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January, 1974  
Work Copy*

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VII. Internal Audit and Reporting Systems

- A. Monitoring Systems
- B. Formal Reports from University Units  
*- Affirmative Action Progress Reports*
- C. Review Reports with all Levels of Management
- D. Advisement and Recommendation

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*4th of Tables (including page #) ?*

# Outline Draft of Working Outline

## Chapter 1

I Preamble - compiled by WHS from existing statements

II Reaffirmation of EEO Principles

~~F D of Summary~~ Appendix G (UNC)

WHS may want to review appendix G + determine if HCSU wants to omit anything

I have marked some deletions in brackets in

Leslie's copy.

also description of procedure used to develop F plan, <sup>organization of plan</sup> I C, I A

III Publicizing the plan + policy

II A of Summary + II N

WHS should watch this w/ Appendix H (UNC)

to be sure we do not omit any specific points - after reviewing

IV General Responsibility in Implementation of F Plan

II L. - as edited by C.J

in addition WHS should check w/ ACE to get approval to add items 60-2.2 (Appendix H) (C3-4) (UNC) as the specific description of F duties of EEO officer.

V I. Identification of Problems

C.J will write or revise existing parts

I D, I E, I F, G into a section

Table will supply data + tables re - distribution,

salary, promotion  
Callahan will do additional analysis + if PA which will be incorporated

VI Development + Execution of Correction + Remedial Programs

C.T. will write or review existing parts  
WHS + Hebel will provide any summaries for  
new material submitted by Schools + goal  
summaries for Unit + each unit.

II B, C, D, K; III A

VII Internal Audit + Reporting Systems

II M

WHS should check II M w/ 60-2.25 pp CS(UNC)  
+ p. 35 UNC memo.

Chapter 2

~~III~~

Summary of Analysis of <sup>Potential</sup> ~~Structural~~ Problem Areas

Items A-L pp 18-32 (UNC)

Compiled by WHS from School reports  
+ items in previous NCSU plan.

Chapter

~~III~~

~~IV~~

Unit Plans

retyped title pages indicating material  
changes since June 1973

~~V~~

Appendices



## FOREWARD

North Carolina State University's (NCSU) Affirmative Action Plan includes the three-year period of 1973-74, 1974-75, and 1975-76. The data included on the Exempt from the Personnel Act (EPA) faculty and EPA nonfaculty are taken from the latest update computer print-out as of June, 1973. The computer update on EPA faculty and EPA nonfaculty is completed annually in June.

Data on the Subject to the Personnel Act (SPA) personnel are updated as of October, 1973. Information on SPA employees is updated several times each year since the employment profile changes throughout the year. In contrast, data on EPA faculty and EPA nonfaculty normally have the greatest change in July and August each year just prior to the beginning of the fall semester.

In the future the EPA faculty, EPA nonfaculty, and SPA personnel data will be effective as of June each year.

## Foreword

North Carolina State University's (NCSU)

~~NCSU~~ ~~Personnel~~ Affirmative Action Plan includes the three-  
year period of 1973-74, 1974-75, <sup>and</sup> 1975-76. The data included on all  
(EPA) Faculty and EIA Non-Faculty <sup>are</sup> taken from the latest update  
computer print out <sup>as of</sup> June 1973. The computer update <sup>EPA</sup> on Faculty and EIA  
Non-Faculty is completed annually in June.

Data on the subject to ~~the~~ <sup>the</sup> Personnel Act (SPA) <sup>personnel</sup> is updated  
as of October 1973. Information on SPA employees is updated several times  
each year since the employment profile changes throughout the year. In contrast  
data on ~~the~~ ~~Faculty~~ ~~and~~ ~~Non-Faculty~~ ~~normally~~ ~~have~~ ~~their~~ ~~greatest~~ ~~change~~ <sup>in</sup> <sup>July</sup> <sup>and</sup> <sup>August</sup> each year just  
prior to <sup>beginning of the</sup> fall semester.

In the future the EPA Faculty, EPA Non-Faculty and SPA <sup>personnel</sup> data  
will ~~be~~ be effective as of June each year.

Excerpt from  
Personnel Act

I.

PREAMBLE

As Chancellor of North Carolina State University at Raleigh, it is my privilege to submit the Affirmative Action Plan of this University. The University is fully committed to the principles of equal opportunity and affirmative action. When HEW gives approval to our plan, a summary of it will be distributed to current employees, professional and nonprofessional, and to all new employees in the future.

It is the policy of the State of North Carolina that neither race, color, religion, sex, nor national origin is to be considered in the following:

- recruitment and employment of new employees of the State
- promotion, demotion, transfer, lay-off, termination, or selection of employees of the State for training and development
- establishment of rates of pay including the awarding of salary adjustments and/or merit salary increments.

This formal policy, of course, governs the administration of North Carolina State University, a State institution.

Every basic unit of this campus has been involved in the development of our Affirmative Action Plan. As a result of this self-examination and setting of goals and timetables within the various units, it is believed a more thorough comprehension of, active interest in, and participation in attaining stated goals will be shared by more of our faculty, staff, and administration than if a small

central committee had prepared the plan.

The University adheres to the policy of equal opportunity not solely because of legal requirements but because such a policy has come to be recognized as morally right. Any other policy would be indefensible and inconsistent with the intellectual and moral objectives of higher education.

John T. Caldwell  
Chancellor

PREAMBLE

As Chancellor of North Carolina State University at Raleigh, it is my ~~pleasure~~  
 (privilege) to <sup>submit</sup> ~~fully endorse~~ the Affirmative Action Plan <sup>of North Carolina State University</sup> that is ~~submitted by this~~  
~~University~~. The <sup>University is fully</sup> ~~administration is~~ committed to the principles of equal ~~employment~~  
 opportunity and affirmative action. Whenever HEW gives approval to <sup>our</sup> ~~this~~ plan, a  
 summary of ~~the plan~~ will be distributed to current employees <sup>professional and non-professional</sup> and ~~all~~ new employees  
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The University adheres to the policy of equal opportunity not solely because

of legal requirements but because such a policy ~~is a basic element in human~~ *has come to be recognized as morally right*  
dignity. Any other policy would be ~~morally~~ *morally* indefensible and inconsistent with  
the ~~pursuit of institutional excellence,~~ *the intellectual and moral*  
*objectives of higher education.*

John T. Caldwell  
Chancellor

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

P. O. Box 5067, RALEIGH, N. C. 27607

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

January 16, 1974

To: Dr. Caldwell

In preparing the affirmative action plan, the chief executive's office of the institution is asked to set forth clearly the institution's commitment to the written plan, as well as a more general endorsement of the institution's commitment to the principles of equal employment opportunity and affirmative action.

WHS

William H. Simpson

## II.

### REAFFIRMATION OF EEO POLICY AND DEVELOPMENT OF PLAN

#### A. EQUAL EMPLOYMENT OPPORTUNITY POLICY

North Carolina State University is subject to the requirements of Executive Order 11246, as interpreted and administered by the Secretary of Labor and by the Department of Health, Education, and Welfare. This program of Federal regulation, designed to insure equality of employment opportunity without reference to considerations of race, color, religion, sex, or national origin, embodies two basic requirements. First, the University must insure the absence of discrimination in the formulation, statement, and application of all personnel policies and practices. Second, the University must undertake positive efforts designed to eliminate impediments to the full utilization of women and members of minority groups within the employee complement, whether or not such impediments are the product of past discriminatory practice or intent. This type of affirmative effort must address any demonstrated past underrepresentation or underutilization of women or members of minority groups.

Commitment to Nondiscriminatory Policies and Practices. In accordance with Section 103 of The Code of The University of North Carolina, North Carolina State University is committed, without reservation, to the principle that employees shall be identified initially and thereafter differentiated among only on the basis of good-faith assessments of individual professional merit. Therefore, University policy prohibits discrimination affecting all employees and prospective employees, and employment practices will operate to prevent discrimination.

The principle of equal employment opportunity shall apply with respect to all incidents of the employment relationship, including: (1) initial consideration for employment, (2) job placement and assignment of responsibilities, (3) evaluation of performance, (4) promotion and advancement, (5) compensation and fringe benefits, (6) access to training and other professional-development opportunities, (7) formulation



and application of personnel rules and regulations, (8) access to facilities, and (9) layoff, discipline, and termination.

The personnel policies and practices of the University will be monitored continuously to determine whether any individual or class has been or is being affected adversely, contrary to the principle of equal employment opportunity. In any case where discrimination based on race, color, religion, sex, or national origin is demonstrated, prompt remedial action will be taken.

All employees of the University are expected to support the principle of and contribute to the realization of equal employment opportunity. Any employee with responsibility and authority in the area of personnel relations who imposes any detriment on any other employee through failure or refusal to subscribe to the principle of equal employment opportunity shall be subject to appropriate internal disciplinary action.

Commitment to Increasing Employment Opportunity. North Carolina State University is committed to the elimination of any demonstrated underutilization of women and members of minority groups within its staff complement.

It is acknowledged that there is a national legacy of prejudice and ignorance which has curtailed unjustifiably the employment opportunities of women and members of minority groups, in both the public and private sectors of employment. In order to enhance significantly and promptly the employment opportunities of those who have suffered disadvantage in the past, it is necessary to do more than simply insure nondiscriminatory employment practices. Where there is reasonable evidence that members of a particular class have been underrepresented or underutilized within areas of the staff complement, specific goals and timetables designed to remedy that underrepresentation have been established.

As an institution which seeks to encourage excellence in all areas of endeavor, a university must with integrity maintain high standards in the

evaluation of employees and prospective employees. It must also apply those standards fairly and consistently. Thus, the conscientious search for and effort to employ additional women and members of minority groups pursuant to established goals and timetables shall not entail a reduction of premium on quality nor a conferral of advantage on any person because of race, color, religion, sex, or national origin. Rather, the affirmative efforts of the University shall be directed toward enlarging the opportunity for and incidence of fair competition, by qualified members of previously underrepresented groups, for available appointments, positions, and promotions.

B. PROCEDURE USED TO DEVELOP THE PLAN

Initial steps in the development of the present affirmative action plan were taken in early November, 1972, when it was determined that the most effective method of developing a functional and effective plan for this campus would be to follow the regular patterns of organization and administration. Accordingly, in November, 1972, the following affirmative action planning units were identified:

- School of Agriculture and Life Sciences
- School of Design
- School of Education
- School of Engineering
- School of Forest Resources
- School of Liberal Arts
- School of Physical and Mathematical Sciences
- School of Textiles
- Division of Student Affairs
- Library
- Office of Business Affairs
- University Extension
- Special Units

Each unit was asked to establish a planning committee which was to develop plans applicable to that unit. In combination with the general statement on policy and descriptions of procedure, these plans constitute the Affirmative Action Plan for NCSU.

Approaching affirmative action planning in this manner had several advantages. First, it followed normal organizational patterns of the University rather than imposing a new structure for administration of the plan on the existing pattern. Second, this method of organization compelled each unit to conduct its own analysis of utilization and availability and to develop a plan that would work in that unit's context. Third, this approach meant that more individuals would be involved in developing affirmative action plans than would have been the case if a single central committee had been assigned this task. Wide participation is an important factor in the success of any endeavor in a collegial institution like the university.

The central administration of North Carolina State University under the direction of the Equal Employment Opportunity Officer, Mr. William H. Simpson, worked with the General Administration of The University of North Carolina to provide data and other information to the planning units.

Because of major differences in our procedures and responsibilities for professional personnel (EPA) as contrasted to staff personnel (SPA), the plan includes separate goals, timetables, and procedures for these groups of personnel even within a single unit\*. Such procedure is standard and practical and is accepted by all involved at the University.

\* EPA Nonfaculty - employees exempt from State Personnel Act without faculty rank (Example: Librarian)

EPA Faculty - employees exempt from State Personnel Act with faculty rank (Example: Assistant Professor)

SPA - employees subject to the State Personnel Act (Example: Secretary)

Therefore U policy prohibits discrimination  
affecting all employees + prospective  
employees and employment practices ---

II.

REAFFIRMATION OF EEO POLICY AND  
DEVELOPMENT OF PLAN

A. EQUAL EMPLOYMENT OPPORTUNITY POLICY

North Carolina State University is subject to the requirements of Executive Order 11246, as interpreted and administered by the Secretary of Labor and by the Department of Health, Education and Welfare. This program of Federal regulation, designed to insure equality of employment opportunity without reference to considerations of race, color, religion, sex or national origin, embodies two basic requirements. First, the University must insure the absence of discrimination in the formulation, statement and application of all personnel policies and practices. Second, the University must undertake positive efforts designed to ~~help~~ eliminate ~~various possible~~ impediments to the full utilization of women and members of minority groups within the employee complement, <sup>whether or not</sup> ~~without necessary reference to~~ ~~whether~~ such impediments are the product <sup>past</sup> of discriminatory practice or intent. ~~Most particularly,~~ This type of affirmative effort must address any demonstrated past underrepresentation or underutilization of women or members of minority groups.

Commitment to Nondiscriminatory Policies and Practices. In accordance with Section 103 of The Code of The University of North Carolina, North Carolina State University is committed, without reservation, to the principle that employees shall be identified initially and thereafter differentiated among only on the basis of good-faith assessments of individual professional merit. Therefore, ~~University policy prohibits~~ <sup>discrimination</sup> ~~and employment practices will operate to prevent discrimination, affecting any employee or prospective employee,~~ ~~which is based on consideration of race, color, religion, sex or national origin.~~ Any other policy would be morally

~~without strict discrimination based on race~~

indefensible and inconsistent with the pursuit of organizational excellence.

The principle of equal employment opportunity shall apply with respect to all incidents of the employment relationship, including: (1) initial consideration for employment, (2) job placement and assignment of responsibilities, (3) evaluation of performance, (4) promotion and advancement, (5) compensation and fringe benefits, (6) access to training and other professional-development opportunities, (7) formulation and application of personnel rules and regulations, (8) access to facilities, and (9) layoff, discipline and termination.

The personnel policies and practices of the University will be monitored continuously to determine whether any individual or class has been or is being affected adversely, contrary to the principle of equal employment opportunity. In any case where discrimination based on race, religion, color, sex or national origin is demonstrated, prompt remedial action will be taken.

All employees of the University are expected to support the principle of and contribute to the realization of equal employment opportunity. Any employee with responsibility and authority in the area of personnel <sup>management?</sup> relations who imposes any detriment on any other employee through failure or refusal to subscribe to the principle of equal employment opportunity shall be subject to appropriate internal disciplinary action. *[do we even identify this process]*

Commitment to Increasing Employment Opportunity. North Carolina State University is committed to the elimination of any demonstrated underutilization of women and members of minority groups within its staff complement.

It is acknowledged that there is a national legacy of prejudice and ignorance which has curtailed unjustifiably the employment opportunities of women and members of minority groups, in both the public and private sectors of employment. In order to enhance significantly and promptly the employment opportunities of those

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As an institution which seeks to encourage excellence in all areas of endeavor, a university <sup>with integrity</sup> must maintain high standards in the evaluation of employees and prospective employees. <sup>1</sup> It must also apply those standards fairly and consistently. Thus, the conscientious search for and effort to employ additional women and members of minority groups pursuant to established goals and timetables shall not entail a reduction of premium on quality nor a conferral of advantage on any person because of race, color, religion, sex or national origin. Rather, the affirmative efforts of the University shall be directed toward enlarging the opportunity for and incidence of fair competition, by qualified members of previously underrepresented groups, for available positions, <sup>2</sup> <sup>3</sup> appointments and promotions.

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\* EPA Nonfaculty - Employees exempt from State Personnel Act without faculty rank. (Example - Librarian)

EPA Faculty - Employee exempt from State Personnel Act with faculty rank. (Example - Assistant Professor)

SPA - Employee subject to the State Personnel Act.  
(Example - Secretary)



Division of Student Affairs  
Library  
Office of Business Affairs  
University Extension  
Special Units

Each unit was asked to establish a planning committee which was to develop plans applicable to that unit. <sup>In combination</sup> When combined with <sup>the</sup> a general statement on policy and <sup>descriptions of</sup> procedure these plans constitute the Affirmative Action Plan for NCSU. Approaching affirmative action planning in this manner had several advantages. First, it followed normal organizational patterns of the University rather than imposing a new structure for administration of the plan on the existing <sup>pattern</sup> structure. Second, this method of organization compelled each unit to conduct its own analysis of utilization and availability and to develop a plan that would work in that unit's context. Third, this approach meant that more individuals would be involved in developing affirmative action plans than would have been the case if a single central committee had been assigned this task. Wide participation is an important factor in the success of any endeavor in a collegial institution like the university.

The Central Administration of N. C. State <sup>University</sup> under the direction of the Equal Employment Opportunity Officer, Mr. William H. Simpson, worked with the General Administration of The University of North Carolina to provide data and other information to the planning units.

Because of major differences in our procedures and responsibilities for professional personnel (EPA) as contrasted to staff personnel (SPA), the plan includes separate goals, timetables, and procedures for these groups of personnel even within a single unit. \* Such procedure is standard and practical and is accepted by all involved at this University.

\* frustrate about meaning of EPA, SPA

### III.

#### PUBLICIZING THE PLAN AND POLICY

##### POLICY DISSEMINATION

The equal employment opportunity policy and this University's commitment to taking positive action is stated in Part II, Section A above. Specific efforts at dissemination will be as follows:

##### INTERNAL DISSEMINATION

<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
1. EEO posters posted throughout campus on employee informational bulletin boards	Implemented	Continuous	Director of Personnel, EEO Officer
2. Post summary of provisions of plan on employee informational bulletin boards	Date plan approved by HEW	Continuous	EEO Officer
3. Maintain copies of full text of plan on file, to which all employees and applicants for employment shall have access upon request	Date plan approved by HEW	Continuous	EEO Officer
4. EEO statement in <u>Faculty Handbook</u>	Implemented	Immediate	EEO Officer
5. Periodic memoranda to supervisors	Continuous	Immediate	EEO Officer
6. Discussion and review of affirmative action plan with Deans, directors, and department heads	Implemented	Annual	EEO Officer and Provost

	<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
7.	Annual review of plan and progress with administration	Within 30 days	Annual	EEO Officer
8.	Review of affirmative action plan with General Faculty	First General Faculty meeting after approval by HEW	Annual	Chancellor
9.	Review of affirmative action plan with Faculty Senate	First Faculty Senate meeting after approval by HEW	Annual	EEO Officer
10.	Review of affirmative action plan with Student Government	First Student Government meeting after approval by HEW	Annual	EEO Officer
11.	Discussion of plan and policy in new SPA employee orientation sessions	Implemented	Continuous	Director of Personnel, EEO Officer
12.	Summary of plan published for faculty and staff	Within 30 days after approval by HEW	Annual	EEO Officer
13.	Discussion of plan with appropriate university committees	Implemented	Continuous	EEO Officer
14.	Furnish summary of plan to all supervisory personnel for communication to all present and prospective employees	Within 30 days after approval by HEW	Continuous	EEO Officer
15.	EEO statement included on application routing sheets sent with application forms	Implemented	Continuous	Director of Personnel
16.	EEO statement included on notices of campus vacancies	Implemented	Continuous	Director of Personnel, EEO Officer

<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
17. Publicize EEO developments, progress reports in campus publications	Immediate	Continuous, as periodically warranted	EEO Officer
18. Provide access to all employees for private counseling concerning problems related to EEO	Immediate	Continuous, at request of affected employee	EEO Officer

#### EXTERNAL DISSEMINATION

1. EEO policy statement included on all recruitment material and advertisements for students, staff, and faculty	Implemented	Continuous	Dean of Student Affairs, Director of Personnel, EEO Officer
2. EEO statement included on purchase orders, contracts, etc., as required by Executive Order 11246	Implemented	Continuous	Vice Chancellor for Finance and Business
3. Publicize adoption and contents of plan in public press and in office publications distributed externally	Within 30 days after approval by HEW	Continuous	EEO Officer
4. National and regional minority and women's organizations, institutions, and groups informed by letter of EEO policy	Within 30 days after approval by HEW		EEO Officer
5. Provide written notification of plan and basic contents to public and private organizations interested in employ-	Within 30 days after approval by HEW		EEO Officer

<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
ment opportunities for women and minorities; community agencies and leaders; secondary schools, colleges, and technical and business institutes			
6. Subcontractors, vendors, and suppliers notified in writing of EEO policy	Implemented	Continuous	Vice Chancellor for Finance and Business
7. Publicize EEO progress, appointments of new personnel, promotions, etc., relating to EEO objectives, in public press and in office publications distributed externally.	Immediate	Continuous, as periodically warranted	EEO Officer

NORTH CAROLINA STATE UNIVERSITY

Raleigh, N. C.

OFFICE OF PROVOST AND VICE-CHANCELLOR

HOLLADAY HALL

January 15 Date

✓ Dr. Caldwell

TO: Dr. Kelly

ACTION REQUESTED ON ATTACHED:

- Note and Return
- For your information (need not return)
- Please handle
- Please answer; furnish me copy
- Please draft reply for my signature (return attachments)
- Please give me your comments (return attachments)
- Requires your approval

Attached is a draft on policy dissemination for

EEO. Please read and give me any comments you may have.

*Bill*

WHS

*Question #3 on page 3, I should see.*

*Notes -*

*#3 was deleted from list was*

*[Signature]*  
FROM: \_\_\_\_\_

III  
Publicizing the Plan & Policy

POLICIES AND PROCEDURES

A. POLICY DISSEMINATION

The equal employment opportunity policy and this University's commitment to taking positive action is stated in Part <sup>II</sup> ~~I~~, Section <sup>a</sup> ~~2~~ above. Specific efforts at dissemination will be as follows:

INTERNAL DISSEMINATION

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1. EEO posters posted throughout campus on employee informational bulletin boards.	Implemented	Continuous	Director of Personnel EEO Officer
2. Post summary of provisions of Plan on employee informational bulletin boards	Date Plan approved by HEW	Continuous	EEO Officer
3. Maintain copies of full text of Plan on file, to which all employees and applicants for employment shall have access upon request	Date Plan approved by HEW	Continuous	EEO Officer
4. EEO statement in <u>Faculty Handbook</u>	Implemented	Immediate	EEO Officer
5. Periodic memoranda to supervisors	Continuing	Immediate	EEO Officer
6. Discussion and review of affirmative action plan with Deans, Directors, and Department Heads	<del>Within 30 days after approval by HEW</del> <i>Implemented</i>	Annual	EEO Officer and Provost
7. Annual review of plan and progress with administration	Within 30 days after approval by HEW	Annual	EEO Officer and Chancellor
8. Review of affirmative action plan with General Faculty	First General Faculty meeting after approval by HEW	Annual	<del>EEO Officer</del> CHANCELLOR

	<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
9.	Review of affirmative action plan with Faculty Senate	First Faculty Senate meeting after approval by HEW	Annual	EEO Officer
10.	Review of affirmative action plan with Student Government	First Student Government meeting after approval by HEW	Annual	EEO Officer
<del>10.</del>	<del>Review of affirmative action plan with SPA Supervisors</del>	<del>Within 30 days after approval by HEW</del>	<del>Annual</del>	<del>Director of Personnel and EEO Officer</del>
11.	Discussion of plan and policy in new SPA employee orientation sessions	Implemented	Continuous	Director of Personnel and EEO Officer
<del>10.</del>	<del>Discussion of policy during staff training sessions</del>	<del>Implemented</del>	<del>Continuous</del>	<del>Director of Personnel</del>
12.	Summary of plan published for faculty and staff <del>Official Bulletin</del>	Within 30 days after approval by HEW	Annual	EEO Officer
13.	Discussion of plan with appropriate university committees	Implemented	Continuous	EEO Officer
14.	Furnish summary of Plan to all supervisory personnel for communication to all present and prospective employees	<sup>with</sup> 30 days after HEW approval	Continuous	EEO Officer
15.	EEO statement included on application routing sheets sent with application forms	Implemented	Continuous	Director of Personnel
16.	EEO statement included on notices of campus vacancies	Implemented	Continuous	Director of Personnel and EEO Officer
17.	Publicize EEO developments, progress reports in <del>office</del> campus publications	Immediate	Continuous, as periodically warranted	EEO Officer



<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
18 <del>20</del> . Provide access to all employees for private counseling concerning problems related to EEO	Immediate	Continuous, at request of affected employee	EEO Officer

EXTERNAL DISSEMINATION

1. EEO policy statement included on all recruitment material and advertisements for students, staff, and faculty	Implemented	Continuous	Dean of Student Affairs, Director of Personnel, EEO Officer
2. EEO statement included on purchase orders, contracts, etc., as required by Executive Order 11246	Implemented	Continuous	Vice Chancellor for Finance and Business
<del>3.</del> Incorporate the Equal Opportunity clause on all letterhead stationery	<del>Immediate</del> <i>As new supplies of stationery are ordered</i>	<del>Continuous</del>	<del>EEO Officer</del>
34. Publicize adoption and contents of Plan in public press and in office publications distributed externally	Within 30 days after approval by HEW	<del>Continuous Annual</del>	EEO Officer
45. National and regional minority and women's organizations, institutions, and groups informed by letter of EEO policy	"		EEO Officer
56. Provide written notification of Plan and basic contents to public and private organizations interested in employment opportunities for women and minorities; community agencies and leaders; secondary schools, colleges, and technical and business institutes	Within 30 days after approval by HEW	<del>Annual</del>	EEO Officer

	<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
67.	Subcontractors, vendors, and suppliers notified in writing of EEO policy	Implemented	Continuous	Vice Chancellor for Finance and Business
78.	Publicize EEO progress, appointments of new personnel, promotions, etc., relating to EEO objectives, in public press and in office publications distributed externally	Immediate	Continuous, as periodically warranted	EEO Officer

#### IV.

### GENERAL RESPONSIBILITY FOR IMPLEMENTATION OF THE PLAN

Two basic levels of responsibility exist for implementing North Carolina State University's Affirmative Action Plan. At the broadest level, the responsibility rests on the central administration and oversight has been delegated to the Equal Employment Opportunity Officer (EEO Officer). Another level of responsibility is assigned to the planning "unit" level. Each unit's method of implementation and delegation of authority and responsibility is described in the unit's plan. The following paragraphs deal with responsibility at the campus-wide level.

In the fall of 1973, the Chancellor designated Mr. William H. Simpson Equal Employment Opportunity Officer for North Carolina State University. Responsibilities of the EEO Officer include the following activities:

- (a) staff assistance in developing policy statements, affirmative action programs, and internal and external communication techniques
  - (1) assist in the identification of problem areas
  - (2) assist line management in arriving at solutions to problems
  - (3) design and implement audit and reporting system that will
    - (i) measure effectiveness of the University's programs
    - (ii) indicate need for remedial action
    - (iii) determine the degree to which the University's goals and objectives have been attained
  - (4) serve as liaison between the University and enforcement agencies
  - (5) serve as liaison when appropriate between the University and minority organizations, women's organizations and community action groups concerned with employment opportunities of minorities and women
  - (6) keep management informed of latest significant developments

in the entire equal opportunity area.

- (b) line responsibilities include but not limited to the following:
- (1) assistance in the identification of problem areas and establishment of local and unit goals and objectives
  - (2) periodic audit of training programs, hiring and promotion patterns to recommend procedures to facilitate the attainment of goals and objectives
  - (3) regular discussions with Deans, department heads, directors, and employees to be certain the University's policies are being followed
  - (4) periodic review of transfers and promotions to insure that these are based on qualifications to insure that minorities and women are given full consideration
  - (5) encourage career counseling for all employees
  - (6) encourage periodic audit to insure that
    - (i) posters are properly displayed
    - (ii) all facilities which the University maintains for use and benefit of the employees are in fact desegregated, both in policy and use; and to insure that facilities such as dormitories, locker rooms, and rest rooms are comparable for both sexes
    - (iii) minority and female employees are afforded a full opportunity and are encouraged to participate in all University-sponsored educational, training, recreational, and social activities
  - (7) have supervisors understand that their work performance is being evaluated on the basis of their equal employment opportunity efforts and results, as well as other criteria

- (8) insure that supervisors prevent harassment of employees who have been placed through affirmative action efforts when such action is appropriate.

IV.

GENERAL RESPONSIBILITY FOR  
IMPLEMENTATION OF THE PLAN

~~There are~~ <sup>next</sup> Two basic levels of responsibility for implementing North Carolina State University's Affirmative Action Plan. At the broadest level, the responsibility rests on the central administration and has been delegated to the Equal Employment Opportunity Officer (EEO Officer). Another level of responsibility <sup>is assigned to</sup> ~~exists~~ at the planning "unit" level. Each unit's method of implementation and delegation of authority and responsibility is <sup>described</sup> ~~decided~~ in each <sup>the</sup> unit's plan. <sup>The following paragraphs</sup> ~~This section~~ deals with responsibility at the campus-wide level.

<sup>The Chancellor designated</sup> In the fall of 1973, Mr. William H. Simpson <sup>designated</sup> ~~was~~ appointed Equal Employment Opportunity Officer for North Carolina State University. Responsibilities <sup>of the</sup> ~~for~~ EEO Officer include the following activities:

- (a) <sup>staff</sup> ~~staff~~ assistance in developing policy statements, affirmative action programs, and internal and external communication techniques.
- (1) ~~assisting~~ in the identification of problem areas
  - (2) ~~Assisting~~ line management in arriving at solutions to problems
  - (3) ~~Designing~~ and <sup>an</sup> ~~implementing~~ audit and reporting system that will
    - (i) measure effectiveness of the University's programs
    - (ii) indicate need for remedial action
    - (iii) determine the degree to which the University's goals and objectives have been attained
  - (4) serve as liaison between the University and enforcement agencies
  - (5) serve as liaison when appropriate between the University and minority organizations, women's organizations and community action groups concerned with employment opportunities of minorities and women
- indict*

(6) keep management informed of latest significant developments in the entire equal opportunity area.

(b) Line responsibilities include, but ~~are~~ not limited to, the following:

(1) assistance in the identification of problem areas and establishment of local and unit goals and objectives

(2) periodic audit of training programs, hiring and promotion patterns to recommend procedures to facilitate the attainment of goals and objectives

(3) regular discussions with deans, department heads, directors, and employees to be certain the University's policies are being followed

(4) periodic review <sup>f</sup> on transfers and promotions to insure that these are based on qualifications to insure that minorities and women are given full consideration

(5) encourage career counseling for all employees

(6) encourage periodic audit to insure that ~~each location is in compliance in areas such as~~

(i) posters are properly displayed

(ii) all facilities which the University maintains for the use and benefit of the employees are in fact desegregated, both in policy and use; and to insure that facilities such as dormitories, locker rooms, and rest rooms are comparable for both sexes

(iii) minority and female employees are afforded a full opportunity and are encouraged to participate in all University-sponsored educational, training, recreational, and social activities.

(7) <sup>have</sup> ~~encourage~~ supervisors ~~to~~ understand that their work performance is being evaluated on the basis of their equal employment opportunity efforts and results, as well as other criteria

(8) insure that supervisors ~~take actions to~~ prevent harassment of employees <sup>who have been</sup> placed through affirmative action efforts, when such actions <sup>are</sup> ~~are~~ appropriate.



V.

ANALYSIS OF UTILIZATION AND  
IDENTIFICATION OF PROBLEM AREAS

A. METHODS OF ANALYSIS

Systematic analysis of potential problem areas related to equal opportunity on the North Carolina State University campus began in the fall of 1970 with a study of the salary of female faculty members. Until that time the University had mainly concentrated on reviewing employment totals in terms of race and sex. As a result of the salary analysis, adjustments were made in the salaries of several women and the review process has continued on an annual basis.

In January, 1971, HEW initiated a compliance review which culminated in a visit to the campus during the fall of 1971. In preparation for this review, NCSU developed a series of computer-generated reports on all EPA and SPA personnel. These reports are updated annually for EPA personnel and more frequently for SPA personnel. Essential quantitative information contained in the reports includes name, sex, race, rank or classification, salary, years of service, and highest degree earned. These reports have served as the basis for utilization analyses. Copies of the computer print-out have been furnished HEW and are available to University administrators.

Another analysis of utilization and salary was conducted independently during the NCSU Self Study process which spanned the period 1971-1973. In that report the faculty recognized the University's need to make progress in providing equal opportunity when it recommended:

Present efforts to promote recruiting and recognition of faculty who are members of disadvantaged and/or minority groups should be encouraged and expanded.  
(North Carolina State University Self Study Report,  
Chapter 7, page 27, Recommendation 8.)

B. EPA PERSONNEL

Utilization of EPA Personnel. Tables 1a and 1b summarize the distribution

of EPA personnel at North Carolina State University as of June, 1973, by race and Tables 2a and 2b summarize by sex. The (a) tables present data on EPA nonfaculty and (b) tables present data on EPA faculty. Tables 3a through 15b contain the same information for each of the planning units by race. Tables 16a through 28b summarize this same information for each of the planning units by sex. These tables indicate that NCSU needs to develop goals that will provide an increase in the number of minority and female EPA employees at most ranks with particular emphasis being given to the upper faculty ranks where there are five minority professors and eight minority associate professors and two female professors and five female associate professors. The wide variation of utilization among planning units reflects availability rather than patterns of discrimination at NCSU. The clustering of females and minorities in the lower ranks generally indicates of these individuals that many have been employed only recently and have not had time to merit promotion. Past employment practices tended to lead to the employment of white males who now occupy the more senior positions.

Recruitment, Promotion, Salary, and Conditions of Work. Records that allow numerical analysis of EPA recruitment procedures in the past do not exist. This situation will be corrected for the present and future. Absence of records does not necessarily indicate lack of effort but only reflects the traditional University procedure of retaining only the records on individuals who were employed.

A comparison of promotion rates for the various academic ranks by race and sex suggests that in the past women may have experienced some discrimination in promotions. This conclusion, however, must remain tentative because in promotion decisions numerous intangible factors are weighed which cannot be read into the data. Nevertheless, it is clear that in the past it has taken females longer to gain promotion than men. Table 29 summarizes the data for departments with significant numbers of women.

Tables 30 and 31 contain salary comparisons by race (Table 30) and sex (Table 31) for selected academic departments. The data reveal no salary discrimination by race, but they do reflect superficially and slightly possible discrimination against females in the past.

Criteria for each rank as well as University policy on academic freedom and tenure, leave, and other benefits are explained in the Faculty Handbook. This handbook is distributed to all EPA personnel at the time of their arrival on campus. Evaluation for promotion and salary increase is based on subjective evaluation of individual merit related to the stated criteria. The primary evaluation occurs at the departmental level with reviews by the School Dean and the Provost.

As an illustration of the complexity of decisions on initial employment and promotion, the following outline shows the major factors the University identifies in making the decisions. The department head is responsible for the initial effective recommendation for appointment. Depending upon the organization of the department, the department head may consult as follows:

- a) Instructor - no one  
a personnel committee  
the entire department  
the senior faculty
- b) Assistant Professor - an elected or appointed search committee  
the entire department  
a personnel committee  
the senior faculty
- c) Associate Professor - an elected or appointed search committee  
the entire department  
a personnel committee  
the senior faculty
- d) Professor - a search committee, perhaps with members from other departments  
senior faculty

The approval of School Deans and the Provost is required for all appoint-

ments. For assistant professors and above, interviews with the Deans and the Provost are required and the Graduate Dean is included if graduate faculty status is to be requested.

Rank is determined by the department head with the approval of the Dean and the Provost. Individuals appointed to fill assistant professor positions who do not have their doctorate are appointed with the rank of instructor until they receive their degree. Usually the probable rank of a position is determined before the search is begun, i.e., a department decides it will fill an associate professorship in a particular speciality and then begins to consider individuals. The minimum requirements are stated in the Faculty Handbook. The following factors are considered in making a specific offer:

- a) must meet the need of the department in terms of scholarly competence and interest
- b) evidence of ability and interest in teaching
- c) evidence of potential contributions to scholarship and research
- d) experience
- e) market conditions for discipline specialty
- f) salaries in the department
- g) quality of educational background—source of highest degree and sponsor or director of dissertation
- h) recommendations
- i) publications, quality of publications counted
- j) evidence of ability to participate in joint research projects
- k) evidence of interest in and ability for public service and extension activities
- l) compatibility with other members of the department.

Depending on the mission of the department, criteria may be weighed differently. For instance, the Department of Entomology would emphasize research and extension while the Department of English would emphasize undergraduate

teaching since it does not have a doctorate level graduate program.

There is no obligation to award every faculty employee an increase, nor are there minimum criteria for allocating increases other than satisfactory performance of duties. Criteria which may be used include the following:

- a) teaching performance
- b) research contributions
- c) service to department, School, and University
- d) service to community, State, and Nation
- e) need to redress imbalances
- f) receipt of other offers
- g) market conditions for a particular field
- h) cost of living
- i) history of past increases
- j) general overall performance
- k) interpersonal relationships.

Workload for faculty is normally 12 credit hours of undergraduate teaching per semester. Wide variations from this norm allow for advanced graduate courses, research assignments, and the performance of other academic duties as departmental obligations permit or require. In essence workload is adjusted on an individual basis and there does not appear to be any evidence of discrimination on the basis of race or sex in this matter at NCSU.

#### C. SPA PERSONNEL

Placement, Promotion, Salary, and Conditions of Work. The placement of SPA employees throughout the campus depends upon vacancies at any particular time. The referral of qualified candidates is made without regard to race or sex. Selection of the appropriate individual is made by the hiring official. As noted elsewhere in this report, units needing help in recruiting minority or female applicants will be given special consideration through recruitment efforts of the Division of Personnel Services.

SPA promotions are normally handled at the School or department level and are supposed to be given without regard to race or sex. Records are kept on promotions in the Division of Personnel Services. There, records are available for audit to determine if promotions are being given in keeping with equal employment concepts.

Identification of Problem Areas. Each SPA position, which currently numbers some 2,000, has been assigned by sex and race to one of the nine categories indicated in the EEO-1 report. These data are also shown in percentage figures in Tables 1c (race) and 2c (sex). Comparing these figures with availability data on the work force for Wake County (area designated as primary recruiting area for SPA personnel, see Appendix A), one can readily see some disparity in the SPA work force as it pertains to these nine categories. Each of the unit plans, which altogether encompass the total NCSU Affirmative Action Plan, addresses these deficiencies and attempts to establish goals and time-tables to correct any deficiencies noted.

Another method of identifying problem areas is to analyze SPA job classifications in terms of racial and sexual mix. Currently, there are 339 job classifications; the majority are filled by whites, with fewer than five persons in any one classification. Some of the job classifications at the lower skill level are all minority; no minority is in a job classification receiving pay over \$9900. As one moves through the middle classifications and pay ranges into the upper job classifications and pay ranges, the race and sex of members occupying these classes show a predominance of white males.

Job classifications in which there are five or more minorities and no whites are as follows:

- Housekeeping foreman
- Mail clerk
- Housekeeping supervisor.

Job classifications in which there are five or more whites and no minorities are as follows:

Statistical Aide  
Administrative Secretary  
Clerk IV  
Accounting Clerk III  
Carpenter II  
Electrician II  
Statistical Analyst  
Administrative Assistant  
Air Conditioning Mechanic  
Research Mechanic II  
Maintenance Mechanic IV  
Computer Programmer I  
Computer Programmer II  
Electronic Technician II  
Electronic Technician III  
Instrument Maker II  
Farm Superintendent II  
Research Analyst  
Consulting Engineer I

It is interesting to note, however, that from January 1, 1973, until October 1, 1973 (date of most recent computer print-out listing all SPA positions by EEO job categories, race, and sex) minority group employees have been added to two formerly all-white classes, Maintenance Mechanic II and Grounds Foreman.

ANALYSIS OF UTILIZATION AND  
IDENTIFICATION OF PROBLEM AREAS

A. METHODS OF ANALYSIS

Systematic analysis of potential problem areas related to equal opportunity on the NCSU campus began in the fall of 1970 with a study of the salary of female faculty members. Until that time the University had mainly concentrated on reviewing the numbers of people in each category. As a result of the salary analysis, adjustments were made in the salaries of several women and the review process has continued on an annual basis.

*SPELL OUT*  
*employment totals in terms of race, sex*  
*[and minorities]*

In January, 1971, HEW initiated a compliance review which culminated in a visit to the campus during the fall of 1971. In preparation for this review, NCSU developed a series of computer-generated reports on all EPA and SPA personnel. These reports are updated annually for EPA personnel and more frequently for SPA personnel. Essential quantitative information contained in the reports includes name, sex, race, rank or classification, salary, years of service, and highest degree earned. *These reports have served as the basis for utilization analyses* Utilization analysts have used these reports as their basis. Copies of the computer *print-out* have been furnished HEW and University administrators. *are available to*

Another analysis of utilization and salary was conducted independently during the NCSU Self Study process which spanned the period 1971-1973. In that report the faculty recognized the University's need to make progress in providing equal opportunity *when it recommended:*

Present efforts to promote recruiting and recognition of faculty who are members of disadvantaged and/or minority



groups should be encouraged and expanded.  
(North Carolina State University Self Study Report,  
Chapter 7., page 27, Recommendation 8.)

B. EPA Personnel

5. UTILIZATION OF EPA PERSONNEL

1) Utilization of EPA Personnel

Tables 1a & 1b summarize EPA personnel at North Carolina State University as of June, 1973, by race and Tables 2a & 2b by sex. Tables 3(a) - 15(b) contain the same information for each of the planning units by race. Tables 16(a) - 28(b) summarize this same information for each of the planning units by sex. These tables indicate

that NCSU needs to develop goals that will provide an increase in the number of minority black and female EPA employees at most ranks with particular emphasis being given to the upper faculty ranks where there are 5 minority black professors and 8 minority black associate professors and 2 female professors and 5 female associate professors.

The wide variation of utilization among planning units reflects availability rather than patterns of discrimination at NCSU. The clustering of females and blacks in the lower ranks generally indicates that many have been employed only recently and have not had time to be given promotion.

addition, Past employment practices have tended to employ white males in the more senior positions.

6. RECRUITMENT, PROMOTION, SALARY, AND CONDITIONS OF WORK

2) EPA PERSONNEL

Records do not exist that allow quantitative analysis of EPA recruitment procedures in the past. As part of the plan this situation will be corrected. The lack of records does not necessarily indicate lack of effort but only reflects the traditional University procedure of keeping records related only to those individuals who were employed.

Table 29 summarizes the results of an analysis of promotion of faculty over

non-jointly and (1) tables present data on EPA faculty

the past \_\_\_\_\_ years. The analysis was limited to academic departments in which females or blacks <sup>were analyzed.</sup> existed. The results of the study show that in the past females with the same background and degree took slightly longer to win promotion than their male colleagues. <sup>for whatever reason.</sup> The data is so slight concerning black faculty that <sup>no</sup> it is difficult to draw conclusions, <sup>can be drawn.</sup> but the existence of our Affirmative Action Plan should ensure that discrimination in promotion does not occur.

Tables 30 and 31 contain salary comparisons by race and sex <sup>Table 30</sup> for selected academic departments. The data reveal no salary discrimination by race, but they do reflect slightly <sup>superficially and possibly</sup> results of past discrimination against females <sup>in the past.</sup> Table \_\_\_\_\_ shows the special steps that have been taken since September, 1970, to correct any differences which the University could not justify on the basis of assessment of individual performance. <sup>clearly</sup> Special attention is now given to starting <sup>specific and deliberate</sup> salaries and annual increases in order to prevent the recurrence of discrimination <sup>avoid any</sup> in salary.

A comparison of promotion rates for the various academic ranks by race and sex <sup>suggests</sup> indicates that in the past women may have <sup>experienced some</sup> been discriminated against in promotions. This conclusion must be tentative because <sup>however, promotion</sup> there are numerous intangible factors <sup>are weighed</sup> considered in promotion decisions and these factors <sup>which cannot be</sup> are not taken into account in the data. Nevertheless, it is clear that in the past it has taken females longer to gain promotion than men. Table 29 summarizes the data for departments with significant numbers of women.

Criteria for each rank as well as University policy on academic freedom and tenure, leave and other benefits are explained in the Faculty Handbook. This handbook is distributed to all EPA personnel at the time of their arrival on campus.

Evaluation for promotion and salary increases is based on subjective evaluation of individual merit related to the stated criteria. The primary evaluation occurs at the departmental level with reviews by the <sup>School</sup> Dean and <sup>the</sup> Provost.

As an illustration of the complexity of ~~the~~ <sup>on</sup> decisions concerning initial employment and promotion, the following outline <sup>shows</sup> represents the major factors ~~which~~ the University identifies <sup>in making</sup> in an analysis of the decisions.

~~Initial Appointment to Faculty.~~ The department head is responsible for the initial effective recommendation <sup>for appointment</sup>. Depending upon the organization of the department, the department head may consult as follows:

- a) Instructor - ~~No one~~  
a personnel committee  
the entire department  
the senior faculty
- b) Assistant Professor - an elected or appointed search committee  
the entire department  
a personnel committee  
the senior faculty
- c) Associate Professor - an elected or appointed search committee  
the entire department  
a personnel committee  
the senior faculty
- d) Professor - a search committee, perhaps with members from other  
departments  
senior faculty

The approval of School Deans and the Provost is required for all appointments. For assistant professors and above, interviews with the Deans and <sup>the</sup> Provost are required and the Graduate Dean is included if graduate faculty status is to be requested.

Rank is determined by the department head with the approval of the Dean and <sup>the</sup> Provost. Individuals appointed to fill assistant professor positions who do not have their doctorate are appointed with the rank of instructor until they receive their degree. Usually the probable rank of a position is determined before the search is begun, i.e., a department decides it will fill an associate professorship <sup>in a particular speciality</sup> and then begins to consider individuals.

~~Responsibility~~ <sup>Special</sup>. The minimum requirements are ~~those~~ in the Faculty Handbook.

The following factors are considered in making a specific offer:

- a) ~~must be able to meet the need of the department in terms of scholarly competence and interest~~
- a) b evidence of ability and interest in teaching
- b) c evidence of potential contributions to scholarship and research
- c) d experience
- d) e market conditions for discipline specialty
- e) f salaries in the department
- f) g quality of educational background—source of highest degree and sponsor or director of dissertation
- g) h recommendations
- h) i publications, ~~including quality as well as quantity~~ <sup>of publications accepted.</sup>
- i) j evidence of ability to participate in joint research projects
- j) k evidence of interest in and ability for public service and extension activities
- k) l compatibility with other members of the department

Depending on the mission of the department, criteria may be weighed differently.

For instance, the Department of Entomology would emphasize research and extension while the Department of English would emphasize undergraduate teaching

*Not complete  
Department must do  
meet the need of the  
his scholarly competence  
& interest in  
Department*

since it does not have a doctorate level graduate program.

~~Criteria for Faculty Salary Decisions.~~ *obligation to award every* There is no ~~requirement~~ that every

*faculty employees*

one must receive an increase, nor are there minimum criteria for allocating increases other than satisfactory performance of duties. Criteria which may be used include

the following:

- a) teaching performance
- b) research contributions
- c) service to Department, School, and University
- d) service to community, state and nation
- e) need to redress imbalances
- f) receipt of other offers
- g) market conditions for a particular field
- h) cost of living
- i) history of past increases
- j) general overall performance
- k) interpersonal relationships.

Workload for faculty is normally 12 credit hours of undergraduate teaching per semester, with adjustments being made for teaching graduate courses and other *research assignments and the performance of other* appropriate academic duties as departmental *assignments* permit. In essence

workload is adjusted on an individual basis, *but* there does not appear to be any evidence of discrimination on the basis of race or sex in this *matter at* area in NCSU.

(cont.)

*for conduct*

~~SPA~~ ~~EMPLOYEES~~ PERSONNEL

1) Placement, Promotion, Salary, and Conditions of Work - ~~SPA~~. The placement of SPA employees throughout the campus depends upon vacancies at any particular time. The referral of qualified candidates is made without regard to race or sex. Selection of the appropriate individual is made by the hiring official. As noted elsewhere in this report, units needing help in recruiting minority or female applicants will be given special consideration through recruitment efforts of the Division of Personnel Services.

SPA promotions are normally handled at the School or department level and are supposed to be given without regard to race or sex. Records are kept on promotions in the Division of Personnel Services. These records are available for audit to determine if promotions are being given in keeping with equal employment concepts.

VISITING COMMITTEE REPORT

North Carolina State University  
Raleigh, North Carolina  
Periodic Visitation  
March 25-28, 1973

Visiting Committee:

F. Jay Taylor  
John Algeo  
Ernest L. Weiser  
Alex B. Lacy, Jr.  
Chauncey Goodchild  
Bernard P. Sagik  
D. Alan Williams  
R. H. Whitehead

E. G. Roberts  
Walter B. Calhoun  
Charles F. Eno  
Luther P. Anderson  
Charles Burchard  
Milton L. Ferguson  
Thomas E. Stelson

W. Denney Freeston, Jr.  
O. B. Garrison  
Glenn A. Goerke  
Robert H. Scott  
John Barcroft  
William P. Flatt  
Virgil Orr, Chairman

8 (10)

the University and since most employees progress through the salary steps according to predetermined policy, salary and other benefit inequity is not a problem. The problem appears to be in the underutilization of minorities and women in certain employment categories.

*an affirmative action*

B. 2) IDENTIFICATION OF PROBLEM AREAS - SPA PERSONNEL - lower case

Each SPA position, which currently numbers some 2,000, has been assigned by sex and race to one of the nine categories indicated in the EEO-1 report.

*in Table 1c (Race) and 2c (Sex).*

This data is also shown in percentage figures. Comparing these figures with availability data on the workforce for Wake County (area designated as primary recruiting area for SPA personnel), one can readily see some disparity in the SPA

*see ~~Table~~ Appendix A)*

workforce as it pertains to these nine categories. Each of the unit plans, which encompass the total NCSU Affirmative Action Plan, addresses these deficiencies and attempts to establish goals and timetables to correct any deficiencies noted.

*abstract*

Another method of identifying problem areas is to analyze SPA job classifications in terms of racial and sexual mix. Currently, there are 339 job classifications; the majority are filled by whites, with fewer than five persons in any one classification.

Some of the job classifications at the lower skill level are all ~~black~~; *minority minority* no ~~black~~ is in a job classification receiving pay over \$9900. As one moves through the middle classifications and pay ranges into the upper job classifications and pay ranges, the race and sex of members occupying these classes show a predominance of white males.

*minorities*

Job classifications in which there are five or more ~~blacks~~ and no whites are as follows:



Housekeeping foreman  
Mail clerk  
Housekeeping supervisor

*memorandum*

Job classifications in which there are five or more whites and no ~~Blacks~~  
are as follows:

Statistical Aide  
Administrative Secretary  
Clerk IV  
Accounting Clerk III  
Carpenter II  
Electrician II  
Statistical Analyst  
Administrative Assistant  
Air Conditioning Mechanic  
Research Mechanic II  
Maintenance Mechanic IV  
Computer Programmer I  
Computer Programmer II  
Electronic Technician II  
Electronic Technician III  
Instrument Maker II  
Farm Superintendent II  
Research Analyst  
Consulting Engineer I

It is interesting to note, however, that from January 1, 1973 until October 1, 1973 (date of most recent computer printout listing all SPA positions by EEO job categories, race and sex) minority group employees have been added to two formerly all-white classes, Maintenance Mechanic II (~~employee~~) and Grounds Foreman (~~employees~~).

## VI.

### DEVELOPMENT AND EXECUTION OF CORRECTIVE AND REMEDIAL PROGRAMS

#### A. EPA PERSONNEL

Availability. The cornerstone of affirmative action planning is knowledge of availability upon which goals can be based. Special attention has been given to developing sound, valid data by each of the planning units and this effort is reflected in unit plans. A summary for the entire University provides an overview of the problem of availability that is reflected herein in great detail.

Since faculty recruitment at North Carolina State University is conducted on a national basis and since the doctorate or its equivalent remains a basic requirement for faculty appointment, the data in Table 1 on doctoral degrees awarded in fields emphasized at NCSU provides an approach to assessing the availability of faculty.

There are no comparable data on minorities. All discussion about availability must be based on estimates which suggest that although about one to two percent of doctorates are held by minorities, great variation appears among disciplines, as Table 2 shows. Clearly there is a very limited supply of both minorities and females in many of the fields in which this University recruits faculty.

Table 3 provides a more detailed review of females awarded doctorates nationally in terms of the specific disciplines offered at NCSU. The lack of availability of females in certain of these specific fields can reasonably be expected to be true also for minorities although systematic detailed data are not available.

Another method of determining availability is to use census data. Table 4 summarizes pertinent information for North Carolina and reveals that the problem that exists on a national level exists also at the State level.

Closely related to availability of faculty is the question of availability of graduate students. Table 5 shows the number of females and minorities who received bachelor's degrees in North Carolina over a four-year period in selected disciplines closely related to the academic programs at North Carolina State University. Looking at this data, one can estimate the pool of potential graduate students in North Carolina. If one assumes that about ten percent of bachelor's degree holders will pursue graduate study in the field of the undergraduate major, the number of potential minority graduate students is very small except in the social sciences; and the number of potential female graduate students is small except in mathematics and the biological and social sciences. Because of the increased out-of-State tuition rate imposed by the 1971 General Assembly and the decline in Federal support of graduate study and research, this campus has to rely more upon in-State students to fill its programs. If few women and minorities are available as potential graduate students, it is difficult to predict that we will be highly successful in attracting more female and minority graduate students in order to develop more potential female and minority faculty.

By way of summary of the availability data related to faculty, comments from various Schools offer confirmation and insight about the problem.

The relative scarcity of both minorities and women in Architecture, Landscape Architecture, and Product Design, the three departments that make up the School of Design, seriously affects the potential pool for recruiting faculty. An example is that of the 33,000 registered architects in this country, it is estimated about four percent are women and no percent minority. The total membership of the American Institute of Architects (AIA) is around 24,000. Women constitute about 1.2 percent of these and minorities about 1 percent.

The School of Forest Resources reports that females, blacks, and other minorities are less than one percent in the professional disciplines of the School.

Data on availability in the School of Liberal Arts varies from some thirty percent in languages to less than four percent in religion. Minorities are even more scarce. No department has identified a potential minority male employee pool larger than four percent (Physical Education) and some departmental estimates approach zero. Minority females in the professional labor force are even more rare with only one department (Physical Education) estimating a pool larger than one percent of the total labor force.

The D. H. Hill Library's availability search indicates approximately 5.5 percent minority female and one percent minority male librarians.

In addition to physical or quantitative availability, other factors must be considered in determining whether NCSU can reasonably expect that it can attract such potential faculty. First, in disciplines where few female or minority faculty are available, factors such as academic reputation of the institution and salary emerge more importantly in considerations to the potential employee. As AAUP figures show, NCSU is unfortunately not among national leaders in salary or compensation. Further, the ACE Rating of Graduate Education in standard disciplines does not give NCSU highest academic prestige. Thus, it is not at all certain that this campus can attract its pro rata share of scarce, high quality females or minorities as a matter of course.

Another factor taken into account in determining goals was the uncertainty about the availability of positions for adding faculty or other new personnel. General economic uncertainty in the nation is reflected in several aspects of university life and no campus can be sure of even a standstill budget.

Availability Compared with Present Utilization. Table 6 provides a comparison between availability and utilization of minorities and female faculty in the eight Schools of NCSU. This data was developed by combining the availability for the various disciplines comprising a School and stating this as a single percentage. By this method it is possible to discuss present utilization in terms of our actual planning units. When viewed from this perspective, two facts become evident. First, because of the mix of disciplines on this campus, it is invalid to speak of a University-wide utilization rate for female

faculty on the national average of around twelve percent. At best it appears that the NCSU composite rate of utilization based on availability should be about half the national average. Although utilization of females for some planning units will be higher, the campus as a whole will for an indefinite period appear to be predominantly male. Table 6 emphasizes that this appearance reflects availability more than discrimination.

Of course, NCSU recognizes that one of the primary objections of affirmative action planning on a national basis is an increase in the number of females who pursue what have been in the past "male" careers. Our efforts are pointed in this same direction and we look forward to the day when our recruitment efforts find more qualified women engineers, foresters, and textile scientists.

Summary of Goals. Our goals are more than numbers, but numbers provide a useful means of summarizing the potential impact of this plan on the racial and sexual composition of University EPA personnel. Table 7 summarizes present utilization and goals for 1976 for each planning unit by race and sex. The table is self-explanatory. Overall, the University projects a 2.5 percent increase in the number of minority faculty and a 3.4 percent increase in the number of female faculty. More detailed descriptions of these goals are available in each unit's plan.

In establishing these goals the planning units were not asked to supply "pie in the sky" goals which would be impossible to accomplish. Instead units were requested to examine availability, assess their particular needs, and to develop goals that they believe they can attain with special efforts. These goals, then, represent the results of a realistic assessment at NCSU. It is this kind of process to which we refer in stating that we have made a "good-faith" effort, and it is what we understand the expression means to HEW as well. This kind of good faith effort has been the base of our planning.

Specific Components of the Plan. In addition to numerical goals for employment of EPA personnel, other elements have been given special attention as indicated in the following paragraphs.

Recruitment Procedures. University recruitment procedures will be modified in several ways to insure affirmative action is taken in the process of recruiting. The following list represents steps all units must be able to show that they take in recruitment.

- use Equal Employment Opportunity slogan on all descriptions of vacancies
- advertise the vacancies in ways that would reasonably lead to application\* by minorities and females
- review files of previous applications to determine if qualified minorities or females are in these files
- through official communication notify potential candidates on campus who may wish to be considered for vacant positions
- explain why the final candidate was chosen by means of an explicit comparison with other individuals considered
- maintain complete records of the search process including correspondence with those candidates who decline, withdraw, or are not offered the position
- keep all applications on file for a period of two years.

The Provost has the responsibility for insuring that this procedure is followed and he is assisted by the Equal Employment Opportunity Officer who must stipulate the EEO procedure has been followed before an appointment can be made.

Annually, all School and other affirmative action planning units will submit reports on their recruitment efforts which shall summarize the recruitment contacts for each position filled. Appendix A contains a reporting form which will be used.

Increasing the Supply of Potential EPA Personnel. N. C. State University recognizes that one solution to this problem of lack of available female and

\* Throughout this plan the term "application" in this context of EPA personnel refers to some form of written request to be considered for a position.

minority faculty is the development of potential faculty through training. For this reason several unit plans emphasize recruitment of students, especially graduate students. This emphasis is considered a major aspect of our affirmative action planning because it represents the best long-range positive action possible and such recruitment is considered a major element of our goals. Simultaneously it will improve the national picture.

Nepotism Policy. On April 13, 1973, the Board of Governors of The University of North Carolina adopted a new nepotism policy for EPA employees which extends the permissible employment of close relatives so long as no supervisory relationship is involved. Faculty and staff have been informed of this new policy. A copy of the policy is included as Appendix B.

Placement, Promotions, and Salary. In order to insure that affirmative action will occur, the Provost will require each Dean to be able to produce an explanation in writing for any personnel action taken. If in the process of review of salary increases, for example, the Provost has concerns about the increase given one individual in comparison with another, he can ask for explanations of both actions. If the explanation does not appear to be satisfactory, appropriate action will be taken. Because N. C. State University recognizes the need to provide female and minority faculty the opportunity for advancement to higher ranks, reviews of promotions will be conducted with this need in mind. Similarly, salary increases will be reviewed by the EEO Officer in order to prevent differences arising that may be related to sex discrimination.

Grievance Procedure. N. C. State University has an established grievance procedure for faculty personnel. The procedure is described in the Faculty Handbook. It has already been used to hear one grievance related to sex discrimination. In addition to this grievance procedure, several unit affirmative action plans provide for a process of handling grievances through the unit equal opportunity officer or committee.

Unit Plans. The core and heart of this Affirmative Action Plan are the individual unit plans which reveal a variety of methods for attaining goals. Each plan is adapted to the unit's situation. As a result each unit must serve the most rigorous taskmaster of all - its own conscience - and successful attainment by means of good faith efforts is likely to occur.

#### B. SPA PERSONNEL

SPA Work Force Estimates and Availability. Although our nonacademic personnel recruitment area is generally considered to be local, it is informative to look at the data in Table 8 which show production of trained manpower on a state-wide basis for 1971-72 by the State's technical institutes and community colleges. The data on occupational programs which show that except for the office technologies and trade and industry vocations neither minorities nor females appear to be available in significant numbers. If these data are typical, then NCSU should expect to encounter difficulty in locating minorities and females qualified for many of its SPA classifications in agriculture, the sciences, and engineering. Tables 9 and 10 provide a framework for assessing availability of potential SPA personnel locally.

Although minorities are estimated to comprise about 19 percent of the work force in Wake County, the information in Tables 9 and 10 suggests that the qualified workers in every job category who are minorities do not represent 19 percent of the work force in each category. Availability at the SPA level varies as much by type of position as does EPA availability by academic discipline.

Summary of Goals and Present Utilization. Table 11 summarizes present utilization and goals for utilization of SPA employees in each planning unit by race and sex. The table reveals that for the University as a whole our goals, if attained, would result in an increase of 4 percent of minority and 0.2 percent of female SPA employees over the next three years. Further details concerning the goals are contained in each unit's plan.



Specific Plans. In order to help eliminate or revise any policy or practice which in effect is discriminatory, the Division of Personnel Services commits itself to assist all campus departments through good personnel management to utilize the skills of minorities and women at all levels of classified employment in keeping with their capability and potential for development. To accomplish these tasks, efforts will continuously be made to identify and use existing talent and potential through upgrading and promoting present employees and by broadening the search for useable talent outside the University. The following specific affirmative action efforts will substantiate this commitment. All of these activities will be undertaken in cooperation with the campus EEO Officer.

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Continue to work toward goal of identifying all underutilization of minority and female employees.	Director, Division of Personnel Services	Continuing
Make available to campus departments availability and work force data on recruiting area to be used for determining proper employee mix.	Director, Division of Personnel Services	Continuing
Implement a continuous review and as necessary make recommendations to Office of State Personnel to revise job specifications, especially minimum qualification requirements to achieve consistency with actual needs of the positions.	Director, Division of Personnel Services	Continuing
Prompt posting of all vacancies with attendant qualifications on weekly basis campus-wide in conspicuous places accessible to all employees, to include language that clearly informs candidates that commensurate job experience will be considered in filling of vacancies.	Director, Division of Personnel Services	Effective immediately and continuing

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Publication and notification to all staff employees of training programs (both formal and O-J-T) available to upgrade skills.	Training Officer	On an as needed basis
Training sessions at least twice a year to brief supervisors on subject of increased utilization of minorities and women at all levels of the staff work force and inclusion of the subject in all orientation sessions for new employees.	Training Officer	Continuing
All departmental tests given to staff employees to demonstrate fitness to perform job, when required or appropriate, shall be approved by Division of Personnel Services, and shall in all cases be job-related.	Director, Division of Personnel Services	Continuing
Campus policy on nepotism will be carried out according to approved policy passed by State Personnel Board.	Vice Chancellor for Finance and Business	Continuing
Each list of referrals made for staff job openings in campus departments where apparent underutilization of minority and female employees exists shall include the name of at least one minority and/or one female candidate for consideration if such candidates are available.	Director, Division of Personnel Services	Effective immediately and continuing
Each referral will be accompanied by an application routing sheet which must be returned to Personnel Services with written justification why particular applicant was selected or why other applicants were not selected.	Director, Division of Personnel Services	Continuing

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
<p>A comprehensive recruitment program will be expanded and implemented as designed specifically to attract minority group members and women, and will include the following activities:</p> <ul style="list-style-type: none"><li>a. Increase on-campus recruitment activity at predominantly black colleges and universities to recruit research technicians, and at predominantly female colleges and universities to recruit females.</li><li>b. Increase advertisements in media with predominantly minority circulation or audiences.</li><li>c. Control all advertisements for staff centrally by Division of Personnel Services.</li></ul>	<p>Director, Division of Personnel Services</p>	<p>Effective immediately</p>
<p>Interview, select, and refer in accordance with equal employment concept, including continuous review of recruitment procedures to assure that barriers to successful recruitment do not exist, (i.e., negative attitudes of the interviewer, assumptions about applicants' interest and presumptions of employment stability, and referral procedures that tend to channel applicants to jobs that are thought of as "female" jobs, "male" jobs, and "minority" jobs).</p>	<p>Director, Division of Personnel Services and EEO Officer</p>	<p>Continuing</p>
<p>Monitor departmental selection, promotion, demotion, transfer, disciplinary and layoff practices through internal audit and reporting system.</p>	<p>Director, Division of Personnel Services</p>	<p>Continuing</p>

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
campus visitation program in which the Personnel Director visits all School Deans for the purposes of discussing present equal employment policies and procedures (i.e., location and posting of "Personnel Notes" and EEO posters, past employment practices of departments) and of gaining suggestions as to how the Division of Personnel Services can better serve in helping units to attain affirmative action goals.	Director, Division of Personnel Services	Continuing
Follow-up on minority referral by phone and/or visit to determine why individuals are hired or not hired.	Director, Division of Personnel Services	Immediate and
Distribute letters under the Chancellor's signature encouraging minority and female employees to apply for promotional opportunities as they appear in "Personnel Notes." The letter will include a statement which requests that employees who do not have access to "Personnel Notes" notify the Division of Personnel Services so that copies can be made available to them.	Director, Division of Personnel Services	Within 30 days after approval by HEW
With the goal of increasing job performance and enhancing promotional opportunities, the University will continue to provide supervisory development training programs for first-line and intermediate level supervisors. Adult basic education courses which have already been conducted on campus during work hours for employees with less than eighth-grade level education will be continued	Training Officer	Continuing

Affirmative Action

Responsibility

Target Date

as need arises. Approved apprenticeship training programs have been established in the Print Shop and in the Physical Plant Division to be used for training purposes. Employees are eligible for and encouraged to attend, at no cost, job-related courses on campus or at other Raleigh area colleges and universities.

Recruitment Procedures. Several steps have been taken toward centralized control of personnel actions by the Division of Personnel Services in order to more effectively provide equal opportunity. This Division has formalized a procedure to insure that female and minority applicants are given due consideration in filling vacancies. The basic mechanism used for this purpose is the application routing sheet which accompanies the personal information for each candidate. A copy of the routing sheet is attached as Appendix C. Each unit filling a position is required to supply the requested information for each applicant referred to them before the position can be filled. Units having deficiencies in their SPA employment profiles will be supplied with a higher percentage of minority and female referrals when possible. In cases where units appear to be reluctant to hire qualified minority and female applicants to improve employment profiles, these units will be brought to the attention of the University Equal Employment Opportunity Officer for administrative attention. In addition, through a memorandum, the Chancellor has required all vacancies to be listed with the Division of Personnel Services and all advertising to be placed by that office. A copy of this directive is attached as Appendix D. In order to provide opportunities for upward mobility for females and minorities already on campus, it has been for several years NCSU's policy that all staff vacancies be listed with the Division of Personnel Services and posted campus-wide five work days before outside applicants can be considered. The Division of Personnel

Services has also encouraged present minority staff members to stimulate other qualified individuals to apply at NCSU when vacancies arise.

In order to set an example for equal employment opportunity and to meet its legal and moral obligations, the Division of Personnel Services has recently made several staff changes which reflect adherence to affirmative action concepts:

- (1) promotion of a female staff member to Assistant Director for Classification and Pay
- (2) hiring of a female to fill additional professional position of personnel analyst for Classification and Pay section
- (3) hiring of another female to fill additional interviewer position in Recruiting and Placement section
- (4) promotion of a staff member to a newly created Employee Relations/ Training Officer for SPA employees. Duties include (a) designing and implementing training programs which will aid upward mobility of minority group members and females who have traditionally been "locked" into low level jobs; (b) function as the Equal Employment Opportunity Officer for SPA personnel, working closely with and assisting the University Equal Employment Opportunity Officer.

External actions are also planned to recruit females and minorities for staff positions. The following statements indicate positive action already taken and continuing.

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Place recruitment advertising with newspapers having predominantly minority or female circulation. All advertisements to include tagline "An Equal Opportunity Employer."	Director, Division of Personnel Services	Continuing
Maintain close working relationships with officers of various community manpower programs including W.I.N. (Work Incentive Program), Wake	Director, Division of Personnel Services	Continuing

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Opportunities, New Careers, and N. C. Manpower Development Program. Also furnish these offices lists of current job openings ("Personnel Notes").		
On a continuing basis, maintain close working relationships with local predominantly black institutions resulting in the exchanging of vacancies and subsequent employment of minorities at North Carolina State University.	Director, Division of Personnel Services	Continuing
Annually conduct on-campus recruitment at various predominantly black colleges and universities in North Carolina.	Director, Division of Personnel Services	Continuing
Periodically mail "status" letters inviting inactive minority applicants to reapply with the University.	Director, Division of Personnel Services	Continuing
Further advertise staff vacancies through Wake Opportunities Manpower Pilot Program throughout the local minority community.	Director, Division of Personnel Services	Continuing
Verbally reaffirm periodically our interest in employing minorities to current recruitment sources including Employment Security Commission, Office of State Personnel, manpower agencies, business schools, technical institutes, and Lion's Club Industries for the Blind.	Director, Division of Personnel Services	Continuing

These plans should attract more female and minority candidates for staff positions at NCSU thereby creating a pool of talent from which campus units may recruit to reach stated goals. In addition, the upward mobility of females and

minority members already on campus should be stimulated by these processes.

Nepotism Policy. For staff personnel the State nepotism policy has recently been revised to make it consistent with Federal regulations. A copy of this policy is attached as Appendix E.

Grievance Procedure. Staff employees have a grievance procedure available to them which is described in Appendix F.



DEVELOPMENT AND EXECUTION OF  
CORRECTIVE AND REMEDIAL PROGRAMS

A. EPA EMPLOYEES PERSONNEL

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Since faculty recruitment at North Carolina State <sup>University</sup> is conducted on a national basis and since the doctorate or its equivalent remains a basic requirement for faculty appointment, <sup>in Table 1</sup> a review of <sup>in fields employed at NCSCU</sup> Data on doctoral degrees awarded provides <sup>the</sup> ~~a valid means of~~ <sup>come approach to</sup> assessing availability for faculty.

TABLE

Doctor's Degrees Awarded in Selected Disciplines in the United States by Sex,  
1961-62 through 1970-71

Discipline	Ten-Year Total	Total Female	% Female
Agriculture	5,562	131	2
Biological Sciences	23,470	3,337	14
Engineering	24,948	123	0.5
Mathematics	8,492	578	7
Physical Sciences	32,449	1,591	5
Social Sciences	25,053	3,000	12

Source: Office of Education, Bureau of Higher Education

There ~~is~~ <sup>are</sup> no comparable data on minorities. All discussion about availability must be based on estimates which suggest that although about one to two percent of doctorates are held by ~~blacks~~ <sup>minorities</sup>, there appears to be great variation <sup>appear</sup> among disciplines, as Table 2 shows.

TABLE 2

Distribution of Black Ph.D.'s by Discipline, 1969  
(Results of Ford Foundation Survey with 1,096 respondents)

Field	Number	Percent
Education	313	29
Social Sciences	288	26
Biological Sciences	142	13
Humanities	136	12
Physical Sciences	129	12
Other (Agriculture, Business Engineering, Home Economics, Religion)	88	8
Total	1,096	

Clearly there is a very limited supply of both ~~blacks~~ <sup>minorities</sup> and females in many of the fields in which this University recruits faculty.

Table 3 provides a more detailed review of females awarded doctorates <sup>nationally</sup> ~~nationally~~ in terms of the specific disciplines offered at NCSU. The lack of availability of females in certain of these specific fields can reasonably be expected to be true for ~~blacks~~ <sup>also minorities</sup> as well although systematic detailed data ~~is~~ <sup>are</sup> not available.

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TABLE

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Number of Bachelor's Degrees Awarded in Selected Disciplines in North Carolina by Race\* and Sex, 1968-69, 1969-70, 1970-71, and 1971-72

	1968-69	1969-70	1970-71	1971-72
Agriculture Total	106	101	212	222
Black	17	13	6	11
Female	1	6	11	13
Biological Sciences Total	788	863	850	848
Black	129	133	144	114
Female	274	318	295	231
Engineering Total	709	754	965	990
Black	33	28	40	25
Female	3	4	6	5
Mathematics Total	818	774	699	695
Black	68	88	63	65
Female	370	345	315	294
Physical Sciences Total	555	555	540	530
Black	38	30	36	35
Female	87	71	77	53
Social Sciences Total	3968	4246	4352	4462
Black	525	567	737	846
Female	1391	1500	1578	1165

\* Estimate based on graduates from predominantly black institutions.

Source: Statistical Abstract of Higher Education in North Carolina, 1969-70, 1970-71, 1971-72, 1972-73.

The lack of availability of females in certain of these specific fields can reasonably be expected to be true for blacks as well although systematic detailed data is not available.

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What is the point of this statement?  
reports by women

Another method of determining availability is to use census data.

Table 4 summarizes pertinent information for North Carolina and reveals that ~~this same~~ <sup>the</sup> problem that exists on a national level exists ~~in a relative way~~ <sup>also</sup> at the State level. Thus, whether the University looks to a national or state-wide market, it faces the same problem - a lack of potential black and female faculty in many disciplines.

Closely related to availability of faculty is the question of availability of graduate students. Table 5 shows the number of females and ~~blacks~~ <sup>minorities</sup> who received bachelor's degrees in North Carolina over a four-year period in selected disciplines closely related to the academic programs at North Carolina State University. Looking at this data, one can estimate the pool of potential graduate students in North Carolina. If one assumes that about ten percent of bachelor's degree holders will pursue graduate study in the field of the undergraduate major, the number of potential ~~black~~ <sup>minority</sup> graduate students is very small except in the social sciences; and the number of potential female graduate students is small except in mathematics and the biological and social sciences. Because of the increased out-of-state tuition rate imposed by the 1971 General Assembly and the decline in Federal support of graduate study and research, this campus has to rely more upon in-state students to fill its programs. If few women and ~~blacks~~ <sup>minorities</sup> are available as potential graduate students, it is difficult to ~~honestly~~ predict that we will be highly successful in attracting more female and minority graduate students in order to develop more potential female and minority faculty.

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<sup>reports</sup> ~~On~~ The School of Forest Resources ~~results of the analysis~~ show that females, blacks and other minorities are ~~essentially non-existent~~ (numbers less than one percent) <sup>in</sup> ~~for most of~~ the professional <sup>disciplines</sup> ~~areas~~ of the School.

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In addition to physical or quantitative availability, ~~there are~~ other factors ~~that~~ must be considered in determining whether NCSU can reasonably expect that it can attract such potential faculty. First, in disciplines where few female or <sup>minority</sup> ~~black~~

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faculty are available, competition means ~~that~~ it is likely that factors such as academic reputation and salary emerge <sup>more</sup> ~~as~~ <sup>to</sup> important considerations to the potential employee. As AAUP figures show the University is unfortunately not among national leaders in salary, or compensation. Further, the ACE Rating of Graduate Education <sup>in standard disciplines</sup> indicates that except in selected fields, ~~NCSU~~ <sup>since NCSU</sup> does not have the highest academic prestige. Thus, it is not <sup>at all</sup> ~~certainly~~ by any means that this campus can attract its pro rata share of females <sup>scarce, high quality</sup> or blacks <sup>minor</sup> as a matter of course.

Another factor ~~that was~~ taken into account in determining goals was the uncertainty about the availability of positions for adding faculty or other new personnel. General economic uncertainty in the nation is reflected in several aspects of ~~University~~ <sup>no campus</sup> life and ~~we cannot~~ be sure of even a standstill budget.

Availability Compared with Present Utilization. Table 4 provides a comparison between availability and utilization of <sup>minor</sup> blacks and female faculty in the eight Schools of NCSU. This data was developed <sup>by</sup> combining the availability for the various disciplines comprising a School and stating this as a single percentage. <sup>By</sup> this method it is possible to discuss present utilization in terms of our actual planning units. When viewed from this perspective, two facts become evident. First, because of the mix of disciplines on this campus, it is invalid to speak of a University-wide utilization rate for female faculty on the national average of around twelve percent. At best it appears that the NCSU composite rate of utilization based on availability should be about half the national average. Although utilization of females for some planning units will be higher, the campus as a whole will <sup>for an indefinite period</sup> ~~probably always appear to some observers~~ to be pre-

Sum. to G. on p. 6

dominantly male. Table 16 <sup>emphasizes</sup> shows that this appearance reflects availability more than discrimination.

Of course, NCSU recognizes that one of the primary objections of affirmative action planning on a national basis is an increase in the number of females who pursue what have been in the past "male" careers. Our efforts are pointed in this same direction and we look forward to the day when our recruitment efforts <sup>find more</sup> ~~several~~ qualified women engineers, foresters, and textile scientists.

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In establishing these goals the planning units were not asked to supply "pie in the sky" goals which would be impossible to accomplish. Instead units were requested to <sup>examine</sup> ~~thoroughly determine~~ availability, assess their particular needs, and to develop goals that they believe they can attain with special efforts. These goals, then, represent the results of a realistic assessment at NCSU. It is this kind of process to which we refer in stating that we have made a "good <sup>Faith</sup> ~~factor~~" effort, and it is what we understand the expression means to HEW as well. This kind of good <sup>Faith</sup> ~~factor~~ effort has been the base of our planning.

*"other" than what?*

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- maintain complete records of the search process including correspondence with those candidates who decline, withdraw, or are not offered the position
- keep all applications on file for a period of two years.

The Provost has the responsibility for insuring that this procedure is followed and he is assisted by the Equal Employment Opportunity Officer who must stipulate the EEO procedure has been followed before an appointment can be made.

\* Throughout this plan the term "application" in the context of EPA personnel refers to some form of written request to be considered for a position.



Annually, all School and other affirmative action planning units will submit reports on their recruitment efforts which shall summarize the recruitment contacts for each position filled. Appendix A contains a reporting form which will be used.

Increasing the Supply of Potential EPA Personnel. N. C. State University recognizes that one ~~of the solutions~~ to this problem of lack of available female and minority faculty is the development of potential faculty through training. For this reason several unit plans emphasize recruitment of students, especially graduate students. This emphasis is considered a major aspect of our affirmative action planning because it represents the best long-range positive action possible and such recruitment is considered a major element of our goals ~~and simultaneous goals~~ *will improve the national picture.*

Nepotism Policy. On April 13, 1973, the Board of Governors of The University of North Carolina adopted a new nepotism policy for EPA employees which extends the permissible employment of close relatives so long as <sup>no</sup> ~~not~~ supervisory relationship is involved. Faculty and staff have been informed of this new policy. A copy of the policy is included as Appendix B.

Placement, Promotions, and Salary. In order to insure that affirmative action ~~for females and minority faculty~~ will occur, the Provost will require each Dean to be able to produce an explanation in writing for any personnel action taken. If in the process of review of salary increases, for example, the Provost has concerns about the increase given one individual in comparison with another, he can ask for explanations of both actions. If the explanation does not appear to be satisfactory, appropriate action will be taken. Because N. C. State University

*not entirely?*

recognizes the need to provide female and minority faculty the opportunity for advancement to higher ranks, reviews of promotions will be conducted with this need in mind. Similarly, salary increases will be reviewed by the EEO Officer in order to prevent differences arising that may be related to sex discrimination, since ~~The University has now virtually succeeded in eliminating such differences.~~

*CJ deleted*

Grievance Procedure. N. C. State University has an established grievance procedure for faculty personnel. The procedure is described in the Faculty Handbook. It has already been used to hear one grievance related to sex discrimination. In addition to this grievance procedure, several unit affirmative action plans provide for a process of handling grievances through the unit equal opportunity officer or committee.

Unit Plans. The core and heart of this Affirmative Action Plan are the individual unit plans which reveal a <sup>variety</sup>~~variety~~ of methods for attaining goals. Each plan is adapted to the unit's situation. As a result each unit must serve the most rigorous taskmaster of all - its own conscience - and successful attainment by means of good <sup>faith</sup>~~faith~~ efforts is likely to occur.

B. SPA ~~EMPLOYEES~~ **PERSONNEL**

SPA Workforce Estimates and Availability. Although our non-academic personnel recruitment area is generally considered to be local, it is informative to look at the data in Table 8 which show production of trained manpower on a state-wide basis for 1971-72 by the State's technical institutes & community colleges.

TABLE

Number of Associate Degrees and Diplomas Awarded by North Carolina Community Colleges and Technical Institutes in 1971-72 by Race and Sex in Selected Disciplines

College Transfer Programs			
	Total	Black	Female
Agricultural and Natural Science	8	0	0
Engineering	20	0	0
Mathematics	13	0	7
Science	26	1	7
Textiles	0	0	0
Occupational Programs			
	Total	Black	Female
Agricultural and Biological Science Technologies	208	6	36
Engineering and Science Technologies	908	64	45
Office Technologies	1653	267	956
Trades and Industry Occupations	2391	471	455

Source: Department of Community Colleges

It <sup>also appears</sup> is obvious that among community college and technical institute students there is very little interest in <sup>Fields</sup> programs emphasized by NCSU, and thus a potential source of transfer students has not materialized. ~~More significant is~~ The data on occupational programs which show that except for the office technologies and trade and industry vocations neither <sup>numbers</sup> blacks nor females appear to be available in significant numbers. If these data are typical, then NCSU should expect to encounter ~~great~~ difficulty in locating <sup>men</sup> blacks and females qualified for many of its

Not obvious at all

Disagree

SPA classifications in agriculture, the sciences, and engineering. Tables 9 and 10 provide a framework for assessing availability of potential SPA personnel locally.

TABLE  
1971 Civilian Work Force Estimate for Wake County

	Total	Female		Minority	
		#	%	#	%
Total Work Force	118,170	49,150	42	22,660	19
Employed	115,320	47,510	41	21,560	19
Unemployed	2,850	1,640	57	1,100	39

(Table ~~is shown on the next page.~~)

Although minorities are estimated to comprise about 19 percent of the workforce in Wake County, the information in Tables 9 and 10 suggests that the qualified workers in every job category who are minorities do not represent 19 percent of the workforce in each category. Availability at the SPA level varies as much by type of position as does EPA availability by academic discipline.

Summary of Goals and Present Utilization. Table 11 summarizes present utilization and goals for utilization of SPA employees in each planning unit by race and sex. The table reveals that for the University as a whole our goals, if attained, would result in an increase of 4.0 percent of ~~black~~ <sup>minority</sup> and 0.2 percent of female SPA employees over the next three years. Further details concerning the goals are contained in each unit's plan.

Specific Plans. In order to help eliminate or revise any policy or practice which in effect is discriminatory, the Division of Personnel Services commits itself to assist all campus departments through good personnel management to utilize the

skills of minorities and women at all levels of classified employment in keeping with their capability and potential for development. To accomplish these tasks, efforts will continuously be made to identify and use existing talent and potential through upgrading and promoting present employees and by broadening the search for useable talent outside the University. The following specific affirmative action efforts will substantiate this commitment. All of these activities will be undertaken in cooperation with the campus EEO Officer.

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Continue to work toward goal of identifying all underutilization of minority and female employees.	Director, Division of Personnel Services	Continuing
Make available to campus departments availability and workforce data on recruiting area to be used for determining proper employee mix.	Director, Division of Personnel Services	Continuing
Implement a continuous review and as necessary make recommendations to Office of State Personnel to revise job specifications, especially minimum qualification requirements to achieve consistency with actual needs of the positions.	Director, Division of Personnel Services	Continuing
Prompt posting of all vacancies with attendant qualifications on weekly basis campus-wide in conspicuous places accessible to all employees, to include language that clearly informs candidates that commensurate job experience will be considered in filling of vacancies.	Director, Division of Personnel Services	Effective immediately and continuing
Publication and notification to all staff employees of training programs (both formal and O-J-T) available to upgrade skills.	Training Officer	On an as needed basis

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Training sessions at least twice a year to brief supervisors on subject of increased utilization of minorities and women at all levels of the staff work force and inclusion of the subject in all orientation sessions for new employees.	Training Officer	Continuing
All departmental tests given to staff employees to demonstrate fitness to perform job, when required or appropriate, shall be approved by Division of Personnel Services, and shall in all cases be job-related.	Director, Division of Personnel Services	Continuing
Campus policy on nepotism <sup>will</sup> shall be carried out according to approved policy passed by State Personnel Board.	Vice Chancellor for Finance and Business	Continuing
Each list of referrals made for staff job openings in campus departments where apparent underutilization of minority and female employees exists shall include the name of at least one minority and/or one female candidate for consideration if such candidates are available.	Director, Division of Personnel Services	Effective immediately and continuing
Each referral will be accompanied by an application routing sheet which must be returned to Personnel Services with written justification why particular applicant was selected or why other applicants were not selected.	Director, Division of Personnel Services	Continuing
A comprehensive recruitment program will be expanded and implemented as designed specifically to attract minority group members and women, and will include the following activities:	Director, Division of Personnel Services	Effective immediately
a. Increase on-campus recruitment activity at predominantly black		

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
colleges and universities to recruit research technicians, and at predominantly female colleges and universities to recruit females.		
b. increase advertisements in media with predominantly black circulation or audiences.		
c. control all advertisements for staff centrally by Division of Personnel Services.		
Interview, select, and refer in accordance with equal employment concept, including continuous review of recruitment procedures to assure that barriers to successful recruitment do not exist, (i.e., negative attitudes of the interviewer, assumptions about applicants' interest and presumptions of employment stability, and referral procedures that tend to channel applicants to jobs that are thought of as "female" jobs, "male" jobs, and "minority" jobs).	Director, Division of Personnel Services and EEO Officer	Continuing
Monitor departmental selection, promotion, demotion, transfer, disciplinary and layoff practices through internal audit and reporting system.	Director, Division of Personnel Services	Continuing
Campus visitation program in which the Personnel Director visits all School Deans for the purposes of discussing present equal employment policies and procedures (i.e., location and posting of "Personnel Notes" and EEO posters, past employment practices of departments) and of gaining suggestions as to how the Division of Personnel Services can better serve in helping units to attain affirmative action goals.	Director, Division of Personnel Services	Continuing
Follow-up on minority referral by phone and/or visit to determine why individuals are hired or not hired.	Director, Division of Personnel Services	Immediate and continuing

Affirmative Action

Responsibility

Target Date

Distribute letters under the Chancellor's signature encouraging minority and female employees to apply for promotional opportunities as they appear in "Personnel Notes." The letter will include a statement which requests that employees who do not have access to "Personnel Notes" notify the Division of Personnel Services so that copies can be made available to them.

Director, Division of Personnel Services

Within 30 days after approval by HEW

With the goal of increasing job performance and enhancing promotional opportunities, the University will continue to provide supervisory development training programs for first-line and intermediate level supervisors. Adult basic education courses which have already been conducted on campus during work hours for employees with less than eighth-grade level education will be continued as need arises. Approved apprenticeship training programs have been established in the Print Shop and in the Physical Plant Division to be used for training purposes. Employees are eligible for and encouraged to attend, at no cost, job-related courses on campus or at other Raleigh area colleges and universities.

Training Officer

Continuing

~~Dr. [unclear]~~

*pick up next page*

~~Recruitment Procedures - SPA Personnel. Several steps have been taken in the direction of centralized control of personnel actions by the Division of Personnel Services. This Division has formalized a procedure to insure that female and minority applicants are given due consideration in filling vacancies. The basic mechanism used for this purpose is the application routing sheet which accompanies~~



ANALYSIS OF UTILIZATION AND IDENTIFICATION OF PROBLEM AREAS

SPA PERSONNEL

RECRUITMENT PROCEDURES - ~~SPA PERSONNEL~~ *Issue was*

Several steps have been taken <sup>*forward*</sup> in the direction of centralized control of personnel actions by the Division of Personnel Services. <sup>*in order to more effectively provide equal opportunity.*</sup> This Division has formalized a procedure to insure that female and minority applicants are given due consideration in filling vacancies. The basic mechanism used for this purpose is the application routing sheet which accompanies the personal information for each candidate. A copy of the routing sheet is attached as Appendix <sup>*C*</sup> ~~V-B~~. Each unit filling a position is required to supply the requested information for each applicant referred to them before the position can be filled. Units having deficiencies in their SPA employment profiles will be supplied with a higher percentage of minority and female referrals whenever possible, ~~from which employees may be secured.~~ <sup>*appear to be*</sup> In cases where units ~~are~~ reluctant to hire qualified minority and female applicants to improve employment profiles, these units will be brought to the attention of the University Equal Employment Opportunity Officer. <sup>*for Administrative attention*</sup> In addition, through a memorandum, <sup>*with Div. of P.S.*</sup> the Chancellor has required all vacancies to be listed ~~in~~ the Personnel Office and all advertising to be placed by that office. A copy of this directive is attached as Appendix <sup>*V-B*</sup> ~~V-B~~.

In order to provide opportunities for upward mobility for ~~those~~ <sup>*has been for several years*</sup> females and minorities already on campus, it is ~~now~~ NCSU's policy that all staff vacancies ~~must~~ be listed with the Division of Personnel Services and posted campus-wide five work days before outside applicants can be considered. The Division of

18 8

Personnel Services has also encouraged present minority staff members to ~~stimulate~~ <sup>encourage</sup> other qualified individuals to apply at NCSU when vacancies arise.

In order to set an example for equal employment opportunity and to meet its legal and moral obligations, the Division of Personnel Services has recently made several staff changes which reflect adherence to affirmative action concepts:

- (1) promotion of a female staff member to Assistant Director for Classification and Pay
- (2) hiring of a female to fill additional professional position of Personnel ~~Analyst~~ <sup>Analyst</sup> for Classification and Pay section
- (3) hiring of ~~a~~ <sup>another</sup> female to fill additional interviewer position in Recruiting and Placement section
- (4) promotion of a ~~male~~ staff member to a newly created Employee Relations/Training Officer for SPA employees. Duties ~~will~~ include:
  - 1) designing and implementing training programs which will ~~aid~~ <sup>aid</sup> upward mobility of minority group members and females who have traditionally been "locked" into low level jobs; ~~He will also~~ <sup>2)</sup> function as the Equal Employment Opportunity Officer for SPA personnel, working closely with and assisting the University Equal Employment Opportunity Officer.

External actions are also ~~part~~ <sup>the</sup> ~~of our plans for making positive action~~ <sup>planned</sup> to recruit females and minorities for staff positions. The following statements indicate positive action already taken and continuing.

19

Affirmative Action	Responsibility	Target Date
Place recruitment advertising with newspapers having predominantly minority or female circulation. All advertisements to include tagline "An Equal Opportunity Employer."	Director, Division of Personnel Services	Continuing
Maintain close working relationships with officers of various community manpower programs including W.I.N. (Work Incentive Program), Wake Opportunities, New Careers, and N. C. Manpower Development Program. Also furnish these offices lists of current job openings ( <u>Personnel Notes</u> ).	Director, Division of Personnel Services	Continuing
On a continuing basis, maintain close working relationships with local predominantly black institutions resulting in the exchanging of vacancies and subsequent employment of minorities at North Carolina State University.	Director, Division of Personnel Services	Continuing
Annually conduct on-campus recruitment at various predominantly black colleges and universities in North Carolina.	Director, Division of Personnel Services	Continuing
Periodically mail "status" letters inviting inactive minority applicants to re-apply with the University.	Director, Division of Personnel Services	Continuing
Further advertise staff vacancies through Wake Opportunities Manpower Pilot Program throughout the local black community.	Director, Division of Personnel Services	Continuing
Verbally reaffirm periodically our interest in employing minorities to current recruitment sources including Employment Security Commission, Office of State Personnel, manpower	Director, Division of Personnel Services	Continuing

Affirmative Action

Responsibility

Target Date

agencies, business schools, technical institutes, and Lion's Club Industries for the Blind.

As a result of these plans ~~the~~ recruitment for staff positions at NCSU should ~~include~~ <sup>attract</sup> more female and minority candidates thereby creating a pool of talent from which campus units may recruit to reach ~~their~~ <sup>stated</sup> goals. In addition, the upward mobility of females and minority members already on campus should be ~~improved~~ <sup>stimulated</sup> by these processes.

Nepotism Policy. For staff personnel the State nepotism policy has recently been revised to make it consistent with Federal regulations. A copy of this policy is attached as Appendix E.

Grievance Procedure. Staff employees have a grievance procedure available to them which is described in Appendix F.

Continued Chapter 5

VII.

INTERNAL AUDIT AND REPORTING SYSTEMS

A. MONITORING SYSTEMS

A number of reports will be generated in order to monitor and assess the need for and progress in providing equal employment opportunity at N. C. State University. Copies of all reports will be available to the EEO Officer who will be responsible for analysis and for bringing problems to the attention of appropriate individuals. The following list includes reports currently planned. The EEO Officer will initiate additional reports as he deems them necessary.

<u>Report</u>	<u>Type of Employee Covered</u>	<u>Date</u>
Basic individual employee data file	EPA & SPA	Continuous
Unit employment profile	EPA & SPA	May
Recruitment summary	EPA	Continuous
Salary increase analysis	EPA	April (see Appendix A)
Promotion review	EPA	April (see Appendix B)
Application routing sheet	SPA	Continuous
Job order control sheet	SPA	Continuous
Applicant register	SPA	Continuous
Exit interviews	SPA	Continuous
Analysis of placements by recruitment source (race and sex)	SPA	Continuous
Applicant intake by recruitment sources (race and sex)	SPA	Continuous

B. FORMAL REPORTS FROM UNIVERSITY UNITS

Affirmative Action Progress Reports. This report will be submitted each June from each of the 13 University units on both EPA and SPA personnel and will include the following information:

- progress in meeting goals and assess

- review of changes in employment profile
- review of changes in analysis of availability
- plans for changes in procedures and goals for the next year.

C. REVIEW REPORTS WITH ALL LEVELS OF MANAGEMENT

Annually, the University EEO Officer will review the unit affirmative action plan with each of the University unit representatives. In turn, the unit representatives will review with the departmental EEO officers. This review is also to insure that each unit is in compliance in areas such as, but not limited to, the following:

- posters are properly displayed
- all facilities are in fact desegregated
- minorities and females are participating in University-sponsored educational, training, recreational, and social activities.

D. ADVISEMENT AND RECOMMENDATION

The EEO Officer is to meet with the Chancellor and his Administrative Council (this includes the Vice Chancellors and Deans of all University units) to advise them of the affirmative action program's effectiveness and submit recommendations to help achieve goals.

VII.

INTERNAL AUDIT AND REPORTING SYSTEMS

60 - 2.25  
 Revised Order #4

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- posters are properly displayed
- all facilities are in fact desegregated
- minorities and females are participating in University-sponsored educational, training, recreational, and social activities.  
~~(60-2.22(b)(7), Revised Order #4)~~

D. ADVISEMENT AND RECOMMENDATION

The EEO Officer is to meet with the Chancellor and his Administrative Council (this includes the Vice Chancellors and Deans of all University units) to advise them of the affirmative action program's effectiveness and submit recommendations to help achieve goals.



## VIII.

### SUMMARY AND ANALYSIS OF POTENTIAL PROBLEM AREAS

60 - 2.13

"Additional required ingredients of affirmative action programs."

60 - 2.13 (h)

"Compliance of personnel policies and practices with the Sex Discrimination Guidelines of 41 CFR Part 60-20."

It is felt that North Carolina State University's policies are consistent with the requirements on sex discrimination as stated in the Sex Discrimination Guidelines of 41 CFR Part 60-20.

"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."  
(Higher Education Guidelines, page 7)

Currently this University has a larger proportion of female faculty members at lower ranks than the proportion of men, but we do not practice the assignment of women to lower academic ranks than men. In all cases, rank is determined on the basis of educational background, other qualifications, and experience including quality of experience, prescribed minimum criteria governing assignment of rank, as well as availability of salary funds. Although the proposal of rank for any individual originates as a recommendation of the department head and School Dean, the Provost and Vice Chancellor, who is the chief academic officer in the University, reviews each recommendation as to the qualifications of the individual to that particular rank.

A major reason for a large proportion of women faculty members at lower ranks is that more of these appointments have been made in recent years.

"Anti-nepotism policies." (Higher Education Guidelines, page 8)

Attached is The University of North Carolina Board of Governors' stated policy on nepotism as well as the State of North Carolina nepotism policy.

Campus implementation of the anti-nepotism policy. Responsibility rests with the Deans, directors, and department heads to exercise common sense and prudence in avoiding complications which may arise from employing relatives in situations where their relationship could produce favoritism, discrimination, or other disrupting phenomena. The Chancellor appointed the Associate Provost to review for the University administration the Dean's (or other unit head's) justification in each case of the prospective EPA appointment of a relative in advance of the appointment (1) to insure that we avoid the possibility of favoritism based on family relationship and (2) to insure that the decisions concerning employment are based on consideration of individual merit, and (3) to enable us to maintain data as required.

With respect to University employees who are Subject to the State Personnel Act (SPA), applicable restrictions concerning the concurrent service of related persons are those adopted by the State Personnel Board.

The Chancellor reports annually to the Board of Trustees, at the regular meeting falling closest to the date of commencement, concerning all specific cases during the preceding year in which the terms of this policy were applied.

"Rights and Benefits-Salary." (Higher Education Guidelines, page 11)

The analysis presented by the Division of Student Affairs on rights and benefits-salary adequately summarizes the other units' appraisal of these points. The analysis states that for EPA and SPA positions, differentials between men and women doing the same work is the result of differentials in longevity and/or judged performance between individuals and is not determined on the basis of race or sex.

Several years ago it became evident that some female faculty members' salaries were lower than many males at the same faculty rank and experience within the same department. Additional funds were made available to the various Schools to remedy individual inequities where they existed. Each year department heads and Deans are reminded to check for any such situations and give such cases special attention. Where such differentials exist, these administrators are required to justify them on the basis of performance.

60 - 2.23 (a)(1)

"Composition of the work force by minority group status and sex."

The affirmative action plans from each of the 13 campus units include data on the composition of the present EPA nonfaculty, EPA faculty, and SPA work force. Some units do not have all three categories of employees. Also included in unit plans is a yearly projection on changes in the SPA work force profiles for the next three academic years (1973-74, 1974-75, and 1975-76) and a summary table on the expected work force profile in 1975-76. Units with EPA nonfaculty and EPA faculty also have a projection on these EPA profiles in 1975-76. These projections are based on expected new hires and attempt to correct apparent "underutilizations" which were revealed through the utilization and availability analysis done by individual departments.

The overall University work force profiles are presented in Appendix A. Tables 1a, 1b, and 1c present information on the racial composition; 1a on EPA nonfaculty, 1b on EPA faculty, and 1c on SPA and unclassified Student Supply Store personnel. Tables 2a, 2b, and 2c present the profiles for each of the three personnel classes by sexual composition. Each table contains information on the number of employees in each job classification or rank by either racial or sexual composition groups, and the percent of employees within this job classification or rank that are within the specific racial or sexual group. These data are presented on the present (June, 1973) work force and the projected 1975-76 work force both on a full-time and a part-time employment status.

The projected changes indicate that the University plans to increase the hiring of females and minority groups.

In many of the Schools the availability of minorities and females qualified for EPA faculty is very limited as shown by the data. The nation-wide lack of minorities or females in graduate programs in many of the disciplines found

at North Carolina State University indicates that it is unrealistic to expect the percentage of minority and/or female EPA faculty to approximate that of the population. The Schools which report limited numbers of minorities and/or females available include the School of Design, Engineering, Forest Resources, Physical and Mathematical Sciences, and Textiles. The School of Agriculture and Life Sciences reports more females than minorities available in the disciplines taught in that School. The School with the greatest overall availability of minorities and/or females is the School of Liberal Arts. However, within the disciplines in the School, the availability of females varies from 4 percent to 30 percent while minorities vary from 0 percent to 6 percent.

Since many of the EPA nonfaculty are associated with academic disciplines and have backgrounds in the disciplines taught at North Carolina State University, these availability patterns parallel these disciplines. The qualifications for many of the EPA nonfaculty positions are, of course, discipline-related as required by the educational enterprise.

The affirmative action plan from the Office of Business Affairs discusses the availabilities and broad hiring goals for SPA personnel. Individual reports from the 13 units indicate projected hiring plans of each unit in order to change the work force profile so that any underutilization of minorities or females can be identified and corrected.

60 - 2.23 (a)(2)

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

For personnel Exempt from the State Personnel Act (EPA), composition of applicant flow by minority group status and sex is reported by means of an affirmative action recruitment report filed with the University Equal Employment Opportunity Officer and the School Dean's office each time a position is filled. For personnel Subject to the State Personnel Act (SPA), the applicant flow is handled by the University Personnel Office and a report is filed with that office each time a position is filled. This manner of reporting on the number of applicants, race, and sex has been in effect only since the 1972-73 academic year.

In some of the technical Schools such as Engineering, Design, Textiles, and Forest Resources, few if any minority or women faculty apply. For School of Liberal Arts positions there were more applicants from minorities and females. In English, for example, approximately 600 white males and 200 white females submitted applications during 1972-73. In Philosophy and Religion 228 white males applied for faculty openings compared to 35 white females. Modern Languages was a department where approximately 50 percent of the applicants were females. In Physical Education 37 white male applicants, 18 white females, and 1 minority male applied for positions.

The School of Physical and Mathematical Sciences had 259 white male applicants, 6 white females, and 1 minority male apply for four chemistry positions. Mathematics had three assistant professor openings and received 360 white male and 16 white female applications.

In the School of Education there were 200 white male, 6 white female, and 1 minority male applicants for an assistant professor position. In Guidance and Personnel Services, 34 white male applicants, 8 white females, and 1 minority male applied for an assistant professor position.

The School of Agriculture and Life Sciences had a smattering of minority and female applicants for some of their departmental openings. Botany received 80 white male, 14 white female, and 1 minority male applications for one assistant professor position. Zoology had 38 white male, 2 white female, and 1 minority male applications for an assistant professor position.

In other University units such as the Library, Student Affairs, and University Extension, the number of minority and/or women applications were representative of the availability for these various professional positions.

An analysis of applicant flow for SPA personnel indicates that minority group applications approximate the number of minority persons with the primary recruiting area for the University.

60 - 2.23 (a)(3)

"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) and (b)(3)

Does the selection process eliminate a significantly higher percentage of minorities or women than nonminorities or men?

A review of the North Carolina State University selection process does not indicate that it eliminates a significantly higher percentage of minorities or women than nonminorities or men. Comments on this topic by the various reporting units confirm the above statement.

The School of Engineering indicates that job descriptions do not reflect a bias of any type, and these descriptions are carefully reviewed to make certain that they include only those criteria necessary for the performance of the job.

In the School of Agriculture and Life Sciences the requirements and the exact duties of faculty positions are described in all materials used to solicit applications. Final selection of faculty candidate is made through a composite judgment of departmental faculty and administrative personnel (department heads, School Dean), all of whom are acutely aware of the responsibility of the University to give consideration to minorities and women.

60 - 2.23 (a)(3) and (b)(4)

Are application and related pre-employment forms in compliance with Federal legislation?

The application forms used by North Carolina State University for recruiting SPA employees are supplied by the Central Office of State Personnel. These forms



were recently reviewed and necessary changes made by that office to conform with Federal EEO legislation.

The University does not have application forms or pre-employment forms for faculty applicants. A prospective faculty member sends his or her resume initially. University forms are not completed until the candidate has accepted the position.

60 - 2.23 (a)(3) and (b)(5)

Are position descriptions inaccurate in relation to actual functions and duties?

University position descriptions are made as accurate as possible in relation to the actual functions and duties. The criteria for the various academic ranks are described in the Faculty Handbook (see following pages).

The School of Agriculture and Life Sciences, as an example, indicated that their position descriptions are reviewed by the appropriate associate dean and Dean before forwarding to the Provost for approval to recruit. Therefore, position descriptions are screened initially as to their accuracy.

Qualifications for Subject to the Personnel Act (SPA) position classifications are specified by the Central Office of State Personnel.

60 - 2.23 (a)(3) and (b)(6)

Are tests and other selection techniques validated as required by the OFCC Order on Employee Testing and other Selection Procedures?

No pre-employment testing is utilized for Subject to Personnel Act (SPA) personnel in connection with selection and referral procedures used by the University Division of Personnel Services. In certain circumstances, applicants are requested to take the shorthand and typing skills tests administered by the

local Employment Security Commission, as required by the OFCC Order on Employee Testing and other Selection Procedures.

In some of the University units simple performance job-related tests are used for SPA prospective employees. Such tests might consist of recording and typing a typical letter in the case of clerical personnel.

There are no tests per se for faculty although in some Schools and departments all applicants interviewed on campus may be asked to present a seminar to the selection committee and/or faculty members of the department.

60 - 2.23 (a)(3) and (b)(7)

"Test validation."

The Division of Personnel Services as a general rule does not test applicants for employment. At certain times typists and stenographers, as an example, who have been out of the work force for a long period of time may be requested to take the clerical skills test administered by the local Employment Security Commission Office. According to ESC officials, these tests have been validated. Skills tests may be given to SPA employees at times by various departments on campus. However, to the best of our knowledge, these tests are directly related to the particular job to be performed.

60 - 2.23 (a)(3) and (b)(8)

Do referral ratio of minorities or women to the hiring supervisor or manager indicate a significantly higher percentage are being rejected as compared to nonminority and male applicants?

Records currently available do not indicate whether a significantly higher percentage of minorities and women referrals are being rejected by the hiring supervisor or manager. However, effective January 1, 1974, a procedure for maintaining cumulative data on SPA applicant traffic by race, sex, and EEO

classification was implemented. Prior to January 1 this data had been recorded on the applicant register but had not been maintained on a cumulative basis.

60 - 2.23 (a)(4)

"Transfer and promotion practices."

An analysis of lateral and/or vertical movement of minority or female employees indicates that such movement is occurring at significantly higher rate (compared to work force mix) than that of nonminority or male employees. For example, an analysis of lateral and promotional transfer actions handled by the Division of Personnel Services from July, 1973 through October, 1973 (July, 1973 was the initiation date for this type of record) revealed that minority employee changes represented almost one-third of this activity while they represent approximately one-fourth of the SPA work force. Promotional transfer activity for minority employees exceeded one-third of all promotional activity for the period. This analysis would indicate that positive and affirmative efforts have been made on behalf of the minority SPA work force.

Generally for faculty members no transfers occur from one School to another. Promotions are based on established criteria such as departmental need, teaching performance, scholarly productivity, and other contributions to the profession and the University. Awareness of the affirmative action program by department heads and School Deans has insured that race and sex are not factors in such promotion decisions.

60 - 2.23 (a)(5)

Are facilities, company sponsored recreation and social events, and special programs such as educational assistance open equally?

All University units report that facilities, departmental and/or School functions such as recreational and social events and special programs such as educational assistance are open to all employees without regard to race or sex.

The D. H. Hill Library indicates that the Library Staff Association is the agency through which nearly all social functions are planned. Women and minorities belong to this association, hold office, and serve on planning committees. Social events quite often include the families of employees, and they are well attended by both sexes and minorities.

The University has an off-campus scholarly assignment program for faculty. On the recommendation of a department head and with the approval of the School Dean, the Provost, the Chancellor, and the Board of Trustees, a faculty member may be granted an "off-campus scholarly assignment" for one semester at full salary or for one academic year at half salary.

All full-time employees with the supervisor's consent are allowed to take one course a semester at the University for a nominal fee of \$7.00.

Educational assistance in the form of adult basic education classes for employees with less than an eighth-grade education has been provided at no cost during normal work hours for all employees.

All University units report that there is no evidence of exclusion of minorities or females and no problem seems to exist.

60 - 2.23 (a)(5) and (b)(9)

Are minorities or women excluded from or are not participating in company sponsored activities or programs?

All University minorities and women are included in and do participate in departmental, School, and University-sponsored activities and programs.

As an example, the School of Design reported that one female faculty member was given special funding last summer to attend a computer workshop at M.I.T.

60 - 2.23 (a)(5) and (b)(10)

Does de facto segregation still exist at some facilities?

There is no evidence that de facto segregation exists at any University facility.

60 - 2.23 (a)(6) and (b)(11)

"Seniority practices and seniority provisions of union contracts."

North Carolina State University does not have seniority practices and seniority provisions of "union contracts." There are no labor unions on this campus.

For SPA employees pay is awarded according to merit. The salary range, comprised of six salary steps with an approximate five percent salary differential between each step, is used to reward employees whose performance ratings remain satisfactory and above. The first three steps are automatic and are usually given at the end of one-year work intervals. An employee must have a satisfactory performance rating in order to receive these automatic increases. The last three salary steps are considered strictly merit increases and are awarded to only two-thirds of the total number of employees eligible in a given year. Available records do not indicate evidence of discrimination based on race or sex in awarding salary adjustments within the assigned salary range.

All SPA employees are eligible for longevity pay after 15 years service with an automatic increase every five-year period thereafter.

Initial appointments of faculty at the rank of instructor, assistant professor, and associate professor are provisional appointments of one, three, or five years respectively. Initial appointments include experience and evaluation of educational background, performance, and other qualifications in determining initial rank and salary.

All salary increases among EPA employees are administered on merit and we are taking steps to correct differences that exist as the result of past discrimination on the basis of sex or race.

60 - 2.23 (a)(7)

"Apprenticeship programs."

In order to provide employment opportunities for individuals not possessing the necessary formal training and experience to qualify for certain SPA positions at the University, the Office of State Personnel provides training periods for individuals who show potential for given positions. These traineeships allow individuals to be employed below the minimum of the salary range until such time as minimum qualification requirements are met. A copy of trainee classes currently established for state-wide use is attached for informational purposes. Even though many of these classes are not currently used at the University, they are available for future use if the need arises.

In addition to trainee arrangements, several positions have been established in the Physical Plant Division and University Print Shop to allow apprenticeship-type training for positions such as painters, bricklayers, carpenters, plumbers, and the printing trades.

Opportunities for training in these various occupational categories are open to individuals without regard to race or sex.



60 - 2.23 (a)(9) and (b)(12)

"Work force attitude."

University units have indicated that the work force attitude has generally been positive in the support of affirmative action and equal employment opportunities. All units have an affirmative action officer and/or affirmative action committee and the individual departments within the units have their own affirmative action programs.

All personnel in the Division of Personnel Services involved in recruiting, screening, and referral of applicants to SPA positions in the various Schools and departments have been carefully selected and trained to insure that equal opportunity for employment is given to all applicants. This means that interviewers are carefully screened before employment as to their attitudes and personal opinions concerning employment of minority group members and females. After employment, interviewers are made fully aware of legislation, executive orders, and guidelines concerning equal employment opportunity. Awareness is accomplished through on-the-job training and workshops and seminars that are offered at various locations from time to time.

The academic Schools are working regularly on helping their work force attitude. For example, in the School of Agriculture and Life Sciences each department has appointed an individual to nurture and enhance the aims and purposes of our Affirmative Action Plan. From these individuals the School maintains an Affirmative Action Committee that works with the Dean in the interest of equal employment opportunities. Similar programs are concerned with the organization of affirmative action programs in the other Schools.

The units also affirm that personnel involved in their recruiting, screening, selection, promotion, disciplinary, and related processes have been carefully selected and trained to help insure elimination of bias in all personnel actions.

Work force attitude toward affirmative action is based on a grass roots level from the smallest departments on up. It is intended that a positive attitude toward equal opportunities and employment will permeate the University.

60 - 2.23 (a)(8)

"All training programs, formal and informal."

Review of training programs, both formal and informal, does not indicate that minorities or women are underrepresented.

- employees may take University courses (tuition free) to upgrade knowledge and skills
- a supervisory development training program is available to all supervisors
- a high school diploma program is available to eligible employees without regard to race or sex
- orientation training sessions are attended by all new employees

60 - 2.23 (a)(10)

"Technical phases of compliance, such as poster and notification to labor unions, retention of applications, notification to subcontractors, etc."

60 - 2.23 (a)(10) and (b)(14)

Are formal techniques established for evaluating effectiveness of EEO programs?

There are two basic levels of responsibility for implementing North Carolina State University's Affirmative Action Plan. At the broadest level, the responsibility rests on the central administration and has been delegated to the Equal Employment Opportunity Officer (EEO Officer). The designated responsibilities of the University EEO Officer may be found in Chapter IV, Sections A and B. The second level exists at the unit level. Each unit's method of implementation and delegation of authority and responsibility is described in each unit's plan.

The units' EEO Officers (total of 13) make up the University Affirmative Action Committee with the University EEO Officer serving as chairman. This committee has met periodically during the current school year and will continue to do so in the future. In turn, the unit EEO Officers meet with and disseminate information to their individual Deans and departmental affirmative action representatives.

Several formal instruments have been established for evaluating the effectiveness of EEO programs at this University. Among these instruments can be listed the following:

EPA

- unit employment profile
- recruitment reports from units of all prospective hires through the year
- salary increase analysis
- promotion review

SPA

- EEO-1 annual report

- Job Order Control Sheet (indicates job vacancies and how they are finally filled)
- Application Routing Sheet (sent with all referrals, completed and returned to Personnel Services indicating reasons why applicant was or was not hired)
- records maintained on transfers
- records on applicant responses to newspaper advertising and referral of weekly vacancy list to selected recruiting sources.

An annual affirmative action report from each unit will include the following:

- progress in meeting goals and assessment
- review of changes in employment profile
- review in analysis of availability
- plans for changes in procedure and goals for the next year.

60 - 2.23 (a)(10) and (b)(15)

Does lack of access to suitable housing inhibit recruitment efforts and employment of qualified minorities?

Low income housing is in short supply and is much needed in the City of Raleigh at this time. The University through the Department of Urban Affairs in University Extension works regularly with city officials on this problem. The City of Raleigh has a Raleigh Community Relations Council. One focus of this council is on the establishment of a nonprofit housing corporation which could purchase property, redevelop it, and make it available to new tenants on a possible subsidized renting basis. This effort involves several faculty members.

A member of our faculty and staff participates in HOME (Housing Opportunities Made Equal). The purpose of this organization is to help prepare neighborhoods for integration that is about to take place.

Goals for Raleigh, still another organization, through its Housing sub-committee, is studying strategy for dealing with housing problems in Raleigh.

The City of Raleigh and the Housing subcommittee had faculty members do a housing submarket analysis. The project looked at housing demands and problems and then projected housing needs over the next 5, 10, and 15 years. This study has recently been completed.

A new organization, ULTRA, which involves a number of faculty and staff, deals with landlord-tenant relationships. A current project of ULTRA is the preparation of legislation to strengthen the rights of tenants.

60 - 2.23 (a)(10) and (b)(16)

Does lack of suitable transportation (public or private) to the work place inhibit minority employment?

Public transportation in the City of Raleigh is grossly inadequate at the present time and is in need of much improvement. This inadequate service is particularly true in various minority areas and could inhibit their means of getting to this University. The obstacles are formidable.

The University through its Department of Urban Affairs in University Extension has cooperated with the City of Raleigh in efforts to improve public transportation.

In 1973 a Public Transit Study was made entitled the Voorhees Study. A number of faculty served as consultants on this study. The study has just been published and has been endorsed by city officials. At the present time an application is being prepared to request Federal funding for improvement of the transportation system. One recommendation is to set up a Transportation Authority for Raleigh. Implementation of this project would greatly enhance public transportation in the south side of the City where many minority people live. The plan fully implemented would double services in the City and improve the quality and quantity of buses.

The Goals for Raleigh organization through its Transportation Committee is also studying the Voorhees Study and any possible short term improvements in

public transportation that may be accomplished in the near future. Numerous faculty members participate in the program.

Approximately two years ago several faculty members conducted through the University Urban Affairs program with the City of Raleigh a study of needs of the elderly and how their transportation needs might best be met. A lack of funds has put this study in limbo at the present time.

The University through Urban Affairs is cooperating with Wake County officials and the City of Raleigh on a proposal for a Wake County study of residents in the county who are transportation poor. This study involves our University personnel and county agencies such as Social Services and Health. North Carolina A&T State University, a predominantly black institution, is serving in a consultative capacity in this project.

60 - 2.23 (a)(10) and (b)(17)

Are labor unions and subcontractors notified of their responsibilities?

North Carolina State University has no labor union contracts. All construction contracts involving Federal funds let by the University include a compliance statement on being an equal opportunity employer. When the contractor signs the contract, he is indicating that he is in compliance with this policy.

60 - 2.23 (a)(10) and (b)(18)

Do purchase orders contain EEO clause?

University purchase orders do contain the equal employment opportunity clause. A sample copy is attached.

60 - 2.23 (a)(10) and (b)(19)

Are posters on display?

All University units indicate that appropriate equal employment opportunity posters are appropriately displayed on their several bulletin boards.

60 - 2.26

"Support of Action Programs."

The University does not normally appoint members to community committees or boards. These appointments are generally made by city officials. However, the University supports members of the staff and faculty appointed or elected to the various local boards and committees.

North Carolina State University is one of six Cooperating Raleigh Colleges. Two are predominantly black universities and three are predominantly women colleges. Students from these other local colleges are eligible to take courses at NCSU at no additional cost to the individual provided these courses are not offered by the participant's own institution. A total of 227 students from the other local institutions registered for one or more courses at NCSU during the 1972-73 academic year.

NCSU Information Services has had a continuous program of publicizing minority and female personnel achievements. Releases are sent on a regular basis to local and minority news media.

The University Center for Urban Affairs and Community Services at NCSU has a joint Title I grant with North Carolina A&T State University. The grant provides for technical assistance and training programs for minority businessmen. One staff member from each university is working through the Chamber of Commerce in Raleigh and Greensboro, North Carolina.

Participation by faculty and staff in efforts to improve housing and local transportation for minorities is discussed earlier in this chapter.



60 - 2.13

"Additional required ingredients of affirmative action programs."

60 - 2.13 (h)

"Compliance of personnel policies and practices with the Sex Discrimination of 41 CFR Part 60-20."

*Guidelines*

It is felt that North Carolina State University's policies are consistent with the requirements on sex discrimination as stated in the Sex Discrimination Guidelines of 41 CFR Part 60-20.

"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."

(Higher Education Guidelines, page 7)

Currently this University has a larger proportion of female faculty members at lower ranks than the proportion of men, but we do not practice the assignment of women to lower academic ranks than men. In all cases, rank is determined on the basis of educational background, other qualifications, and experience including quality of experience, prescribed minimum criteria governing assignment of rank, as well as availability of salary funds. Although the proposal of rank for any individual originates as a recommendation of the department head and School Dean, the Provost and Vice Chancellor, who is the chief academic officer in the University, reviews each recommendation as to the qualifications of the individual to that particular rank.

A major reason for a large proportion of women faculty members at lower ranks is that more of these appointments have been made in recent years.

"Anti-nepotism policies." (Higher Education Guidelines, page 8)

Attached is The University of North Carolina Board of Governors' stated policy on nepotism as well as the State of North Carolina nepotism policy.

Campus implementation of the anti-nepotism policy. Responsibility rests with the Deans, directors, and department heads to exercise common sense and prudence in avoiding complications which may arise from ~~employing~~ employing relatives in situations where their relationship could produce favoritism, discrimination, or other disrupting phenomena. The Chancellor appointed the Associate Provost to review for the University administration the Dean's (or other unit head's) justification in each case of the prospective EPA appointment of a relative in advance of the appointment (1) to insure that we avoid the ~~possibility~~ possibility of favoritism based on family relationship and (2) to insure that the decisions concerning employment are based on consideration of individual merit, and (3) to enable us to maintain data as required.

With respect to University employees who are subject to the State Personnel Act (SPA), applicable restrictions concerning the concurrent service of related persons are those adopted by the State Personnel Board.

The Chancellor reports annually to the Board of Trustees, at the regular meeting falling closest to the date of commencement, concerning ~~all~~ all specific cases during the preceding year in which the terms of this policy were applied.

"Rights and Benefits-Salary." (Higher Education Guidelines, page 11)

The analysis presented by the Division of Student Affairs on rights and

benefits-salary adequately summarizes the other units' appraisal of these points. The analysis states that for EPA and SPA positions, differentials between men and women doing the same work is the result of differentials in longevity and/or judged performance between individuals and is not ~~not~~ determined on the basis of race or sex.

Several years ago it became evident that some female faculty members' salaries were lower than many males at the same faculty rank and experience within the same department. Additional funds were made available to the various Schools to remedy individual inequities where they existed. Each year department heads and Deans are reminded to check for any such situations and give such cases special attention. Where such differentials exist, these administrators are required to justify them on the basis of performance.

*This is under previous page as evidence*

(2) (1) "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."  
*Higher Educ. Bd. Leno p?*

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*is* are determined on the basis of educational background, other qualifications, *including quality of the experience, prescribed minimum* and experience. Each academic rank has certain criteria *which must be met in* order to be considered for a position. Although the *proposal of rank, as well as availability of salary funds,* proposal of rank for an

individual originates as a recommendation of the department head and School Dean, the Provost and Vice Chancellor, who is the chief academic officer in the University, reviews each recommendation as to the qualifications of the individual to that particular rank.

A major reason for a large proportion of women faculty members at lower ranks is that more of these appointments have been made in recent years.

*In Summary*

(2)  
I. ~~(3)~~ "Anti-nepotism policies." *p 8*

Attached is The University of North Carolina Board of Governors' stated policy on nepotism as well as the State of North Carolina nepotism policy.

*Stalings*

Campus implementation of the anti-nepotism policy. The ~~inherent~~ responsibility rests with the Deans, directors, and department heads to exercise common sense and prudence in avoiding complications which may arise from employing relatives in situations where their relationship could produce favoritism, discrimination, or other disrupting phenomena. The Chancellor appointed the Associate Provost to review for the University administration the Dean's (or other unit head's) justification in each case of the prospective EPA appointment of a relative in advance of the appointment (1) to insure that we avoid the possibility of favoritism based on family relationship and (2) to insure that the decisions concerning employment are based on consideration of individual merit, and (3) to enable us to maintain data as required.

With respect to University employees who are subject to the State Personnel Act (SPA), applicable restrictions concerning the concurrent service of related persons ~~shall~~ <sup>*are*</sup> be those adopted by the State Personnel Board.

The Chancellor reports annually to the Board of Trustees, at the regular meeting falling closest to the date of commencement, concerning all specific cases during the preceding year in which the terms of this policy were applied.

May 16, 1973

MEMORANDUM

To: Deans, Directors, and Department Heads

Subject: University Policy Concerning the Concurrent Employment of Relatives

On April 13, 1973, the Board of Governors approved a resolution and a new policy on the concurrent employment of relatives in EPA positions. This new statement supersedes my previous memorandum of April 18, 1968 and the nepotism policy as it appears on Page V-7 of the Faculty Handbook. Please note: This revision does not apply to SPA employees. The SPA policies, however, are entirely consistent with this policy.

RESOLUTION

WHEREAS, decisions concerning the employment, evaluation, promotion and compensation of academic personnel should be based in every instance on considerations of individual merit, and

WHEREAS, favoritism based on family relationships between employees derogates from the merit principle of employment, and

WHEREAS, the risk of occurrence of such favoritism can be avoided most effectively by the advance establishment of general restrictions against the creation of situations where such favoritism could be operative; and

WHEREAS, a common policy concerning the employment of relatives, applicable to personnel practices at all constituent institutions of The University of North Carolina, is desirable,

NOW THEREFORE, the Board of Governors herewith adopts the following UNIVERSITY POLICY CONCERNING THE CONCURRENT EMPLOYMENT OF RELATIVES

## A. Basic Principles

Consistent with the principle that University employees and prospective employees shall be evaluated on the basis of individual merit, without reference to considerations of race, sex, religion or national origin, or any other factor not involving personal professional qualifications and performance, the following restrictions, designed to avoid the possibility of favoritism based on family relationship, shall be observed with respect to institutional personnel who are not subject to the State Personnel Act:

1. Related persons shall not serve concurrently within the institution in any case where one such relative would occupy a position having responsibility for the direct supervision of the other relative.

2. With respect to proposed employment decisions which would result in the concurrent service of related persons within the same academic department (or other comparable institutional subdivision of employment), a relative may not be employed if the professional qualifications of other candidates for the available position are demonstrably superior to those of the relative.

3. With respect to the concurrent service of related persons within the same academic department (or other comparable institutional subdivision of employment), neither relative shall be permitted, either individually or as a member of a faculty or as a member of a committee of a faculty, to participate in the evaluation of the other relative.

## B. Definition of "Related Persons"

The following relationships are sufficiently immediate to invoke the prohibitions against concurrent service of related persons:

1. Parent and child
2. Brothers and sisters
3. Grandparent and grandchild
4. Aunt and/or uncle and niece and/or nephew
5. First cousins
6. Step-parent and step-child
7. Step-brothers and step-sisters
8. Husband and wife
9. Parents-in-law and children-in-law
10. Brothers-in-law and sisters-in-law
11. Guardian and ward

C. Effective Date

The provisions of this policy shall be applicable prospectively only, with reference to appointment made after the adoption date of the policy

D. Employees subject to the State Personnel Act

With respect to University employees who are subject to the State Personnel Act, applicable restrictions concerning the concurrent service of related persons shall be those adopted by the State Personnel Board

E. Each Chancellor shall report annually to the Board of Trustees, at the regular meeting falling closest to the date of commencement, concerning all specific cases during the preceding year in which the terms of this policy were applied.

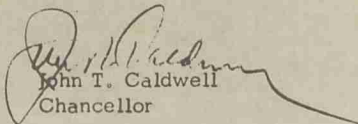
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CAMPUS IMPLEMENTATION

The inherent responsibility rests with the deans, directors, and department heads to exercise common sense and prudence in avoiding complications which may arise from employing relatives in situations where their relationship could produce favoritism, discrimination or other disrupting phenomena. I am asking Assistant Provost Nash N. Winstead to review for the University Administration the Dean's (or other unit head's) justification in each case of the prospective EPA appointment of a relative in advance of the appointment (1) to insure that we avoid the possibility of favoritism based on family relationship and to insure that the decisions concerning employment are based on consideration of individual merit, and (2) to enable us to maintain data as required under Paragraph E.

Administrative Memorandum, Number 14, dated April 27, 1973 from the President is attached. It expands on interpretation and implementation of the new policy. Please study it carefully.

Paragraph 3 calls for "appropriate personnel-action forms" to aid the policy implementation. The Administration will have to provide you with forms and/or instructions covering promotions. Initial appointment forms already require information on kinship

  
John T. Caldwell  
Chancellor



COPY

The University of North Carolina  
Office of the President

A D M I N I S T R A T I V E M E M O R A N D U M

SUBJECT: University Policy Concerning Employment  
of Related Persons (Anti-Nepotism)

NUMBER 14  
DATE April 27, 1973

Directions Concerning Implementation

Consistent with the report of the Personnel Committee of the Board of Governors, which recommended adoption of this policy, the following directions concerning implementation of the policy statement are furnished to each campus administration:

1. Copies of the policy statement, with appropriate explanatory material, are to be distributed to all University employees who have responsibility and authority with respect to personnel recommendations or decisions.
2. The policy is to be publicized generally throughout the University community, to insure that all employees are aware of its requirements.
3. Appropriate personnel-action forms, designed to insure effective administrative supervision of the implementation of the policy, shall be used in screening applicants or candidates for appointment, for example:
  - a. With reference to candidates for initial employment, the pertinent personnel-action form shall include an inquiry about whether the applicant or candidate is related, within the degrees specified in the policy statement, to any incumbent employee within the institution or to any other candidate for concurrent employment at the institution.
  - b. With reference to candidates for promotion to a position having responsibility for supervision of other employees, the pertinent personnel-action form shall include an inquiry about whether the candidate is related, within the degrees specified in the policy statement, to any incumbent employee within the institution or to any other candidate for concurrent employment at the institution.
4. In any situation where two or more related persons are to be employed concurrently within the same academic department (or other comparable subdivision of institutional employment), the supervisory or administrative official who has authority to give final administrative approval to the employment shall obtain from the supervisory or administrative official recommending employment a certification to the effect that no other candidate for the position in question possesses qualifications superior to those of the relative candidate.

5. Consistent with the requirements of Paragraph E of the Board policy, each Chancellor's written report to the Board of Trustees shall treat all cases in which the nepotism question arose during the preceding year:

a. In all cases where an individual making written application for employment was denied employment because of the requirements of the anti-nepotism policy, the circumstances shall be set forth; for example, (1) the employment would have resulted in one relative supervising another, or (2) an unrelated candidate had demonstrably superior qualifications;

b. In all cases where concurrent employment of related persons was allowed, the justifying circumstances shall be set forth; for example, (1) the supervisory relationship was not "direct", or (2) there were no other candidates for the available position whose professional qualifications were demonstrably superior to those of the relative.

#### Interpretations of Substantive Policy

Note should be taken particularly of the following points in connection with administration of the Board policy.

1. This policy applies only to EPA personnel; however, the policy of the State Personnel Board for SPA personnel, which was recently revised, is essentially identical in substance to the policy of the Board of Governors.

2. The policy of the Board of Governors is to be applied prospectively. This means that no incumbent employee's current job security will be jeopardized by the enactment of this policy; in short, if there are current instances of concurrent employment of relatives, in which one relative has responsibility for direct supervision of the other, neither person need be nor shall be prejudiced by this fact (neither to be transferred or asked to resign or discharged, so as to eliminate the type of conflict of interest now proscribed by the Board policy). However, prospective application of the new Board policy does require the following:

a. With reference to incumbent related employees, neither may hereafter be promoted to a position in which he or she would have responsibility for direct supervision of his or her relative; or, conversely, the promotion of one to such a supervisory position would require the transfer or resignation of the other, so as to eliminate the conflict of interest;

b. With reference to incumbent related employees, neither may hereafter participate in the evaluation of the other; this means:

(1) One relative who is a supervisor of the other must disqualify himself or herself from and not participate in the evaluation of the other, if such disqualification is practicable; it is acknowledged that during this transition period, in which relationships otherwise precluded by the new

policy are permitted to persist with reference to incumbents, it may not be possible in every instance for the supervisor to readily effect a removal of himself or herself from the evaluation process; however, where this is possible, it must be done:

(2) One relative may not sit as a member of a faculty or a member of a committee of a faculty which is exercising authority to evaluate the other relative; as appears most appropriate, this objective can be accomplished either by selective absence of an affected faculty member from the functioning of such a faculty or faculty committee at pertinent times or by declining appointment to any faculty committee which could be charged with responsibility for evaluation of a relative.

3. Section A 1 of the policy of the Board of Governors predicates its restriction on the concept of "responsibility for direct supervision." This phrase was adopted in the belief that, within the limits of basic guidelines, the policy ought to be so stated as to permit variety of treatment responsive to varying conditions at the campuses.

The question of "directness" or "indirectness" must be interpreted reasonably to accomplish the intent and spirit of the anti-nepotism policy. As a general rule of interpretation, no supervisory relationship between related persons should be permitted to exist where the supervisor effectively controls the terms and conditions of the relative's employment, including promotion opportunities, rates of compensation, work assignments and evaluation of performance. The terms "direct" and "immediate" may be essentially interchangeable, for purposes of evaluating certain types of relationships; however, in certain situations, because the term "immediate" may connote only "first line" supervision, it may be too restrictive a concept to serve as a reasonable guide.

Existence of the following types of relationships would appear, invariably, to violate the restriction against "direct supervision":

- a. Department Chairman and a member of the instructional staff of the same department.
- b. Member of instructional or research faculty and his or her teaching or research assistant.
- c. Dean of a School and a Chairman of a Department included within the School.
- d. Chancellor and a Vice Chancellor.

With respect to other types of relationships, an exercise of discretion may be necessary, with the possibility of varying conclusions depending on the operative circumstances. In general, if the relationship between an employee and an official

in the line of supervision is sufficiently remote to give rise to no substantial supervisory relationship, it may be appropriate to disregard the fact of family relationship.

In applying all aspects of the Board policy, the essential point, as articulated in the Basic Principles, is that no person shall at any time receive preferred treatment because of his or her relationship to another employee of the institution. The guidelines established in Paragraph A 1 of the Board policy are designed to preclude situations in which there is a high risk of such subjective favoritism. Accordingly, any interpretation of the "direct supervision" restriction should be consistent with this underlying policy objective.

Of critical importance is the principle that administrative guidelines and practices shall operate consistently. For example, if the policy is invoked in one case to preclude employment of a faculty member because his or her relative is Chairman of the department, the same result should obtain with respect to all identical cases; conversely, if employment is allowed under certain factual circumstances, there should be consistent results achieved in all identical cases. In short, an ad hoc, case-by-case approach, without the benefit of consistently applied guidelines, is likely to produce variations in result which could prompt charges of discrimination.

William Friday

## \*EMPLOYMENT OF RELATIVES

It is the policy of State government that persons considered for employment or promotion will be selected on the basis of training and experience and other characteristics which best suit the individual to the job to be performed.

If conditions are such that it is necessary for relatives to be considered, the following will apply:

Two members of an immediate family shall not be employed within the same agency if such employment will result in one supervising a member of his immediate family, or where one member occupies a position which has influence over the other's employment, promotion, salary administration and other related management or personnel considerations.

The term *immediate family* shall be understood to refer to that degree of closeness of relationship which would suggest that problems might be created within the work unit, or that the public's philosophy of fair play in providing equal opportunity for employment to all qualified individuals would be violated. In general, this would include wife, husband, mother, father, brother, sister, son, daughter, mother-in-law, father-in-law, son-in-law, daughter-in-law, grandmother, grandfather, grandson, granddaughter, stepmother, and stepfather. It might also include others living within the same household or otherwise so closely identified with each other as to suggest difficulty.

## AGE LIMITATIONS

*No Maximum Age.* No individual shall be barred from State employment because of age if such individual, veteran or non-veteran, is otherwise qualified. (Reference concerning veterans is G.S. 128-15.)

*Minimum Age for Law Enforcement Officers.* Law enforcement officers must be at least twenty-one years of age. The State Constitution requires that they be eligible voters. (Reference Article 6, Section 7, of the State Constitution.)

*Minimum Age for General Employment.* The minimum at which minors may be employed is eighteen years of age. Exceptions are provided under the law if the employing agency procures an *Employment Certificate* from the County Social Services Department. (Reference G.S. 110.)

## COMMITMENTS

A commitment should not be made to an employee or an applicant without the approval of the Office of State Personnel. Questions about an employee's or applicant's meeting minimum education and experience requirements or about salary or position classification should be directed to the Office of State Personnel. Questions about funds or other fiscal matters should be directed to the Budget Division.

(3)  
L. (4) "Rights and Benefits-Salary." p. 11

The analysis <sup>presented</sup> ~~is stated~~ by the Division of Student Affairs on rights and benefits - salary adequately summarizes the other units' appraisal of these points. <sup>The analysis</sup> ~~it~~ states that for EPA and SPA positions, ~~the analysis of compensation patterns indicates~~ that differentials between men and women doing the same work is the result of differentials in longevity and/or judged performance between individuals and is not <sup>determined</sup> ~~discrimination~~ on the basis of race or sex.

Several years ago it became evident that some female faculty members' salaries were lower than many males at the same faculty rank and experience <sup>within</sup> ~~with~~ the same department. Additional funds were made available to the various schools to <sup>remedy individual inequities</sup> ~~improve~~ such situations where they existed. Each year department heads and Deans are reminded to check for any such situations and give <sup>such</sup> ~~these~~ particular cases special attention. Where such differentials exist, <sup>these administrators</sup> ~~they~~ are required <sup>to</sup> ~~to be able~~ to justify <sup>them</sup> ~~any such salary discrepancy~~ on the basis of performance.

~~Composition of the work force by minority group status and sex.~~

~~When appropriate,~~ The affirmative action plans from each of the 13 campus units include data on the composition of the present EPA nonfaculty, EPA faculty, and SPA work force. Some units do not have all three categories of employees. Also included in unit plans is a yearly projection on changes in the SPA work force profiles for the next three academic years (1973-74, 1974-75, and 1975-76) and a summary table on the expected work force profile in 1975-76. Units with EPA nonfaculty and EPA faculty also have a projection on these EPA profiles in 1975-76. These projections are based on expected new hires and attempt to correct apparent "underutilizations" which were revealed through the utilization and availability analysis done by individual departments.

The overall University work force profiles are presented in Appendix A. Tables 1a, 1b, and 1c present information on the racial composition; 1a on EPA nonfaculty, 1b on EPA faculty, and 1c on SPA and unclassified Student Supply Store personnel. Tables 2a, 2b, and 2c present the profiles for each of the three personnel classes by sexual composition. Each table contains information on the number of employees in each job classification or rank by either racial or sexual composition groups, and the percent of employees within this job classification or rank that are within the specific racial or sexual group. These data are presented on the present (June, 1973) work force and the projected 1975-76 work force both on a full-time and a part-time employment status.

The projected changes indicate that the University plans to increase the hiring of females and minority groups.

*Note:  
Tables in  
Chapter VII  
have these  
names removed.  
Will this be  
completing?*

In many of the Schools the availability of minorities and females qualified for EPA faculty is very limited as shown by their <sup>data</sup> ~~availability~~ figures. The nation-wide lack of minorities or females in graduate programs in many of the disciplines found at North Carolina State University indicates that <sup>it is unrealistic to</sup> ~~expecting~~ the percent<sup>age</sup> of minority and/or female EPA faculty to approximate that of the population, ~~is unrealistic and unattainable~~. The Schools which report limited numbers of minorities and/or females available include the School of Design, Engineering, Forest Resources, Physical and Mathematical Sciences, and Textiles. The School of Agriculture and Life Sciences reports more females than minorities available in the disciplines taught in that School. The School with the greatest overall availability of minorities and/or females is the School of Liberal Arts. However, within the disciplines in the School, the availability of females varies from 4 percent to 30 percent while minorities vary from 0 percent to 6 percent.

Since many of the EPA nonfaculty are associated with academic disciplines and have backgrounds in the disciplines taught at North Carolina State University, these availability patterns parallel these disciplines. The qualifications for many of the EPA nonfaculty positions are <sup>of course discipline</sup> ~~discipline~~-related. <sup>is required by</sup> ~~For the well being of the~~ educational <sup>enterprise</sup> ~~environment~~ this procedure has been the most satisfactory.

The affirmative action plan from the Office of Business Affairs discusses the availabilities and broad hiring goals for SPA personnel. ~~The~~ Individual reports from the 13 units indicate ~~the~~ projected hiring plans of each unit in order to change the work force profile so that any underutilization of minorities or females can be <sup>identified and</sup> corrected.

1



## ✓ Composition of applicant flow by minority group status and sex. ✓

For personnel Exempt from the State Personnel Act (EPA), composition of applicant flow by minority group status and sex is reported by means of an affirmative action recruitment report filed with the University Equal Employment Opportunity Officer and the School Dean's office each time a position is filled. For personnel Subject to the State Personnel Act (SPA), the applicant flow is handled by the University Personnel Office and a report is filed with that office each time a position is filled. This manner of reporting on the number of applicants, race, and sex has been in effect only <sup>since</sup> during the 1972-73 <sup>academic</sup> year.

In some of the technical Schools such as Engineering, Design, Textiles, and Forest Resources, <sup>ll</sup> few, if any, <sup>le</sup> minority or women faculty apply <sup>due to their</sup> ~~scarcity of availability~~ in these fields. <sup>fr</sup> In the School of Liberal Arts <sup>positions</sup> there were more applicants from minorities and females. In English, for example, approximately 600 white males and 200 white females submitted applications during ~~the~~ 1972-73. In Philosophy and Religion 228 white males applied for faculty openings compared to 35 white females. Modern Languages was <sup>a department</sup> ~~another example~~ where approximately 50 percent of the applicants were females. In Physical Education 37 white male applicants, 18 white females, and <sup>1</sup> ~~one~~ minority male applied for positions.

The School of Physical and Mathematical Sciences had 259 white male applicants, 6 white females, and 1 minority male apply for four chemistry positions. Mathematics had three assistant professor openings and received 360 white male <sup>and</sup> ~~to~~ 16 white female applications.

In the School of Education there were 200 white male, 6 white female, and 1 minority male applicants for an assistant professor position. In Guidance and

Personnel Services, 34 white male applicants, 8 white females, and ~~XXX~~ 1 minority male applied for an assistant professor position.

The School of Agriculture and Life Sciences had a smattering of minority and female applicants for some of their departmental openings. Botany received 80 white male, 14 white female ~~applicants~~<sup>tion</sup>, and 1 minority male applicant<sup>tion</sup> for one assistant professor position. Zoology had 38 white male, ~~XXXXX~~ 2 white female, and 1 minority male applicants<sup>tion</sup> ~~apply~~ for an assistant professor position.

In other University units such as the Library, Student Affairs, and University Extension, the number of ~~minorities~~<sup>minority</sup> and/or women applications were representative of the availability for these various professional positions.

An analysis of applicant flow for SPA personnel indicates that minority group applications approximate the number of minority persons with the primary recruiting area for the University.

60 - 2.23  
"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) and (b)(3)

<sup>Does</sup>  
~~The~~ selection process eliminate a significantly higher percentage of minorities or women than nonminorities or men? ✓

A review of the North Carolina State University selection process does not indicate that it eliminates a significantly higher percentage of minorities or women than nonminorities or men. Comments on this topic by the various reporting units confirm the above statement.

The School of Engineering indicates that job descriptions do not reflect a bias of any type, and these descriptions are carefully reviewed to make certain that they include only those criteria necessary for the performance of the job.

In the School of Agriculture and Life Sciences the requirements and the exact duties of faculty positions are described in all materials used to solicit applications. Final selection of faculty candidate is made through a composite judgment of departmental faculty and administrative personnel (department heads, School Dean), all of whom are acutely aware of the responsibility of the University to give consideration to minorities and women.

60 - 2.23 (a)(3) and (b)(4)

<sup>Are</sup>  
Application and related pre-employment forms ~~are~~ in compliance with Federal legislation? ✓

The application forms used by North Carolina State University for recruiting SPA employees are supplied by the Central Office of State Personnel. These forms

were recently reviewed and necessary changes made by that office to conform with Federal EEO legislation.

The University does not have application forms or pre-employment forms for faculty applicants. A prospective faculty member sends his or her résumé initially. University forms are not completed until the candidate has accepted the position.

60 - 2.23 (a)(3) and (b)(5)

<sup>Are</sup>  
1/ Position descriptions inaccurate in relation to actual functions and duties?/

University position descriptions are made as accurate as possible in relation to the actual functions and duties. The criteria for the various academic ranks are described in the Faculty Handbook (see following pages).

The School of Agriculture and Life Sciences, as an example, indicated that their position descriptions are reviewed by the appropriate associate dean and Dean before forwarding to the Provost for approval to recruit. Therefore, position descriptions are screened initially as to their accuracy.

Qualifications for Subject to Personnel Act (SPA) position classifications are specified by the Central Office of State Personnel. The School of Engineering, as an example, stated that position descriptions for all SPA jobs are carefully reviewed each time a position is to be filled to be sure that they correctly reflect the needs of the job and that the requirements are not inflated.

7.

Q find this paragraph confusing. How does second sentence support the first? Or is the sentence needed at all? *Spencer/industry*

60 - 2.23 (a)(3) and (b)(6)

<sup>Are</sup> Tests and other selection techniques ~~not~~ validated as required by the OFCC Order on Employee Testing and other Selection Procedures?"

No pre-employment testing is utilized for Subject to Personnel Act (SPA) personnel in connection with selection and referral procedures used by the University Division of Personnel Services. In certain circumstances, applicants are requested to take the shorthand and typing skills tests administered by the local Employment Security Commission, as required by the OFCC Order on Employee Testing and other Selection Procedures.

In some of the University units simple performance job-related tests are used for SPA prospective employees. Such tests might consist of recording and typing a typical letter in the case of clerical personnel.

There are no tests per se for faculty although in some Schools and departments all applicants interviewed on campus may be asked to present a seminar to the selection committee and/or faculty members of the department.

60 - 2.23 (a)(3) and (b)(7)

"Test validation."

The Division of Personnel Services as a general rule does not test applicants for employment. At certain times typists and stenographers, as an example, who have been out of the work force for a long period of time may be requested to take

the clerical skills test administered by the local Employment Security Commission Office. These tests have been validated, According to ESC officials. Skills tests may be given to SPA employees at times by various departments on campus. However, to the best of <sup>our</sup> knowledge, these tests are directly related to the particular job to be performed.

60 - 2.23 (a)(3) and (b)(8)

<sup>Do</sup> 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."

Records currently available do not indicate whether a significantly higher percentage of minorities and women referrals are being rejected by the hiring supervisor or manager. However, effective January 1, 1974, a procedure for maintaining cumulative data on <sup>SPA</sup> applicant traffic by race, sex, and EEO classification was implemented. Prior to January 1 this data had been recorded on the applicant register but had not been maintained on a cumulative basis.

G. (1) "The selection process eliminates a significantly higher percentage of minorities or women than nonminorities or men."

A review of the North Carolina State University selection process does not indicate that it eliminates a significantly higher percentage of minorities or women than nonminorities or men. ~~the~~ Comments on this topic by the various reporting units confirm the above statement.

The School of Engineering indicates that job descriptions do not reflect a bias of any type, and ~~they have been reviewed~~ <sup>the descriptions are carefully reviewed to make certain that they</sup> to include only those criteria necessary for the performance of the job.

In the School of Agriculture and Life Sciences the requirements and the exact duties <sup>of</sup> for faculty positions are advertised in the seeking of applicants. Final <sup>selection of faculty candidates</sup> ~~selection~~ is made through a composite judgment of departmental faculty and administrative personnel (department heads, school dean), all of whom are acutely aware of the responsibility of the University to give consideration to minorities and women.

One of the smaller schools, Design, feels the selection process <sup>is not a</sup> discriminatory act. The difficulty rests in not having available a large pool of minorities and women from which to recruit.

In the School of Forest Resources, information on minority status frequently is not available or known during the initial screening of applicants (especially faculty), so discrimination at that stage is not likely. Later interviews, ~~exercises~~ tests (typing for clerks as an example and seminars for faculty) are conducted and evaluated openly and in such a manner as to eliminate discrimination.

*Pe-fo*  
*is a*  
*Over →*

*Red mark open*

*Should*  
*be in?*

*through personal*  
*written reviews*

9.

62.23 (a) 3 + (b) 4

G. (2) "Application and related pre-employment forms not in compliance with Federal legislation."

The application forms used by North Carolina State University for recruiting SPA employees are supplied by the Central Office of State Personnel. These forms were recently reviewed and necessary changes made by that office to conform with Federal EEO legislation.

The University does not have application forms or pre-employment forms for faculty applicants. A prospective faculty member sends his or her résumé initially. University forms are not completed until the <sup>candidate</sup> applicant

*Should this be revised?* → (has been offered <sup>to</sup> and accepted the position.



60-223 (A) 7 and (A) 5

~~0.~~ (3) "Position descriptions inaccurate in relation to actual functions and duties."

*make as as possible*  
~~The~~ University position descriptions are accurate in relation to the actual functions and duties. The criteria for the various academic ranks *are described* <sup>TP</sup> ~~are spelled out~~ in the Faculty Handbook (see following pages). *The School of Agriculture and Life Science, as an example,* <sup>PAE</sup> ~~University units~~ all indicated that their position descriptions ~~is~~ reviewed by the appropriate associate dean and dean before forwarding to the Provost for approval to recruit. Therefore, position descriptions are screened initially as to their accuracy.

*As the Associate*

Qualifications for Subject to Personnel Act (SPA) position classifications are specified by the Central Office of State Personnel. The School of Engineering, as an example, stated that position descriptions for all SPA jobs are carefully reviewed each time a position is to be filled to be sure that they correctly reflect the needs of the job and that the requirements are not inflated.

## Test Validation

The Division of Personnel Services as a general rule does not test applicants for employment. At certain times (e.g. Typists and Stenographers who have been out of the workforce for a long period of time) may be requested to take the Clerical Skills Test administered by the local Employment Security Commission office. These tests have been validated according to ESC officials. Skills tests may be given <sup>to SPA employees</sup> at times by various departments on campus; however, to the best of knowledge, these tests are directly related to the particular job to be performed.

60-2,22 (a) 3 and (a) 6

C. (4) "Tests and other selection techniques not validated as required by the OFCC Order on Employee Testing and other Selection Procedures."

No pre-employment testing is utilized for Subject ~~or~~ to Personnel Act (SPA) personnel in connection with selection and referral procedures used by the University Division of Personnel Services. In certain circumstances, applicants are requested to take the <sup>shorthand and</sup> typing skills tests administered by the local Employment Security <sup>Commission.</sup> Office. These tests have been validated according to the Employment ~~Security~~ <sup>office</sup> Commission officials.

as required by the OFCC Order on Employee Testing and other Selection Procedures,

In some of the University units simple performance ~~tests~~ job-related tests are used for SPA prospective employees. Such tests might consist of recording and typing a typical letter in the case of clerical personnel.

There are no tests per se for faculty although in some schools and departments all applicants interviewed on campus may be asked to present a seminar to the selection committee and/or faculty members of the department.

C 4

"Tests and other selection techniques not valid as required by the OFCC Order on Employee Testing and other selection procedures."

No pre-employment testing is utilized for Subject to Personnel Act (SPA) personnel in connection with selection and referral procedures used by the <sup>University</sup> Division of Personnel Services. In certain circumstances, applicants are requested to take the typing skills test administered by the local Employment Security Office. These tests have been validated according to the Employment Security Commission officials.

In some of the University units simple performance <sup>job related</sup> tests are used for SPA prospective employees. Such tests might consist of <sup>reporting and</sup> typing a typical letter in the case of clerical personnel.

There are no tests per se for faculty although in some schools and departments all applicants interviewed on campus may be asked to present a seminar to the selection committee and/or faculty members of the department.

C 4

"Tests and other selection techniques not valid as required by the OFCC Order on Employee Testing and other selection procedures."

No pre-employment testing is utilized for Subject to Personnel Act (SPA) personnel in connection with selection and referral procedures used by the <sup>University</sup> Division of Personnel Services. In certain circumstances, applicants are requested to take the typing skills test administered by the local Employment Security Office. These tests have been validated according to the Employment Security Commission officials.

In some of the University units simple performance <sup>job related</sup> tests are used for SPA prospective employees. Such tests might consist of <sup>reporting and</sup> typing a typical letter in the case of clerical personnel.

There are no tests per se for faculty although in some schools and departments all applicants interviewed on campus may be asked to present a seminar to the selection committee and/or faculty members of the department.

C. 4 "Tests and other selection techniques not validated as required by the OFCC Order on Employee Testing and other selection procedures."

No pre-employment testing is utilized for SPA personnel in connection with selection and referral procedures used by the Division of Personnel Services. In certain circumstances, applicants are requested to take the typing skills test administered by the local Employment Security Commission Office. These tests have been validated according to ESC officials.

C. (4) "Tests and other selection techniques not validated as required by the OFCC Order on Employee Testing and other Selection Procedures."

Design - No formal testing for EPA positions

Education - A seminar is usually presented by faculty applicants and performance is judged on a subjective basis by members of the search committee.

No tests are usually employed for secretarial and clerical employees in the School. Several criteria are employed in faculty employment procedures, such as, degree status, experience evaluation, teaching capability, research and publication record. In our judgement, there is no valid way to standardize such a procedure.

Engineering - Simple performance tests only are used for SPA employees. Such tests might consist of the ability to perform a task such as machining in the case of a technician or typing a typical letter in the case of a clerical employee.

Forest Resources - Only test involves a short typing exercise for some clerical positions. Includes typing a brief letter, with the evaluation based on time and accuracy. Results are made a part of the total evaluation record and kept on file. Although the results are not weighed heavily, they are considered important.

PAMS - Selection procedures are such that no techniques of measurement are used which could be adapted to serving a conscious discriminatory purpose and none have built-in factors which have the effect of disadvantaging females or minority group members.

Library - Only tests administered to applicants are routine typing or shorthand tests that may be administered by the department head or supervisor who is interviewing the applicant.

Business Affairs - Does not utilize tests or other selection techniques not validated by the OFCC and other selection procedures.

Liberal Arts - (Same as PAMS above)

Ag & LS - No special tests are given.

60-2.23 (a) 3 and (b) 8

C. (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 and male applicants."

Records ~~are~~ <sup>do not</sup> currently available indicating whether ~~or not~~ <sup>and referrals</sup> ~~on~~ <sup>are</sup> ~~referrals~~ a significantly higher percentage of minorities ~~and~~ <sup>and</sup> women are ~~being~~ <sup>rejected</sup> by the hiring supervisor or manager. However, effective January 1, 1974, a procedure for maintaining cumulative data on applicant traffic by race, sex and EEO classification was implemented. Prior to January 1, this data had been recorded on the applicant register but had not been maintained on a cumulative basis.



"Transfer and promotion practices."

An analysis of lateral and/or vertical movement of minority or female employees ~~does not indicate~~ that such movement is occurring at significantly <sup>higher</sup> ~~lesser~~ rate (compared to work force mix) than that of nonminority or male employees, ~~but to the contrary~~. For example, an analysis of lateral and promotional transfer actions handled by the Division of Personnel Services from July, 1973 through October, 1973 (July, 1973 was <sup>the</sup> initiation date for this type of record) revealed that minority employees <sup>changes represented</sup> ~~received~~ almost one-third of this activity while <sup>they</sup> ~~representing~~ approximately one-fourth of the SPA work force. Promotional transfer activity for minority employees exceeded one-third of all promotional activity for the period. This analysis would indicate that positive and affirmative efforts have been made on behalf of the minority SPA work force.

Generally for faculty members no transfers occur from one School to another. Promotions are based on established criteria such as <sup>departmental need,</sup> teaching performance, scholarly productivity, and other contributions to the profession and the University. Awareness of the affirmative action program by department heads and School Deans has insured that race and sex are not factors in such promotion decisions.

D. Analyze: "Transfer and promotion practices."

An analysis of lateral and/or vertical movement of minority or female employees does not indicate that such movement is occurring at significantly lesser rate (compared to workforce mix) than that of nonminority or male employees. <sup>but to the contrary.</sup> For example, an analysis of lateral and promotional transfer actions handled by the Division of Personnel Services from July, 1973, through October, 1973, (July, 1973, was initiation date for this type of record) revealed that minority employees received almost one-third of this activity while representing approximately one-fourth of the SPA workforce. Promotional transfer activity for minority employees exceeded one-third of all promotional activity for the period. This analysis would indicate that positive and affirmative efforts have been made on behalf of the minority SPA workforce.

Generally for faculty members, ~~there are~~ <sup>occur</sup> no transfers from one School to another. Promotions are based on established criteria such as teaching performance, scholarly productivity, and other contributions <sup>not subject to</sup> to the profession and the University. <sup>measures of the affirmative action program by department and Dean</sup> Race and sex are not a factor in such promotion decisions.

*not subject to affirmative action*

<sup>Are</sup> Facilities, company sponsored recreation and social events, and special programs such as educational assistance <sup>open equally?</sup>

All University units report that facilities, departmental and/or School functions such as recreational and social events and special programs such as educational assistance are open to all employees without regard to race or sex.

The D. H. Hill Library indicates that the Library Staff Association is the agency through which nearly all social functions are planned. Women and minorities belong to this association, hold office, and serve on planning committees. Social events quite often include the families of employees, and they are well attended by both sexes and minorities.

The University has an off-campus scholarly assignment program for faculty. On the recommendation of a department head and with the approval of the School Dean, the Provost, the Chancellor, and the Board of Trustees, a faculty member may be granted an "off-campus scholarly assignment" for one semester at full salary or for one academic year at half salary.

All full-time employees with the supervisor's consent are allowed to take one course a semester at the University for a nominal fee of \$7.00.

Educational assistance in the form of adult basic education classes for employees with less than an eighth-grade education has been provided at no cost during normal work hours for all employees.

All University units report that there is no evidence of exclusion of minorities or females and no problem seems to exist.

60 - 2.23 (a)(5) and (b)(9)

<sup>Are</sup> Minorities or women ~~are~~ excluded from or are not participating in company sponsored activities or programs?"

All University minorities and women are included in and do participate in departmental, School, and University-sponsored activities and programs. As an example, the School of Design reported that one female faculty member was given special funding last summer to attend a computer workshop at M.I.T.

60 - 2.23 (a)(5) and (b)(10)

<sup>Does</sup> ~~De~~ facto segregation still exist at some facilities?"

There is no evidence that de facto segregation exists at any University facility.

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

All University units report that facilities, departmental and/or <sup>and special programs such as educational assistance</sup> school functions such as recreational and social events are open to all employees without regard to race or sex.

The D. H. Hill Library indicates that the Library Staff Association is the agency through which nearly all social functions are planned. Women and minorities belong to this association, hold office, and serve on planning committees. Social events quite often include the families of employees, and they are well attended by both sexes and minorities.

The University has an off-campus scholarly assignment program for faculty. On the recommendation of a department head and with the approval of the ~~S~~ School Dean, the Provost, the Chancellor, and the Board of Trustees, a faculty member may be granted an "off-campus scholarly assignment" for one semester at full salary or for one academic year at half salary.

All full-time employees with the supervisor's consent are allowed to take one course a semester at the University for a nominal fee of \$7.00.

Educational assistance in the form of Adult Basic Education classes for employees with less than an eighth-grade education has been provided at no cost during normal work hours for all employees.

So? \_\_\_\_\_

All University Unit report that there is no evidence of exclusion of minorities or females and no problem seems to exist.

60-2.23 (a) 5 and 11-19

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

All University minorities and women are included in and do participate in departmental, ~~S~~ School, and University-sponsored activities and programs. ↵

*As an example,*

The School of Design reported that one female faculty member was given special funding last summer to attend a computer workshop at M. I. T. ~~The women and one black faculty member have also had available to them travel funds to aid their education on an equal basis to other faculty.~~

60-2.23(a) 5 and 10/10

E. (2) "De facto segregation still exists at some facilities."

There is no evidence that de facto segregation ~~does~~ exist<sup>s</sup> at any University facilities.

R \* For SPA employees, pay is awarded according to merit. The salary range, comprised of six salary steps with an approximate 5% salary differential between each step, is used to reward employees whose performance ratings remain satisfactory and above. The first three steps are automatic and are usually given at the end of one year work intervals. An employee must have a satisfactory performance rating in order to receive these automatic increases. The last three salary steps are considered strictly merit increases and are awarded to only  $\frac{2}{3}$  of the total number of employees eligible in a given year. Available records do not indicate evidence of discrimination based on race or sex in awarding salary adjustments within <sup>the</sup> assigned salary range.



• Seniority practices and seniority provisions of union contracts.

North Carolina State University does not have seniority practices and seniority provisions of "union contracts." There are no labor unions on this campus. ~~However, the policy of the State Personnel Act which applies to SPA employees has six advancement steps for each job classification. The first three steps are automatic salary increases, usually given at the end of each year of employment. Steps four to six are based on merit and since each unit only receives two-thirds the amount for eligible merit increases each year, not all eligible employees receive merit increases. There is no indication that any discrimination exists on the basis of sex or race.~~ All SPA employees are eligible for longevity pay after 15 years service with an automatic increase every five-year period thereafter.

Initial appointments of faculty at the rank of instructor, assistant professor, and associate professor are provisional appointments of one, three, or five years respectively. Initial appointments include experience and evaluation of educational background, performance, and other qualifications in determining initial rank and salary.

All salary increases among EPA employees are administered on merit and ~~we do not find any indication that discrimination now exists~~ <sup>are taking steps to correct differences that</sup> <sup>as the result of past discrimination</sup> on the basis of sex or race.

60-2,23(a) 6 and (H) 11  
F. Analyze:

"Seniority practices and seniority provisions of union contracts."

North Carolina State University does not have seniority practices and seniority provisions of union contracts, <sup>"</sup>since <sup>"</sup>there are no labor unions on this campus. However, the policy of the State Personnel Act which applies to SPA employees has six advancement steps for each job classification. The first three steps are automatic salary increases, usually given at the end of each year of employment. Steps four to six are based on merit and since each unit only receives two-thirds the amount for eligible ~~employees receive~~ merit increases each year, not all eligible employees receive merit increases. There is no indication that any discrimination exists on the basis of sex or race. All SPA employees are eligible for longevity pay after 15 years service with an automatic increase every five-year period thereafter.

All salary increases among EPA employees are based <sup>Administrative</sup> ~~solely~~ on merit and ~~once again~~ we do not find any indication that discrimination now exists on the basis of sex or race.

Initial appointments of faculty at the rank of instructor, assistant professor, and associate professor are provisional appointments of one, three, or five years respectively. Initial appointments ~~do~~ include experience and evaluation of educational background, performance, and other qualifications in determining initial rank <sup>and salary.</sup>

→ 90? \_\_\_\_\_

in order to provide employment opportunities for individuals not possessing the necessary formal training and experience to qualify for certain positions at the University, the Office of State Personnel provides training periods for individuals who show potential for given positions. These traineeships allow individuals to be employed below the minimum of the salary range and ~~as they progress~~ until such time as minimum qualifications requirements are met. A copy of trainee classes currently established for ~~statewide use~~ <sup>attached</sup> for informational purposes. Even though many of these classes are not currently used at the University, they are available for future use if the need arises.

In addition to trainee arrangements, several apprenticeship positions have been established in the Physical Plant Division and University Print Shop to allow

apprenticeship type training for the following  
positions such as painters,  
bricklayers, carpenters, plumbers, and the  
printing trades.

Opportunities for training in these  
various occupational categories are open  
to individuals without regard to race  
or sex.

60-2.23 @ 7

G. ~~analyse:~~ Apprenticeship programs.

~~Five apprenticeship positions have been established in Physical Plant to enable SPA employees of that division to train for trade-skill positions such as painters, bricklayers, carpenters, and plumbers.~~

~~Employer does not intend to start appra~~

Work force attitude.

University units have indicated that the work force attitude has generally been positive in the support of affirmative action and equal employment opportunities. All units have an affirmative action officer and/or affirmative action committee and ~~in most cases~~ the individual departments within the units have their own affirmative action programs.

All personnel in the Division of Personnel Services involved in recruiting, screening, and referral of applicants to SPA positions in the various Schools and departments have been carefully selected and trained to insure that equal opportunity for employment is given to all applicants. This means that interviewers are carefully screened before employment as to their attitudes and personal opinions concerning employment of minority group members and females. After employment, interviewers are made fully aware of legislation, executive orders, and guidelines concerning equal employment opportunity. Awareness is accomplished through on-the-job training and workshops and seminars that are offered at various locations from time to time.

The academic Schools are working regularly on helping their work force attitude. For example, in the School of Agriculture and Life Sciences each department has appointed an individual to nurture and enhance the aims and purposes of our Affirmative Action Plan. From these individuals the School maintains an Affirmative Action Committee that works with the Dean in the interest of equal employment opportunities. Similar programs ~~which~~ are concerned with the organization of affirmative action programs in the other Schools.

The units also affirm that personnel involved in their recruiting, screening, selection, promotion, disciplinary, and related processes have been carefully selected and trained to help insure elimination of bias in all personnel actions.

Work force attitude toward affirmative action is based on a grass roots level from the smallest departments on up. It is intended that a positive attitude toward equal opportunities and employment will permeate the University.

*what about Dolce's report - doesn't it say attitude bad?*

All ~~company~~ training programs, formal and informal.

Review of training programs, both formal and informal, does not indicate that minorities or women are underrepresented.

- employees may take University courses (tuition free) to upgrade knowledge and skills
- a supervisory development training program is available to all supervisors
- a high school diploma program is available to eligible employees without regard to race or sex
- orientation training sessions are attended by all new employees.



H. Analyze: "All company training programs, formal and informal."

Review of training programs, both formal and informal does not indicate that minorities or women are significantly underrepresented.

- (1) Employees may take University courses (tuition free) to upgrade knowledge and skills.
- (2) Supervisory Development Training program is available to all supervisors.
- (3) High School Diploma program is available to eligible employees without regard to race or sex.
- (4) Orientation training sessions are attended by all new employees.

✓ What is "significantly" ?  
✓ Are they in fact underrepresented?

60-2.23(a) 9 and (b) 12

~~F. Analyze:~~ "Workforce attitude."

~~The various~~ University units have indicated that the workforce attitude has generally been positive in the support of affirmative action and equal employment opportunities. All units have <sup>an</sup> affirmative action office<sup>s</sup> and/or affirmative action committees and in most cases the individual departments within the units have their own affirmative action programs.

All personnel in the Division of Personnel Services involved in recruiting, screening, and referral of applicants to SPA positions in the various Schools and departments have been carefully selected and trained to insure that equal opportunity for employment is given to all applicants. This means that interviewers are carefully screened before employment as to their attitudes and personal opinions concerning employment of minority group members and females. After employment, interviewers are made fully aware of legislation, executive orders, and guidelines concerning equal employment opportunity. Awareness is accomplished through on-the-job training and workshops and seminars that are offered at various locations from time to time.

The academic Schools are working regularly on helping their workforce attitude. For example, in the School of Agriculture and Life Sciences each department has appointed an individual to nurture and enhance the <sup>aims</sup> ~~aim~~ and purposes of our Affirmative Action Plan. From <sup>the</sup> ~~the~~ individuals the School maintains an Affirmative Action Committee that works with the Dean in the interest of equal employment opportunities. Similar <sup>programs which are concerned with</sup> ~~such statements can be said about~~ the organization of affirmative action programs in the other seven Schools.

The units also ~~state~~ <sup>affirm</sup> that personnel involved in their recruiting, screening, selection, promotion, disciplinary, and related processes have been carefully selected and trained to help insure elimination of bias in all personnel actions.

Workforce attitude toward affirmative action is ~~being tried~~ <sup>being</sup> on a grass roots level from the smallest departments on up ~~and~~ <sup>intended that a</sup> It is hoped ~~the~~ <sup>that a</sup> positive attitude toward equal opportunities and employment will permeate ~~throughout~~ <sup>throughout</sup> the University.

60 - 2.23 (a)(10)

Technical phases of compliance, such as poster and notification to labor unions, retention of applications, notification to subcontractors, etc.

60 - 2.23 (a)(10) and (b)(14)

Are  
No formal techniques established for evaluating effectiveness of EEO programs?

There are two basic levels of responsibility for implementing North Carolina State University's Affirmative Action Plan. At the broadest level, the responsibility rests on the central administration and has been delegated to the Equal Employment Opportunity Officer (EEO Officer). The designated responsibilities of the University EEO Officer may be found in Chapter IV, Sections (a) and (b). The second level exists at the unit level. Each unit's method of implementation and delegation of authority and responsibility is described in each unit's plan.

The units' EEO Officers (total of 13) make up the University Affirmative Action Committee with the University EEO Officer serving as chairman. This committee has met periodically during the current school year and will continue to do so in the future. In turn, the unit EEO Officers meet with and disseminate information to their individual Deans and departmental affirmative action representatives.

Several formal instruments have been established for evaluating the effectiveness of EEO programs at this University. Among these instruments can be listed the following:

EPA ~~(Exempt from Personnel Act)~~

- unit employment profile
- recruitment reports from units of all prospective hires through the year
- salary increase analysis

- promotion review
- SPA (~~Subject to Personnel Act~~ <sup>STATE</sup>)
- EEO-1 annual report
- Job Order Control Sheet (indicates job vacancies and how they are finally filled)
- Application Routing Sheet (sent with all referrals, completed and returned to Personnel Services indicating reasons why applicant was or was not hired)
- records maintained on transfers
- records on applicant responses to newspaper advertising and referral of weekly vacancy list to selected recruiting sources.

An annual affirmative action report from each unit will include the following:

- progress in meeting goals and assessment
- review of changes in employment profile
- review in analysis of availability
- plans for changes in procedure and goals for the next year.

60 - 2.23 (a)(10) and (b)(15)

<sup>Does</sup>  
"Lack of access to suitable housing inhibits recruitment efforts and employment of qualified minorities."

Low income housing is in short supply and is much needed in the City of Raleigh at this time. The University through the Department of Urban Affairs in

University Extension works regularly with city officials on this problem. The City of Raleigh has a Raleigh Community Relations Council. One focus of this Committee is on the establishment of a nonprofit housing corporation which could purchase property, ~~redevelop~~ <sup>a</sup>redevelop it, and make it available to new tenants on possible subsidized renting basis. This effort involves several faculty members.

A member of our faculty and staff participates in HOME (Housing Opportunities Made Equal). The purpose of this organization is to help prepare neighborhoods for integration that is about to take place.

Goals for Raleigh, still another organization, through its Housing subcommittee, is studying strategy for dealing with housing problems in Raleigh. The City of Raleigh and the Housing subcommittee had faculty members do a housing submarket analysis. The project looked at housing demands and problems and then projected housing needs over the next five, ten, and fifteen years. This study has recently been completed.

A new organization, ULTRA, which involves a number of faculty and staff, deals with landlord-tenant relationships. A current project of ULTRA is the preparation of legislation to strengthen the rights of tenants.

60 - 2.23 (a)(10) and (b)(16)

<sup>Does</sup>  
~~Lack~~ of suitable transportation (public or private) to the work place  
inhibit minority employment?<sup>y</sup>

Public transportation in the City of Raleigh is grossly inadequate at the

present time and is in need of much improvement. This inadequate service is particularly true in various minority areas and could inhibit their means of getting to this University. The obstacles are formidable.

The University through its Department of Urban Affairs in University Extension has cooperated with the City of Raleigh in efforts to improve public transportation.

In 1973 a Public Transit Study was made entitled the Voorhees Study. A number of faculty served as consultants on this study. The study has just been published and has been endorsed by city officials. At the present time an application is being prepared to request Federal funding for improvement of the transportation system. One recommendation is to set up a Transportation Authority for Raleigh. Implementation of this project would greatly enhance public transportation in the south side of the City where many minority people live. The plan fully implemented would double services in the City and improve the quality and quantity of buses.

The Goals for Raleigh organization through its Transportation Committee is also studying the Voorhees Study and any possible short term improvements in public transportation that may be accomplished in the near future. Numerous faculty members participate in the program.

Approximately two years ago several faculty members ~~conducted~~ conducted through the University Urban Affairs program, with the City of Raleigh a study of needs of the elderly and how their transportation needs might best be met. A lack of funds has put this study in limbo at the present time.

The University through Urban Affairs is cooperating with Wake County officials and the City of Raleigh on a proposal for a Wake County study of





~~(1)~~ "No formal techniques established for evaluating effectiveness of EEO programs."

There are two basic levels of responsibility for implementing North Carolina State University's Affirmative Action Plan. At the broadest level, the responsibility rests on the central administration and has been delegated to the Equal Employment Opportunity Officer (EEO Officer). The responsibilities of the University EEO Officer may be found in Chapter IV, Sections (a) and (b). <sup>suggested</sup>

<sup>The second</sup> Another level exists at the ~~unit~~ <sup>unit</sup> level. Each unit's method of implementation and delegation of authority and responsibility is ~~described~~ <sup>described</sup> in each unit's plan.

<sup>The</sup> Each unit's EEO Officers (total of 13) make up the University Affirmative Action Committee with the University EEO Officer serving as chairman. This committee has met periodically during the current school year and will continue to do so in the future. In turn, the unit EEO Officers meet <sup>with and</sup> disseminate information to their individual <sup>departmental affirmative action</sup> ~~department~~ <sup>representatives</sup>.

Several formal <sup>instruments</sup> ~~techniques~~ have been established for evaluating the effectiveness of EEO programs at this University. Among these <sup>instruments</sup> ~~techniques~~ can be listed the following:

EPA (Exempt from Personnel Act)

- (1) unit employment profile
- (2) recruitment reports from units of all prospective hires through the year
- (3) salary increase analysis
- (4) promotion review

SPA <sup>Subject</sup> (Exempt to Personnel Act)

- (1) EEO-1 annual report

- (2) Job Order Control Sheet (indicates job vacancies and how they are finally filled)
- (3) Application Routing Sheet (sent with all referrals, completed and returned to Personnel Services indicating reasons why applicant was or was not hired)
- (4) records maintained on transfers
- (5) records on applicant responses to newspaper advertising and referral of weekly vacancy list to selected recruiting sources.

An annual affirmative action report from each unit will include the following:

- progress in meeting goals and assessment
- review of changes in employment profile
- review in analysis of availability
- plans for changes in procedure and goals for the next year.

~~11.~~ (2) "Lack of access to suitable housing inhibits recruitment efforts and employment of qualified minorities."

Low income housing is in short supply and is much needed in the City of Raleigh at this time. The University through the Department of Urban Affairs in University Extension works regularly with city officials on this problem.

*The City of Raleigh has*  
~~creation of the city is~~ a Raleigh Community Relations Council. One focus of this

Committee is on the establishment of a non-profit housing corporation which could purchase property, redevelop it, and make it available to new tenants on a possible subsidized renting basis. This <sup>effort</sup> involves several faculty members. <sup>participates</sup>

A member of our faculty and staff ~~participates~~ in HOME (Housing Opportunities Made Equal). The purpose of this organization is to help prepare neighborhoods for integration that is about to <sup>take place.</sup> occur.

Goals for Raleigh, still another organization, through its Housing subcommittee, is studying strategy for dealing with housing problems in Raleigh.

*Rewrite*

*The City of Raleigh and its Housing sub-committee had*  
The subcommittee ~~had contact through the City of Raleigh with~~ faculty members

~~to~~ do a housing submarket analysis. The project <sup>is</sup> ~~is~~ <sup>flushed</sup> to look at housing demands and problems and then ~~project~~ <sup>projected</sup> housing needs over the next five, ten, and fifteen years. This study has ~~now~~ <sup>recently</sup> been completed.

A new organization, ~~with~~ <sup>ULTRA, which involves</sup> a number of faculty and staff ~~involved in it, is~~

ULTRA which deals with landlord-tenant relationships. ~~The current project is to~~

*the preparation of* ~~have introduced legislation improving the rights of tenants, in this relationship.~~ <sup>to strengthen</sup>

*of ULTRA*

K. (3) "Lack of suitable transportation [public or private] to the work place inhibits minority employment."

Public transportation in the City of Raleigh is grossly inadequate at the present time and is in need of much improvement. This inadequate service is particularly true in various minority areas and could inhibit their means of getting to this University. ~~But~~ *The obstacles are formidable.*

The University through its Department of Urban Affairs in University Extension has cooperated with the City of Raleigh ~~XXXX~~ in efforts to improve public transportation.

In 1973 a Public Transit Study was made entitled the ~~Voohees~~ <sup>V</sup>oohees Study. A number of faculty served as consultants on this study. The study has just been published and ~~it~~ has been endorsed by city officials. At the present time an application is being prepared to request federal funding for improvement of the transportation system. One recommendation ~~of the study was~~ <sup>to</sup> to set up a Transportation Authority for Raleigh. ~~Full~~ <sup>Implementation</sup> of this project ~~will~~ <sup>would</sup> greatly enhance public transportation in the south side of the City where many minority people live. The plan ~~when~~ <sup>would</sup> fully implemented ~~should~~ double services in the City and improve <sup>the</sup> quality and quantity of buses.

The Goals for Raleigh organization through its Transportation Committee is also studying the Voohees Study and any possible short term improvements in public transportation that may be accomplished in the near future. ~~There are~~ <sup>N</sup>umerous faculty members participating in the program.

Approximately two years ago several faculty members conducted, through <sup>the</sup> ~~the~~ <sup>University</sup> Urban Affairs, <sup>Program</sup> with the City of Raleigh a study of needs of the elderly and how their transportation needs <sup>might</sup> ~~may~~ best be met. A lack of funds has put this study in limbo at the present time.

The University through Urban Affairs is cooperating with Wake County officials and the City of Raleigh on a proposal for a Wake County study of residents the in county who are transportation poor. This study involves our University *personnel* and *people* county agencies such as Social Services and Health, *North Carolina* A&T State University, a predominately black institution, is serving in a consultative capacity in this project.

60-2.23(a) 10 and 11/17

~~F (3)~~ "Labor unions and subcontractors not notified of their responsibilities."

North Carolina State University <sup>has no</sup> ~~does not~~ have labor unions <sup>contracts,</sup> All <sup>include</sup> ~~have~~ a construction contracts involving Federal funds let by the University ~~have~~ a compliance statement on being an equal opportunity employer. When the contractor signs the contract, he is indicating that he is in compliance with this policy.

60-2.23(a) 10 and 11/18

~~J. (4)~~ "Purchase orders do not contain EEO clause."

~~The~~ University purchase orders do contain the equal employment opportunity clause, ~~and~~ **A** sample copy is attached below.

DATE \_\_\_\_\_

INVOICE NUMBER \_\_\_\_\_

21497

VENDOR NUMBER \_\_\_\_\_

REQUISITION NUMBER \_\_\_\_\_

T  
O

VOID

PRINT PROMPT PAYMENT BOTH ABOVE NUMBERS MUST APPEAR ON ALL INVOICES, SHIPPING PAPER, AND SHIPMENTS. SEE REVERSE SIDE FOR ADDITIONAL INSTRUCTIONS.  
ALL APPLICABLE N.C. SALES & USE TAX SHALL BE SHOWN AS A SEPARATE ITEM ON INVOICE.

**SHIP TO** NORTH CAROLINA STATE UNIVERSITY

RALEIGH, NORTH CAROLINA 27607

AT RALEIGH

If you have any questions concerning this order,

ATTN:  
Department \_\_\_\_\_  
Building \_\_\_\_\_  
Room \_\_\_\_\_

Contact \_\_\_\_\_  
at the address given or by phone at  
A/C 919 737-2171

SHIPMENT IN		ARO	F.O.B.	SHIP VIA	TERMS	QUOTED	OUR NO.	YOUR NO.
			SHIPPING POINT <input type="checkbox"/> DESTINATION <input type="checkbox"/>					

ITEM NO.	QUANTITY	UNIT	CATALOG NO.	DESCRIPTION	UNIT PRICE	TOTAL
VOID						

FIVE COPIES OF INVOICE REQUIRED. ON DATE SHIPMENT IS MADE.

NORTH CAROLINA STATE UNIVERSITY  
AT RALEIGH

INVOICE EACH SHIPMENT SEPARATELY AND FURNISH BILL OF LADING, EXPRESS OR SHIPPING RECEIPT WITH EACH INVOICE.

MAIL DIRECTLY TO NORTH CAROLINA STATE UNIVERSITY AT RALEIGH,  
PURCHASING DEPARTMENT, P.O. BOX 5935, RALEIGH, NORTH CAROLINA 27607

\_\_\_\_\_  
PURCHASING AGENT

CONDITIONS PRINTED ON REVERSE SIDE OF THIS SHEET CONSTITUTE A PART OF THIS ORDER

VENDOR'S COPY



## CONDITIONS AND INSTRUCTIONS

### GENERAL

1. The purpose of these Conditions and Instructions is to contribute to the understanding between buyer and seller and not to impose unreasonable obligations or liabilities on the seller.
2. This order is placed subject to: shipment of quantities, qualities and prices indicated on the face; all conditions and instructions of this order and of the proposal on which it is based. The University will allow a 10% variance in quantity and/or price as acceptable conditions.
3. Unless shipment can be made within 10 days, acknowledgement must be submitted.
4. Authorization to make any changes in this order must be given in writing by the North Carolina State University Purchasing Department.
5. **Equal Opportunity Employment Statement:** The non discrimination clause contained in Section 202 Executive Order 11240, as Amended by Executive Order 11375, relative to Equal Employment Opportunity for all persons without regard to race, color, religion, sex or national origin, and the implementing rules and regulations prescribed by the Secretary of Labor, are incorporated herein.

### SHIPPING

6. Each shipment must be shipped to address and marked to the attention of the individual indicated on the face of this order, labeled plainly with our Order Number and showing gross, tare and weight.
7. Unless otherwise indicated on the face of order, all shipments must be Transportation Charges Prepaid. If shipped collect, shipment subject to refusal.
8. Complete packing list must accompany each shipment.
9. In cases where materials are shipped against this order by parties other than yourselves, shipper must be instructed to show our Order Number on all packages and shipping manifests to insure prompt identification and payment of invoices.
10. Materials received in excess of the allowable quantities as specified may be returned at Shipper's expense.

### BILLING AND PAYMENT

11. Drafts will not be honored.
12. Five (5) copies of invoice, showing Order Number, terms, routing must be mailed to us on date of shipment.
13. Discounts are to be calculated in accordance with the State of North Carolina discount policies.
14. Direct invoices to Purchasing Department, Box 5935, Raleigh, North Carolina 27607.
15. Invoice each shipment separately.
16. All materials will be subject to our inspection. If defective, they will be returned at Vendor's expense. We reserve the right to cancel this order if goods are not delivered in specified time.
17. THE UNIVERSITY WILL NOT BE RESPONSIBLE FOR GOODS DELIVERED WITHOUT WRITTEN ORDER FROM THIS DEPARTMENT.

60-2.23 (a) 10 and (b) 19

~~F.~~ (1) "Posters not on display."

All University units indicate that appropriate equal employment opportunity posters are appropriately displayed on their ~~various~~<sup>several</sup> bulletin boards.

③ ~~NECU~~ Information Service has had a continuous program of publicizing minority and female personal achievements. Releases <sup>are</sup> sent on a regular basis to local and minority news media.

⑤ Participation by faculty and staff in efforts to improve housing and local transportation for minorities is discussed earlier in this chapter. (p. )

60-2.26 "Support of Action Programs"

(1) North Carolina State University is one of six selected Cooperating Colleges. These are predominantly Black Universities and three are predominantly women colleges. ~~Students from the other local colleges are eligible to take courses at NCSU~~ <sup>Two additional courses to be individual</sup> provided ~~these courses are not offered by the participating~~ <sup>at the local institution</sup> over institutions. A total of 227 <sup>at the local institution</sup> registered for one or more courses at NCSU during the 1972-73 academic year.

(2) Continuing program of

of publishing ~~or~~ minority and female achievement. ~~Picture to depict~~ <sup>picture to depict</sup> Black media and a ~~1982~~ <sup>1981</sup> ~~reception~~ <sup>reception</sup> on a ~~state~~ <sup>state</sup> and national level ~~is necessary~~ <sup>is necessary</sup> ~~papers news media~~ <sup>papers news media</sup>.

(a) ~~Selected from all 4 yrs. Under L.R.C.C.~~

The University supports employees who serve ~~in any official capacity~~ <sup>community relations</sup> organizations. The ~~appointing procedure~~ <sup>community relations</sup> of the community organization appoint members to the.

(1)

The University does not ~~appoint~~ <sup>normally</sup> members to community committees or boards. ~~These appointments are generally made by the city officials.~~ <sup>However, the University supports</sup> ~~members of the~~ <sup>members of the</sup> ~~community staff and faculty appointed~~ <sup>to the various</sup> ~~boards and committees~~ <sup>boards and committees</sup>.

The University Center for

~~The~~ Urban Affairs and Community Services <sup>of NCSU</sup> has a joint Title I Grant with North Carolina A & T State University. One ~~staff member~~ <sup>staff member</sup> from each

(4)

~~committees~~ The grant provides for technical assistance and training programs for minority business men. One staff member from each university is working through the Chamber of Commerce in Raleigh and Greensboro, N.C.

- 1) HOME - organization in Raleigh  
Housing Opportunities Made Equal  
A number of faculty members are participating in this.  
Purpose is to prepare neighborhoods for integration that is about to occur.
- 2) Raleigh Community Relations Council  
This is a creation of the City of Raleigh. One study is the possible establishment of non-profit housing corporations which could purchase property and redevelop it and make it available to new tenants on possible subsidized renting basis.
- 3) Goals for Raleigh  
Housing subcommittee studying strategy for dealing with housing problems in Raleigh community. Subcommittee had contact through the City of Raleigh with faculty members to do a housing submarket analysis. This was to look at current housing demands and problems and project what demands and problems would be over the next five to ten years. Study has been completed for housing needs of the community.
- 4) ULTRA  
Deals with landlord-tenant relationships. New legislation improving the rights of tenants in this relationship.

#### Transportation

- 1) Senior Transportation in Raleigh - STIR  
Study of the needs of elderly and how transportation needs might best be met.
- 2) Mass Transit Study  
Number of faculty served as consultants. This was undertaken over the past year and was published two months ago. One recommendation was to set up a transportation authority for Raleigh. Hope to obtain Federal funds for this ~~work~~ within a year.
- 3) Goals for Raleigh set up a transportation committee to look at the Voorhees Study and also some short term solutions to help solve transportation problems.
- 4) Developing a proposal for the study of Wake County transportation needs for the transportation poor. These don't have access to get to the various places they need to get. This is a joint venture between University people, county people, and city people. A&T serving as consultants to the committee.