screening, and promotion in employment of personnel will be made aware of the OFCC Order pertaining to selection procedures and will be urged to follow such procedures if they are not currently being practiced.

"Selection techniques other than tests may also be improperly used so as to have the effect of discriminating against minority groups and women. Such techniques include but are not restricted to unscored interviews, unscored or casual application forms, arrest records, credit checks, considerations of marital status or dependency or minor children. Where there exist data suggesting that such unfair discrimination or exclusion of minorities or women exists, the contractor should analyze his unscored procedures and eliminate them if they are not objectively valid." [60-2.24(d)(3)]

Informal selection techniques will be evaluated and those that tend to indicate bias will be revised.

5. "Referral ratio of minorities or women to the hiring supervisor or manager indicates a significantly higher percentage are being rejected as compared to nonminority male applicants." [60-2.23(b)(8)]

Non-applicable.*

D. Analyze: "Transfer and promotion practices." [60-2.23(a)(4)]

University Extension has routinely followed practices to try to insure that minority and female employees are given opportunity for promotions. When a position becomes "vacant" an inventory of current employees' academic and skill experience level is made to determine employees who may be qualified to fill the position. Qualified employees are given an opportunity to make application for the position. If qualified minority or female employees are passed over for upgrading, supervisory personnel will be required to submit justification to top management. Vacancies are also announced in University publications that are distributed to all schools, departments and units on campus.

"Lateral and/or vertical movement of minority or female employees occurring at a lesser rate (compared to work force mix) than that of nonminority or male employees." [60-2.23(b)(2)]

University Extension employees have the same opportunity for lateral and vertical movement within the organization as the white male employee. For example, within the past two years two black male employees were made

*Currently being practiced.

Assistant Directors in the Center for Urban Affairs. In addition there are several recent instances of vertical and/or lateral movement of female and minority employees in SPA positions within the organization.

E. Analyze: "Facilities, company sponsored recreation and social events, and special programs such as education assistance." [60-2.23(a)(5)]

All full-time University employees are eligible for participation in recreational, social, and cultural programs provided by the institution. All are also eligible for reduced tuition for any courses offered by the University. Social events offered by University Extension are traditionally open to all employees.

1. "Minorities or women are excluded from or are not participating in company sponsored activities or programs." [60-2.23(b)(9)]

Employees are encouraged to obtain additional training by taking courses relevant to their positions which are offered on campus at reduced rates to faculty and staff. Also, employees are encouraged to participate in sponsored recreational, social, and cultural events.

2. "De facto segregation still exists at some facilities." [60-2.23(b)(10)]

Not-applicable since University Extension has no facilities other than offices, conference room, and coffee break area all of which are integrated.

F. Analyze: "Seniority practices and seniority provisions of union contracts." [60-2.23(a)(6)]

Annually employees are evaluated by their immediate supervisor. This is necessary for SPA personnel to determine if merit salary increases may be justified.

G. Analyze: "Apprenticeship programs." [60-2.23(a)(7)]

These programs are not a part of University Extension.

H. Analyze: "All company training programs, formal and informal." [60-2.23(a)(8)]

All employees are encouraged to obtain additional training by taking courses relevant to their positions which are offered on campus at reduced rates to faculty and staff.

"Minorities or women underutilized or significantly underrepresented in training or career improvement programs." [60-2.23(b)(13)]

All faculty and staff are encouraged to participate in relevant courses and training programs offered by the University. In recent months programs and short courses have been designed for and participated by women specifically.

I. Analyze: "Workforce attitude."

"Nonsupport of company policy by managers, supervisors and employees." [60-2.23(b)(12)]

Techniques to improve recruitment procedures and increase the number of minority and female applicants will be studied.

"All personnel involved in the recruiting, screening, selection, promotion disciplinary, and related processes should be carefully selected and trained to insure elimination of bias in all personnel actions."

Personnel involved in recruiting, screening, selection, and promotion will be evaluated and training provided where determined appropriate.

J. Analyze: "Technical phases of compliance, such as poster and notification to labor unions, retention of applications, notification to subcontractors, etc." [60-2.23(a)(10)]

As SPA vacancies occur they are reported to the University Division of Personnel Services which publicizes the job opening in its weekly bulletin campus-wide. The public is then made aware that a vacancy exists through the daily newspapers, word of mouth, and personal contacts. A special effort is made to notify individuals in predominately black educational institutions and to reach other blacks through black owned news media. Additional efforts are made by University Extension administration to publicize vacancies among

minority individuals and women through on-campus employees who are representatives of these groups.

A file of applicants is maintained in the Vice Chancellor's office. As vacancies occur individuals who have made application are contacted to determine current interest. In addition, other personnel and relevant departments on-campus are made aware of vacancies as they occur. Other institutions and agencies are informed of EPA employment opportunities as the need arises.

"Posters not on display." [60-2.23(b)(19)]

A file of applicants for positions in University Extension is maintained in the Vice Chancellor's office. Applications are reviewed as positions become vacant and are advertised through in-house publications and posted on bulletin boards and other relevant areas:

"Purchase orders do not contain EEO clause." [60-2.23(b)(18)]

University Extension forms do not currently bear the EEO legend.

"Labor unions and subcontractors not notified of their responsibilities." [60-2.23(b)(17)]

University Extension has no direct contact with labor unions and subcontractors. These contacts are handled through other divisions or units.

- K. 1. "No formal techniques established for evaluating effectiveness of EEO programs." [60-2.23(b)(14)]

Procedures are being evaluated to improve techniques in University Extension.

2. "Lack of access to suitable housing inhibits recruitment efforts and employment of qualified minorities." [60-2.23(b)(15)]

The University and the community have an open housing policy.

3. "Lack of suitable transportation (public or private) to the work place inhibits minority employment." [60-2.23(b)(16)]

Adequate city bus service is available to campus employees.

- L. 1. "Compliance of personnel policies and practices with the Sex Discrimination Guidelines of 41 CFR Part 60-20." [60-2.13(h)]

University Extension will adhere to the University's policies.

2. "In hiring decisions, assignment to a particular title or rank may be discriminatory. For example, in many institutions women are more often assigned initially to lower academic ranks than are men."

University Extension has no academic ranking system. Employment practices are based on specific job requirements of training and experience.

3. "Anti-nepotism policies."

University Extension will adhere to the policies adopted by the Board of Governors which have been validated by the Regional Office.

4. "Rights and Benefits-Salary."

Women and minorities occupying equivalent positions to white male employees enjoy the same rights and privileges and their pay is equal or superior to the white male when training and experience is taken into consideration.

Individual Completing Form: R. A. Mabry

PART II - AVAILABLE POOL OF PROSPECTIVE EPA NON-FACULTY PERSONNEL

1. Outline below the basic educational and experiential requirements for appointment to your EPA non-faculty positions by functional category.

In recent years the basic educational requirements for applicants for officials and managers positions have been the minimum of a Masters degree and a Doctorate for some top positions, preferably in the social sciences, and with 8 or more years experience in program development, program management or administration, or related areas. Two black males with Masters degrees were appointed Assistant Directors during the past 2 years. Professionals who make application should have a minimum of a Liberal Arts Masters degree preferably in adult or vocational education, public administration, or agriculture or extension education and have had at least 3 years previous experience in a related field. No positions are classified Technicians.

2. How many people in the United States meet the basic educational and experiential requirements outlined in #1 above by functional category?
(Complete charts below)

OFFICIALS AND MANAGERS

	Number	Percent
White Male	11230 ⁽¹⁾	89
White Female	1160 ⁽¹⁾	.9
Black Male	225 ⁽²⁾	1.7
Black Female	23 ⁽²⁾	0.3
Other Male	N/Available	
Other Female	N/Available	
TOTAL	12638	100%

PROFESSIONALS

	Number	Percent
White Male	79190 ⁽³⁾	75
White Female	23870 ⁽³⁾	22
Black Male	1584 ⁽⁴⁾	2
Black Female	477 ⁽⁴⁾	1
Other Male	N/Available	
Other Female	N/Available	
TOTAL	105121	100%

- (1) Estimated number receiving Doctorate degree during 10 year period 1962-72 based on HEW "Earned Degrees Conferred" data in specified disciplines, i.e., adult education; agricultural education; home economics education; trade, industrial, and vocational education; public administration; education administration; and economics.
- (2) Two percent of total males and females is estimated number of minorities receiving Doctorate degrees during same period according to Dr. William Griffith, Adult Education Center, University of Chicago.
- (3) Estimated number receiving Masters degree during 10 year period 1962-72 based on HEW "Earned Degrees Conferred" data in specified disciplines, i.e., adult education; agricultural education; home economics education; trade, industrial, and vocational education; public administration; education administration; and economics.
- (4) Two percent of total males and females is estimated number of minorities receiving Masters degrees during same period according to Dr. William Griffith, Adult Education Center, University of Chicago.
- (5) Professional associations and agencies contacted for hard data with no results included: Adult Education Association of the USA, National University Extension Association, American Vocational Association, American Association of Community and Junior Colleges, and Howard University. Data on the availability of males and females with no breakdown on race and sex was received from HEW.

3. Explain how you arrived at the figures in the charts on page one.

a. List sources of data:

See Footnotes on Form No. 2, page one.

b. Describe the method(s) used for arriving at the figures recorded in the charts on page one. If you based your figures on a representative sample, please explain below:

See Footnotes on Form No. 2, page one.

c. Evaluate the accuracy and/or completeness of the data you have used:

These data are based on the average for six years (1962-68) of HEW's "Earned Degrees Conferred" data for all males and females in the United States having earned graduate degrees in specified disciplines. This should be a fairly accurate estimate of the totals; however, no hard data were available on the number of these who were minorities and female. The two percent of the total used as the estimate of minorities and females was arrived at through correspondence with Dr. William Griffith at the Center for Adult Education, University of Chicago. Dr. Griffith felt the two percent was a very generous estimate for minorities and females.

d. Indicate particular problems encountered in trying to ascertain availability information:

Even though five national professional associations and Howard University as well as HEW were contacted (see Footnote 5, Form No. 2, page one) no data was found to indicate the number of minorities and females with graduate degrees in relevant disciplines. It appears that a source for such data is not available. Therefore, at this time, we must resort to estimates.

4. If you ordinarily draw your EPA non-faculty personnel from a smaller pool of candidates than the whole United States population noted under #2,

a. Describe the pool by functional category:

Applicants for EPA non-faculty positions are accepted from anywhere in the United States with preference for those who have graduate degrees in adult education; agricultural education; home economics education; trade, industrial, and vocational education; public administration; education administration; and economics.

b. How many people constitute that special pool by category?

OFFICIALS AND MANAGERS

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Other Male		
Other Female		
TOTAL		100%

PROFESSIONAL

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Other Male		
Other Female		
TOTAL		100%

TECHNICIANS

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Other Male		
Other Female		
TOTAL		100%

School/Department: University Extension

Individual Completing Form: R. A. Mabry

Form No. 2, page four

5. Explain how you arrived at the figures in the charts on page three.

a. List sources of data:

Availability is based on HEW's "Degrees Earned" data (see Footnotes for Charts on Form No. 2, page one.

b. Describe the method(s) used for arriving at the figures recorded in the charts on page three. If you based your figures on a representative sample, indicate how you justify this:

See Footnotes on Form No. 2, page one.

c. Evaluate the accuracy and/or completeness of the data you have used:

See Form No. 2, page two.

d. Indicate particular problems encountered in trying to ascertain availability information:

See Form No. 2, page two.

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR
 ACADEMIC YEAR(S) 1973-74
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL			WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	1						1			1						1	
Professionals	4	2					4	2		4	2					4	2
Technicians	3	1	2				5	1		3	1	2				5	1
Sales	-----																
Clerical		20	1	2			1	22		21	1	2				1	23
Craftsman			1				1				1					1	
Operations (semi-skilled)		1	2				2	1		1	2					2	1
Laborers	-----																
Service Workers			1	1			1	1			1	1				1	1
SUB-TOTAL	8	24	7	3			15	27		8	25	7	3			15	28
*PART-TIME																	
Officials & Managers																	
Professionals																	
Technicians																	
Sales																	
Clerical		2					2			2						2	
Craftsman																	
Operations (semi-skilled)																	
Laborers																	
Service Workers																	
SUB-TOTAL		2					2			2						2	
TOTAL	8	26	7	3			15	29		8	27	7	3			15	30

*SPA individuals working at least 1/2-time in a permanently established position.

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR
 ACADEMIC YEAR(S) 1974-75
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL		//////	WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	1						1		//////	1						1	
Professionals	4	2					4	2	//////	4	2					4	2
Technicians	3	1	2				5	1	//////	2	2	2				4	2
Sales	-----																
Clerical		20	1	2			1	22	//////		21	1	2			1	23
Craftsman			1				1		//////			1			1		
Operations (semi skilled)		1	2				2	1	//////		1	2			2	1	
Laborers	-----																
Service Workers			1	1			1	1	//////			1	1		1	1	
SUB-TOTAL	8	24	7	3			15	27	//////	7	26	7	3			14	29
*PART-TIME	//////																
Officials & Managers									//////								
Professionals									//////								
Technicians									//////								
Sales									//////								
Clerical		2					2		//////	2						2	
Craftsman									//////								
Operations (semi skilled)									//////								
Laborers									//////								
Service Workers									//////								
SUB-TOTAL		2					2		//////	2						2	
TOTAL	8	26	7	3			15	29	//////	7	28	7	3			14	31

*SPA individuals working at least 1/2-time in a permanently established position.

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR
 ACADEMIC YEAR(S) 1975-76
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL			WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	1						1			1						1	
Professionals	4	2					4	2		4	2					4	2
Technicians	3	1	2				5	1		2	2	2				4	2
Sales	-----																
Clerical		20	1	2			1	22		21	1	3				1	24
Craftsman			1				1				1					1	
Operations (semi skilled)		1	2				2	1		1	2					2	1
Laborers	-----																
Service Workers			1	1			1	1			1	1				1	1
SUB-TOTAL	8	24	7	3			15	27		7	26	7	4			14	30
*PART-TIME																	
Officials & Managers																	
Professionals																	
Technicians																	
Sales																	
Clerical		2					2			2							2
Craftsman																	
Operations (semi skilled)																	
Laborers																	
Service Workers																	
SUB-TOTAL		2					2			2							2
TOTAL	8	26	7	3			15	29		7	28	7	4			14	32

*SPA individuals working at least 1/2-time in a permanently established position.

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR
 ACADEMIC YEAR(S) 1973-76
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL			WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	1						1			1						1	
Professionals	4	2					4	2		4	2					4	2
Technicians	3	1	2				5	1		2	2	2				4	2
Sales	-----		-----		-----		-----			-----		-----		-----		-----	
Clerical		20	1	2			1	22		21	1	3				1	24
Craftsman			1				1				1					1	
Operations (semi skilled)		1	2				2	1		1	2					2	1
Laborers	-----		-----		-----		-----			-----		-----		-----		-----	
Service Workers			1	1			1	1			1	1				1	1
SUB-TOTAL	8	24	7	3			15	27		7	26	7	4			14	30
*PART-TIME																	
Officials & Managers																	
Professionals																	
Technicians																	
Sales																	
Clerical		2					2			2						2	
Craftsman																	
Operations (semi skilled)																	
Laborers																	
Service Workers																	
SUB-TOTAL		2					2			2						2	
TOTAL	8	26	7	3			15	29		7	28	7	4			14	32

*SPA individuals working at least 1/2-time in a permanently established position.

TABLE V
 PRESENT NON-FACULTY COMPLEMENT
 (According to June 15, 1973 Tabulation)

TABLE VI
 PROJECTED NON-FACULTY COMPLEMENT
 FOR ACADEMIC YEAR 1975-76
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

	White		Black		Other		Total			White		Black		Other		Total	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
FULL-TIME																	
Officials & Managers	7	0	2	0	0	0	9	0		7	0	2	0	0	0	9	0
Professionals	19	5	0	1	0	0	19	6 ⁽²⁾		15	1	1	1	0	0	16	2
Technicians																	
SUB-TOTAL	26	5	2	1	0	0	28	6		22	1	3	1	0	0	25	2
PERMANENT PART-TIME																	
Officials & Managers																	
Professionals																	
Technicians																	
SUB-TOTAL																	
TOTAL	26	5	2	1	0	0	28	6		22	1	3	1	0	0	25	2

(1) Includes 5 positions for long-term program to be discontinued

(2) Includes 4 positions supported by short-term grants

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT University Extension

DATE January 14, 1974

COMPLETED BY R. A. Mabry

TABLE VII
TOTAL NON-FACULTY COMPLEMENT
(According to June 15, 1973 Tabulation)
See Table I

TABLE VIII
PROJECTED NON-FACULTY COMPLEMENT
(For Academic Year 1975-76)
See Table III

Availability Percentages	Full Time		Part Time		Total			Full Time		Part Time		Total	
	No.	%	No.	%	No.	%		No.	%	No.	%	No.	%
White Male	27 ⁽¹⁾	79			27	79		22	80			22	80
White Female	4 ⁽²⁾	12			4	12		1	4			1	4
Black Male	2	6			2	6		3	12			3	12
Black Female	1 ⁽³⁾	3			1	3		1	4			1	4
Other Male	0				0			0				0	
Other Female	0				0			0				0	
TOTAL	34	100%		100%	34	100%		27 ⁽⁴⁾	100%		100%	27	100%

(1) Program involving 5 positions to be discontinued

(2) Three positions supported by short-term grants

(3) Position supported by short-term grant

(4) Includes projected 2 new positions

AFFIRMATIVE ACTION PLAN.

FOR THE
SPECIAL UNITS

1. University Administration
2. Special Units for Auxiliary
and Academic Administration
3. Division of University Studies
4. Department of Athletics
5. Integrated Goals for the Special Units

This section deals with a number of "special units" within N. C. State University. For purposes of affirmative action planning, these units are divided into four groups: (1) University Administration, (2) Special Units for Auxiliary and Academic Administration, (3) Division of University Studies, and (4) Department of Athletics. Because of the diverse characteristics of these groups, a brief discussion of each is provided, with emphasis on patterns of EPA employment. This discussion is followed by an integrated expression of affirmative action goals covering all four groups.

1. UNIVERSITY ADMINISTRATION

For purposes of affirmative action planning, the University Administration is considered as a unit. The 41 administrative positions comprising this unit are listed in Table 1

As of June 15, 1973, the University Administration was comprised entirely of white males. This condition is not to be attributed to overt acts of discrimination on the part of the University in the past; however, if it were to continue over a long period into the future, it would be indicative of negligence in providing equal opportunity.

Assessment of the availability of potential candidates for administrative positions is a difficult matter. The 1970 United States census data indicate a total of 39,100 "college administrators," distributed as follows: 72.8% white males, 21.6% white females, 2.8% black males, 2.0% black females, 0.6% other males, and 0.1% other females. One explanation for the white male administrative situation at NCSU lies in the kinds of programs which have been and are offered here. Since there are few minority or female faculty available in such fields as engineering, forestry, or textiles, it follows that there would be even fewer female or minority administrators who have come up through the ranks. Another explanation lies in the fact that until the middle sixties, NCSU was basically a male institution. As such it would be expected that most administrators would be male. For instance, until 1963 N. C. State did not even offer a degree in liberal arts. The growth of the School of Liberal Arts over the past decade has been phenomenal, and it has greatly increased the number of female students and faculty. Since the development of administrators takes time, one would expect a lag on this campus in the emergence of female administrators.

TABLE 1

Administrative Positions Comprising the "University Administration" Unit

Chancellor

Provost Vice Chancellor and Provost
~~Associate Provost~~ *Assistant Provost*
Assistant Provost for University Computing
Head, Division of University Studies

acting Vice Provost
Dean, Graduate School
Assistant Dean

Vice Provost ~~Administrative Dean~~ for Research
Assistant Administrative Dean

Vice Chancellor for Extension and Public Service
Assistant Vice Chancellor

Vice Chancellor for ~~Dean~~, Student Affairs
Associate Deans (3)

Dean, International Programs

Vice Chancellor for Finance and Business
Assistant Vice Chancellor

Vice Chancellor for ~~Director~~, Foundations and Development

Dean, School of Agriculture and Life Sciences
Associate Deans (3)

Dean, School of Design

Dean, School of Education
Associate Dean

Dean, School of Engineering
Associate Deans (2)(3)
~~Assistant Dean~~

Assoc Dean, School of Forest Resources
~~Assistant Dean~~

Dean, School of Liberal Arts
Associate Dean

Dean, School of Physical and Mathematical Sciences
Associate Dean

Dean, School of Textiles
Assistant Dean

Director, Alumni Affairs

Director, Athletics

Director, Information Services

Director Library

The following mechanism will be used to ensure that minorities and females are given equal opportunity in the filling of administrative posts. In cases where search committees function, the committees will be urged to seek minority and female candidates. In cases where no such candidates exist or can be located the committee will be asked to document its search at the time it presents the list of top candidates to the Chancellor.

In cases of administrative staff positions which are not filled by a selection committee, the Chancellor will require a documentation of search efforts including a list of candidates interviewed. If no minority or females are among those interviewed, the Chancellor may require additional searching unless the evidence clearly demonstrates that further searching would be futile.

Affirmative action goals for University Administration over the next three years (during which five vacancies are expected as a result of retirement and creation of new positions) are to fill at least one position with a woman and at least one position with a representative of a minority race.

2. SPECIAL UNITS FOR AUXILIARY AND ACADEMIC ADMINISTRATION

This section describes the employment programs of eleven of the smaller administrative units within the University. Included are the offices of: Alumni Affairs, the Chancellor, the Computing Center, Foundations and Development, the Graduate School, Information Services, International Programs, the Provost, the Radiological Safety Office, Research Administration, and the Water Resources Research Institute.

The types of functions performed by these units are extraordinarily diverse; ranging from the primarily administrative functions of the Office of the Chancellor, to the primarily coordinative function of the Water Resources Research Institute, to the primarily service function of the Computing Center. The reason why these diverse small units are being considered as a group (viz., "special administrative units") is to facilitate the statement of meaningful and realistic affirmative action goals.

Within the eleven administrative units there are a total of eleven EPA non-faculty positions (excluding positions considered as part of the University Administration). Of these eleven positions, ten are occupied by white males and one is occupied by a white female.

It is expected that there will not be any significant increase within the next three years in the number of EPA positions in the eleven special units comprising this group. Any increases in the proportions of women and minority race representatives would have to be achieved through replacements. Because the turnover rate over the past five years has been virtually zero, and because no retire-

ments or new positions are expected, the setting of any specific affirmative action goal would appear to be questionable at best.

The small number of EPA positions in each of the units coupled with the wide diversity of personnel qualifications among the units, render impractical the implementation of a unified program for recruiting women and representatives of minority races. Each unit will recruit personnel for EPA positions by means of channels appropriate to the particular position. These means shall include notification of other institutions and advertisement in publications of professional groups.

All offers of appointment are subject to the approval of the Provost. It will be required that all requests for appointment action be accompanied by the following information on each candidate considered seriously for the position: name, sex, minority group affiliation, manner of recruitment (or other means by which contact with candidate was made), qualifications, comparison of qualifications with those of the selected candidate, and expressions of interest (positive or negative) expressed by the candidate.

It will be the responsibility of the Equal Employment Opportunities Officer to coordinate recruitment efforts for women and minority race candidates for EPA positions and to prepare annually a report to the Provost summarizing and evaluating the affirmative action activities of the special units for auxiliary and academic administration.

3. DIVISION OF UNIVERSITY STUDIES

The Division of University Studies is a small special academic unit responsible for interdisciplinary programs dealing with contemporary issues and problems. The Head of the Division reports directly to the Provost.

The major activity of the Division is the offering of interdisciplinary courses open without prerequisites to students in all curricula. By design, less than half of the Division's eleven EPA faculty positions are filled with full-time faculty. The funds associated with vacant positions are used to reimburse the academic departments from which faculty members throughout the University are drawn to participate in particular courses. The full-time faculty in the Division currently is comprised of two professors, one visiting assistant professor, and two instructors; all of whom are white males. Of the ten faculty members participating last semester on a released-time basis in University Studies courses, two were female.

Affirmative action goals for the Division of University Studies over the three years are: (1) to fill at least one EPA faculty position (on either a full-time, visiting, or released-time basis) with a female or a member of a minority race, and (2) to encourage academic departments throughout the University to employ female and minority faculty to participate on a released-time basis in University Studies programs.

4. DEPARTMENT OF ATHLETICS

The Department of Athletics has 23 EPA non-faculty positions: 7 officials and managers and 16 professionals (i.e., coaches). At present, all of these positions are occupied by white males.

It is expected that there will not be any increase within the next three years in the number of EPA positions; thus, any increase in the proportion of women and minority race representatives would have to be achieved through replacements. The turnover rate in the Department of Athletics is highly erratic and in recent years has been very small. For purposes of affirmative action planning, it is estimated five positions will become vacant in the next three years: one officials and managers position and four professional positions. It is the goal of the Department of Athletics over the next three years to fill at least two of these positions with black males.

Detailed information on the available pool of prospective EPA non-faculty personnel for the Department of Athletics appears on the following four pages.

School/Department: Athletics

Form No. 2, page one

Individual Completing Form: Willis R. Casey

PART II - AVAILABLE POOL OF PROSPECTIVE EPA NON-FACULTY PERSONNEL

1. Outline below the basic educational and experiential requirements for appointment to your EPA non-faculty positions by functional category.

- Bachelor's Degree - and some coaches required to teach Physical Education and would require Teacher's Certificate.
- Officials and Managers -- Experience in college athletics, and proven ability in administrative and managerial work.
- Professionals (Coaches) -- Prior experience in, and proven ability, to teach and coach specific sport.
- Others - - Education and some experience in area of work.

2. How many people in the United States meet the basic educational and experiential requirements outlined in #1 above by functional category? (Complete charts below)

OFFICIALS AND MANAGERS

	Number	Percent
White Male	8,561	65.7
White Female	3,453	26.5
Black Male	234	1.8
Black Female	274	2.1
Other Male	234	1.8
Other Female	274	2.1
TOTAL	13,030	100%

PROFESSIONALS

	Number	Percent
White Male	19,710	65.7
White Female	7,950	26.5
Black Male	480	1.8
Black Female	630	2.1
Other Male	480	1.8
Other Female	630	2.1
TOTAL	29,880	100%

TECHNICIANS

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Other Male		
Other Female		
TOTAL		100%

School/Department: AthleticsIndividual Completing Form: Willis R. Casey

Form No. 2, page two

3. Explain how you arrived at the figures in the charts on page one.

a. List sources of data:

We collaborated with William W. Cobey, Jr., Department of Athletics, University of North Carolina. List of data sources attached.

b. Describe the method(s) used for arriving at the figures recorded in the charts on page one. If you based your figures on a representative sample, please explain below:

See attached

c. Evaluate the accuracy and/or completeness of the data you have used:

The date is accurate and complete to the best of my knowledge. Since there is no precedent, we have been forced to draw some conclusions on our own, and feel sure these are not completely accurate. For instance, Mr. Cobey feels that there are more qualified blacks than the data indicates because of the large percentage of blacks in professional football, basketball, and baseball.

d. Indicate particular problems encountered in trying to ascertain availability information:

1. The National Collegiate Athletic Association does not keep any data on the basis of race.
2. The American Association of Health, Physical Education and Recreation does not keep any data on the basis of race or sex.
3. The NCAA keeps participation figures for ten sports.

2. Officials and Managers

As of 1972, there were 2,606 institutions of higher education. Assuming there are four individuals at each institution that meet our basic requirements for appointment, this would give us a total pool of 13,030 people.

Then, we multiplied the percentages of males and females in each category times 13,030.

3. Professionals

There are approximately 30,000 members of the American Association of Health, Physical Education and Recreation. We assumed that all of these members met our basic requirements for appointment, and multiplied this number times the percentages of males and females in each category that we developed in Item #1 of this section.

5. INTEGRATED GOALS FOR THE SPECIAL UNITS

While each of the "special units" considered in this affirmative action plan is relatively small, in combination they represent a sizeable number of employees: 5 EPA faculty, 75 EPA non-faculty, and 101 SPA employees.

Specific affirmative action goals for all of the special units are expressed in the tables on the following pages.

TABLE I
 PRESENT FACULTY COMPLEMENT
 (According to October 1973 Tabulation)

TABLE II
 PROJECTED FACULTY COMPLEMENT
 FOR ACADEMIC YEAR 1975-76
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

	White		Black		Other		Total		//////////	White		Black		Other		Total	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
FULL-TIME									//////////								
Department Head									//////////								
Professor	2						2		//////////	2							
Associate Professor									//////////								
Assistant Professor									//////////								
Instructor	2						2		//////////	2							
Lecturer									//////////								
SUB-TOTAL	4						4		//////////	4							
*PERMANENT PART-TIME									//////////								
Professor									//////////								
Associate Professor									//////////								
Assistant Professor	1						1		//////////	1							
Instructor									//////////								
Lecturer									//////////								
Visiting									//////////								
SUB-TOTAL	1						1		//////////	1							
TOTAL	5						5		//////////	5							

*PERMANENT PART-TIME - Individuals working less than full-time and being paid accordingly but hired for a term of 12 months or more or for a stated term of one academic year or more. This does not include joint appointments which should be reported as full-time by their major departments. The numbers which need to be filled in here are not supplied in the October tabulation and will need to come from your own records.

AFFIRMATIVE ACTION PLAN
EPA FACULTY

SCHOOL/DEPARTMENT Special Units

DATE 23 January 1974

COMPLETED BY A. Carnesale

TABLE III
TOTAL FACULTY COMPLEMENT
(According to October 1973 Tabulation)
See Table I

TABLE IV
PROJECTED FACULTY COMPLEMENT
(For Academic Year 1975-76)
See Table III

Availability Percentages	Full Time ^a		Part Time ^b		Total		See Note(e)	Full Time		Part Time		Total	
	No.	% (b)	No.	% (c)	No.	% (d)		No.	%	No.	%	No.	%
White Male	4	100	1	100	5	100		4	100	1	100	5	100
White Female													
Black Male													
Black Female													
Other Male													
Other Female													
TOTAL	4	100%	1	100%	5	100%		4	100%	1	100%	5	100%

- (a) These percentages should be taken directly from the charts you completed in questions #2 or #4 of Form I.
- (b) These percentages should be computed on the basis of total number of full-time.
- (c) These percentages should be computed on the basis of total number of part-time.
- (d) These percentages should be computed on the basis of total number of full-time plus part-time.
- (e) In this column: place a + (plus) if the percentage in the column marked Total in Table III is higher than the percentage in the corresponding column marked Availability or place a - (minus) if the percentage in the column marked Total is lower than the percentage in the corresponding column marked Availability.

SPECIAL UNITS AFFIRMATIVE ACTION PLAN

EPA NON-FACULTY

TABLE I
EPA NON-FACULTY
PRESENT COMPLEMENT

	White		Black		Total	
	M	F	M	F	M	F
Officers & Managers	50	0	0	0	50	0
Professionals	25	0	0	0	25	0
	—	—	—	—	—	—
TOTAL	75	0	0	0	75	0

TABLE II
EPA NON-FACULTY
PROJECTED COMPLEMENT, 1975-76

	White		Black		Total	
	M	F	M	F	M	F
	46	2	2	0	48	2
	24	0	1	0	25	0
	—	—	—	—	—	—
	70	2	3	0	73	2

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR
 ACADEMIC YEAR(S) 1973-74
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL		//////	WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	5						5		//////	5						5	
Professionals		10						10	//////		10						10
Technicians	18	8	3				21	8	//////	18	8	3				21	8
Sales									//////								
Clerical	4	39	2	3			6	42	//////	4	38	2	4			6	42
Craftsman	3						3		//////	3						3	
Operations (semiskilled)		3						3	//////		3						3
Laborers									//////								
Service Workers				3				3	//////				3				3
SUB-TOTAL	30	60	5	6			35	66	//////	30	59	5	7			35	66
*PART-TIME									//////								
Officials & Managers									//////								
Professionals									//////								
Technicians									//////								
Sales									//////								
Clerical									//////								
Craftsman									//////								
Operations (semiskilled)									//////								
Laborers									//////								
Service Workers									//////								
SUB-TOTAL									//////								
TOTAL	30	60	5	6			35	66	//////	30	59	5	7			35	66

*SPA individuals working at least 1/2-time in a permanently established position.

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR
 ACADEMIC YEAR(S) 1974-75
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL		//////	WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	5						5		//////	5						5	
Professionals		10						10	//////		10						10
Technicians	18	8	3				21	8	//////	18	7	3	1			21	8
Sales									//////								
Clerical	4	39	2	3			6	42	//////	4	38	2	4			6	42
Craftsman	3						3		//////	3						3	
Operations (semi skilled)		3						3	//////		3						3
Laborers									//////								
Service Workers				3				3	//////				3				3
SUB-TOTAL	30	60	5	6			35	66	//////	30	58	5	8			35	66
*PART-TIME																	
Officials & Managers									//////								
Professionals									//////								
Technicians									//////								
Sales									//////								
Clerical									//////								
Craftsman									//////								
Operations (semi skilled)									//////								
Laborers									//////								
Service Workers									//////								
SUB-TOTAL									//////								
TOTAL	30	60	5	6			35	66	//////	30	58	5	8			35	66

*SPA individuals working at least 1/2-time in a permanently established position.

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR
 ACADEMIC YEAR(S) 1975-76
 (Reflecting Anticipated Promotions
 and your Projected Hiring Goals)

FULL-TIME	WHITE		BLACK		OTHER		TOTAL			WHITE		BLACK		OTHER		TOTAL	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers	5						5			5						5	
Professionals		10					10			9		1					10
Technicians	18	8	3				21	8		18	7	3	1			21	8
Sales																	
Clerical	4	39	2	3			6	42		4	37	3	4			7	41
Craftsman	3						3			3						3	
Operations (semi skilled)		3					3			3						3	
Laborers																	
Service Workers				3			3					3				3	
SUB-TOTAL	30	60	5	6			35	66		30	56	6	9			36	65
*PART-TIME																	
Officials & Managers																	
Professionals																	
Technicians																	
Sales																	
Clerical																	
Craftsman																	
Operations (semi skilled)																	
Laborers																	
Service Workers																	
SUB-TOTAL																	
TOTAL	30	60	5	6			35	66		30	56	6	9			36	65

*SPA individuals working at least 1/2-time in a permanently established position.