

DIVISION OF PERSONNEL SERVICES  
NORTH CAROLINA STATE UNIVERSITY

Route Slip

DATE

6-23-75

FROM	TO	NAME	FROM	TO	NAME
		Baldwin, Pat			Gardner, Beth
		Bennett, Charlene			Kerr, Larry
		Bland, Vickie			Haddock, Shelba
		Brooks, John			Lynam, Bud
✓		Calloway, Bill			O'Neil, Marsha
		Crouch, Judy			Taylor, Bessie
		Ellis, Ruth			Woodrum, Jane
		Freeman, Virginia		✓	DR. CLARK

Approval	Prepare Reply
Comment	File: Index, Corres.
Let's Discuss	Employee, Pos. Des.
As Requested	Appl., Spec, Pers.
See Me	To Be Typed
Return to	Make _____ Copies
For Your Information	Need Not Return
For Your Signature	Route Around
Necessary Action	Please Handle
Investigate & Advise	File in Library

Summary Affirmative Action  
Report for 1975 to be  
included with Annual Report.  
Let me know if you have  
questions or if I can help  
you further.  
Bill

25% COTTON FIBER

# NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

OFFICE OF BUSINESS AFFAIRS

Box 5067 Zip 27607

16 June 1975

MEMORANDUM

To: NCSU Affirmative Action Officer

From: Mr. J. D. Wright, Vice Chancellor  
Finance and Business *J D Wright*

Subject: Annual Affirmative Action Progress Report

An analysis of the employee profile within the Office of Business Affairs reveals satisfactory progress in meeting Affirmative Action goals set for June 30, 1975.

Listing by Job Categories showing projected June 30, 1975 work profile and the actual work profile is as follows:

Officials and Managers

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -	24	1	1				25	1
Actual -	26	1	1				27	1

Professionals

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -	19	5	1			1	20	6
Actual -	24	12	1	1		1	25	14

Technicians

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -	4	2	1				5	2
Actual -	6	3					6	3

Sales

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -								
Actual -	1						1	

Clerical

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -	13	74	11	16			24	90
Actual -	8	78	11	5			19	83

Craftsmen

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -	121	7	52	7			173	14
Actual -	133	8	41	5			174	13

Operations

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -	12	19	12	16	1		25	35
Actual -	19	14	18	9			37	23

Laborers

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -	24		51				75	
Actual -	33	4	53				86	4

Service Workers

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -	23		109	96	1		133	96
Actual -	23	2	105	106	1		129	108

In the job category of Officials and Managers the goal has been attained.

In the job category of Professionals the goal has been more than attained.

In the job category of Technicians the profile continues to reflect favorable utilization of women. Efforts will be continued to employ a black male provided qualified applicants are available.

In the Sales job category Affirmative Action goals were not established since positions in Students Supply Stores were not covered by State Personnel Act provisions until August 1974. A separate listing is attached for Students Supply Stores work profile.

In the Clerical job category the profile continues to reflect favorable utilization of both women and minority groups in comparison with the available percentages shown in the Wake County Labor force. Efforts will be continued to employ black females provided qualified applicants are available.

In the job category of Craftsmen the specific goals of hiring additional black male and black female employees have not been reached. However; the work profile continues to exceed the available percentages for minority groups shown in the Wake County Labor force. Efforts will be continued to employ additional black males and black females provided qualified applicants are available.

In the Operations job category the work profile continues to reflect favorable utilization of both minority groups and women. Efforts will be continued to employ more white females and black females provided qualified applicants are available.

In the job category of Laborers no specific goals were set even though the work profile indicates possible underutilization of female employees. Equal opportunity for employment will be given to female applicants who possess necessary minimum work qualifications.

In the Service Workers job category the profile continues to reflect a very favorable utilization of both women and minority groups. While the profile reflects four (4) black males fewer than projected, it also reflects ten (10) more black females and two (2) more white females than projected. Both of the white females have been employed in the Security Officer classification. Additionally, efforts are continuing to attract more minority group applicants meeting the minimum standards for law enforcement officers. Recently a well qualified black male was employed as a Security Officer but resigned within two weeks to accept employment with private industry at a higher salary.

cc: Chairman, Affirmative Action Committee  
Office of Business Affairs

PROGRAM REPORT

NORTH CAROLINA STATE UNIVERSITY AFFIRMATIVE ACTION PLAN  
SPA PERSONNEL

June, 1975

This progress report for SPA Personnel is submitted according to provisions of the North Carolina State University Affirmative Action Plan prepared in January, 1974.

Since the preparation of the Affirmative Action Plan is carried out under a decentralized approach whereby major schools and divisions contribute to the total plan, the Division of Personnel Services' role is mainly one of assisting campus units in meeting stated goals and monitoring activities to assure that equal employment concepts are being adhered to. This report summarizes those activities that have been executed or continued during the 1974-75 fiscal year.

Recruiting and Referral Activities

Special attention is being given to campus departments where apparent underutilization of minority and female employees exists. Division of Personnel Interviewers are aware of the importance of including minorities, women, and other protected groups in the slate of applicants referred to a vacancy. Efforts are made to locate qualified minorities and women when they are not represented in our applicant files through such efforts as contacting Placement Officers at predominantly black and female educational institutions, advertising in newspapers, requesting referrals from minority staff members on campus, and contacting leaders and groups in the black community. The frequency of personnel printouts is being increased to further facilitate the identification of areas where women and minorities are underutilized.

All referrals to SPA vacancies are accompanied by an Application Routing Sheet which requires departmental documentation of selection activity. Documentation is reviewed and selection decisions are monitored by the Staff Recruitment Officer for validity. The Application Routing Sheet has been helpful in reminding campus departments of their responsibility toward equal employment opportunity and appears to make them more aware of their "accountability" for the selection that they make. Proposed revisions (see attached) should serve to strengthen the form's control function.

On-campus college recruitment including predominantly black and female colleges and universities has been dampened somewhat by the current economic situation and is affected by the types of staff positions that are found at the University. Most positions require less than a college degree. Thus, recruitment is normally focused

on business schools, community colleges, and technical institutes. However, certain positions do require a college degree and recruiting trips were made to certain colleges and universities in fiscal year 1975-76. These schools included predominantly black N.C. Central University, N. C. Agricultural and Technical University and University of North Carolina at Greensboro (formerly Woman's College of UNC). Additional recruitment appeared unwarranted with the significant decreases in vacancies experienced over the last seven months coupled with only a slight decrease in walk-in traffic. The limited recruitment schedule was and is anticipated to be adequate in correcting any deficiencies in the race/sex mix of traffic in areas where vacancies for recent graduates were forecast.

One of the goals stated in the Affirmative Action Plan is to interview, select, and refer in accordance with equal employment concepts, including a continuous review of recruitment procedures to assure that barriers to successful recruitment do not exist. Barriers such as negative attitudes of the interviewers, assumptions about applicants' interests 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 are of particular concern. Recent changes in internal procedures, however, should suffice to further diminish the chance that these barriers will be evident in our recruiting and referral activities. These changes now allow interviewers to allocate more time to

- 1) developing a representative slate of referrals,
- 2) follow-up of minority referrals
- 3) participating in additional training in EEO, and
- 4) reviewing applicant references more fully.

Departmental selection is monitored, as mentioned earlier, through the use of routing sheets which must be completed on all applicants referred to departmental vacancies. Promotions, demotions, transfers of employees are monitored through the receipt of personnel action forms which are received in the Personnel Divisions. In cases where actions appear to perpetuate pre-existing deficiencies in minority and female employment profiles, contact is made with the respective departments' administrators or departmental EEO officers for justification for actions taken. The campus EEO officer is also made aware of any such matters, and his assistance is requested if needed. Disciplinary cases are handled in compliance with the University Grievance Policy.

The Division has worked closely with community manpower programs in the Raleigh area; however, these programs have been in a state of flux for the past eighteen

months as a result of uncertain funding. Much of the uncertainty has been recently resolved with the CETA Program (Comprehensive Employment and Training Act) absorbing much of the responsibilities and personnel of organizations such as Wake County Opportunities.

The Recruitment Section of the Personnel Division is working actively with CETA with one trainee now on campus in Animal Science and one scheduled for training in the campus library. The W.I.N. program is independent of CETA though the programs share some enrollees. One W.I.N. client is on campus under W.I.N.'s "work experience" program.

Personnel Notes, a weekly list of staff vacancies, continues to be distributed throughout campus, and externally, to governmental agencies and organizations, including sources for minority and female applicants. Vacancies are posted for five working days. Personnel Notes contains the following postscripts:

\*An equivalent combination of experience and education will be considered.

\*\* One year of full-time clerical experience may be substituted for the high school completion necessary for most clerical positions.

#### Training Activities

Training sessions to brief supervisors on the subject of increased utilization of minorities and women at all levels of the staff work force have not been developed and implemented as planned due to lack of staff. Current plans are to include EEO awareness training in a Supervisory Development course in 1975-76. New employees are encouraged in orientation to apply for promotional opportunities, in addition, the University's Affirmative Action commitments are discussed.

A new staff employee Performance Appraisal and Employee Development Program has been implemented. To acquaint University administrators and supervisors with the new program, a university-wide training session was held. A training needs survey is presently being planned; the projected completion date is October 1, 1975. Once the survey is completed, training priorities will be identified and needed programs developed.

#### Classification and Pay

Underutilization of minorities and females continue to be a concern.

The practice of reviewing all positions on campus every five years makes it possible to detect departments or divisions on campus where underutilization of minority and female employees is prevalent. As a result of the campus-wide clerical

study, concluded in 1974, these areas were noted. However, due to the slow down in the economy and the resulting decrease in the availability of jobs, we have not pressed the issue.

Positions which serve as assistants to department heads, deans, or other administrative officials are traditionally occupied by females and are classified as clerical positions. The campus clerical review revealed several underclassified positions which were reallocated to higher administrative classifications. It is hoped that these reallocations from clerical classifications to administrative classes will encourage officials to delegate administrative duties to staff employees thereby increasing the promotional opportunities for minority and female employees.

When all personnel data is computerized, each position can be carefully monitored on a regular basis.

A review of job specifications for all positions is being made this year. The consistency of minimum qualifications is being compared within salary grades. Additionally the qualifications are being studied to determine the appropriateness of the requirements to the actual needs of the positions. Recommendations for changes to minimum qualifications requirements will be made to the Office of State Personnel.

A survey is being made this year to determine where employment tests are being given on campus and the kinds of test being administered. The results of this survey will be used to determine the feasibility of establishing a central testing facility.



Check this

AFFIRMATIVE ACTION PLAN  
EPA NON-FACULTY

SCHOOL/DEPARTMENT

Business Affairs

COMPLETED BY

S.C. Schlitzkus

DATE

16 June 1975

June 1973 EPA  
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA  
Non-Faculty Complement

June 1975 EPA  
Non-Faculty Complement

	White		Black		Other		Total			White		Black		Other		Total			White		Black		Other		Total							
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F				
FULL-TIME																																
Officials & Managers	3						3		3								4									4						
Professionals																																
Technicians																																
SUB-TOTAL																																
*PERMANENT PART-TIME																																
Officials & Managers																																
Professionals																																
Technicians																																
SUB-TOTAL																																
TOTAL																																

\* PERMANENT PART-TIME - Individuals working less than full-time and being paid accordingly but hired for term of 12 months or more or for a stated term of one academic year or more. This does not include joint appointments which should be reported as full-time by their major departments.

## AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT Business AffairsCOMPLETED BY S.C. SchlitzkusDATE 16 June 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Managers	25	1					25	1	25	1					25	1	26	3	1				27	1
Professionals	19	5	1			1	20	6	19	5	1		1	20	6	19	6	1		1	20	7	24	14
Technicians	4	2	1				5	2	4	2	1			5	2	4	2				4	2	6	3
Sales																								1
Clerical	13	78	10	6			23	84	13	76	10	10		23	86	11	80	11	7		22	87	8	78
Craftsman	121	7	46	5			167	12	121	7	49	5		170	12	122	6	46	4		168	10	133	41
Operations (semi-skilled)	15	17	14	13	1		30	30	13	18	14	14	1	28	32	22	16	17	12		39	28	19	18
Laborers	24		51				75		24		51			75		31		57		1	89		33	4
Service Workers	23		108	96	1		132	96	23		108	96	1	132	96	22		103	105	1	126	105	23	2
SUB-TOTAL	244	110	231	120	2	1	477	231	242	109	234	125	2	478	235	257	113	236	128	2	495	242	273	112
*PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
Sales																								
Clerical																								
Craftsman																								
Operations (semi-skilled)																								
Laborers																								
Service Workers																								
SUB-TOTAL																								
TOTAL																								

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT

Business Affairs  
Students Supply Stores

COMPLETED BY

S.C. Schlitzkus

DATE

16 June 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																								
Officials & Managers	8						8		9						9		9							9
Professionals	1						1		1						1		1							1
Technicians																								
Sales	11	6					11	6	13	10					13	10	9	14					9	14
Clerical	1	5					1	5	4	11					4	11	3	10					4	10
Craftsman																								
Operations (semi-skilled)																								
Laborers																								
Service Workers			3				3			4					4			4			3			3
SUB-TOTAL	21	11	3				24	11	27	21	4				31	21	26	20	4				30	24
*PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
Sales																								
Clerical																								
Craftsman																								
Operations (semi-skilled)																								
Laborers																								
Service Workers																								
SUB-TOTAL																								
TOTAL																								

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

# NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

OFFICE OF BUSINESS AFFAIRS

PRINT SHOP  
Box 5517 ZIP 27607

June 27, 1974

MEMORANDUM

To: William R. Calloway, Office of Business Affairs

From: *JWF* John W. Lee, Chairman, Office of Business Affairs  
Affirmative Action Committee

Subject: Annual Affirmative Action Progress Report

An analysis of the employee profile within the Office of Business Affairs reveals satisfactory progress in meeting Affirmative Action goals set for June 30, 1974.

Listing by Job Categories showing work profile of October 1973, projected work profile for June 30, 1974, and the actual work profile is as follows:

Officials and Managers

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Oct. 1973 -	25	1					25	1
Projected -	25	1					25	1
Actual -	26	3	1				27	3



Professionals

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Oct. 1973 -	19	5	1		1		20	6
Projected -	19	5	1		1		20	6
Actual -	19	6	1		1		20	7

Technicians

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Oct. 1973 -	4	2	1				5	2
Projected -	4	2	1				5	2
Actual -	4	2					4	2

Clerical

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Oct. 1973 -	13	78	10	6			23	84
Projected -	13	76	10	10			23	86
Actual -	11	80	11	7			22	87

Craftsmen

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Oct. 1973 -	121	7	46	5			167	12
Projected -	121	7	49	5			170	12
Actual -	122	6	46	4			168	10

Operations

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Oct. 1973 -	15	17	14	13	1		30	30
Projected -	13	18	14	14	1		28	32
Actual -	22	16	17	12			39	28

Laborers

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Oct. 1973 -	24		51				75	
Projected -	24		51				75	
Actual -	31		57		1		89	

Service Workers

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Oct. 1973 -	23		108	96	1		132	96
Projected -	23		108	96	1		132	96
Actual -	22		103	105	1		126	105

In the job category of Officials and Managers two (2) additional white females and one (1) black male have been employed. These actions result in a profile which exceeds that projected for June 30, 1975.

In the job category of Professionals the profile was further improved by employment of one (1) additional white female.

In the job category of Technicians the profile continues to reflect favorable utilization of women. Efforts will be continued to replace the black male lost from this category provided qualified black applicants are available.

In the Clerical job category the work profile continues to reflect favorable utilization of both women and minority groups. Although the goal of employing four (4) additional black females was not reached, it is believed that employment of one (1) additional black male and one (1) additional black female indicates reasonable efforts are being made to further improve the profile in this job category.

In the Craftsmen job category the profile continues to reflect favorable utilization of minority group employees and utilization of women employees at just slightly below the available percentage shown in the Wake County Labor force. Efforts will be continued to employ black males and females provided qualified applicants are available.

In the Operations job category the profile continues to reflect a very favorable utilization of both minority groups and women employees. Efforts to hire additional women employees will be continued. Although the goal of employing one (1) additional black female and one (1) additional white female was not reached, it is noted that three (3) additional black males were employed.

In the Laborer job category no specific goals were set even though the profile indicates possible underutilization of women employees. Equal opportunity for employment will be given to females who apply for positions in this job category and who possess the necessary minimum work qualifications.

In the job category of Service Workers the profile continues to reflect a very favorable utilization of both women and minority group employees. While the profile reflects five (5) black males fewer than projected, it also reflects nine (9) more black females than projected. Particular efforts will be continued to employ more black males in this job category. In the Security Officer classification special effort has been made to employ at least one additional black male and one white female. Extensive advertising has been conducted to attract applicants meeting the minimum standards for law enforcement officers. Response to this advertising has been very good and interviewing of applicants is presently being conducted.

SPEED LETTER

MESSAGE

REPLY

DATE

6-28-74

DATE

To:

Mr. Bill Simpson

Re:

Affirmative Action

- |  |   |
|--|---|
| <input type="checkbox"/> As Requested                          | <input type="checkbox"/> For Your Information |
| <input type="checkbox"/> Please Advise                         | <input type="checkbox"/> Specific Referral    |
| <input type="checkbox"/> Note Opinion and Return               | <input type="checkbox"/> General Referral     |
| <input type="checkbox"/> Information Requested                 | <input type="checkbox"/> For Your Approval    |
| <input type="checkbox"/> In Accordance with our Discussion     | <input type="checkbox"/> Request Held Pending |
| <input type="checkbox"/> Request Tentatively Approved Pending: |   |
| <input type="checkbox"/> Budget Approval                       |   |
| <input type="checkbox"/> State Personnel Approval              |   |

Comments:

Better late than  
Never. ?! goes the ol'  
cliche. Attached is progress  
report for Business Affairs  
Let me know if you  
need more info.

Signed

W. R. Cawaway

Signed

Program Report  
N. C. STATE AFFIRMATIVE ACTION PLAN  
SPA PERSONNEL  
June, 1974

This progress report for SPA Personnel is submitted according to provisions of the North Carolina State University Affirmative Action Plan prepared in January, 1974.

Several goals have been met; others have not been met; however, efforts are continuing in this direction.

The Plan and Policy have been and continue to be publicized through the posting of EEO posters in all work areas, through statements made to new employees at bi-weekly orientation sessions and through the inclusion of "equal opportunity" slogan in all media advertisements, application routing sheets, and notices of campus vacancies.

The training function of SPA employees has recently been assigned to the campus personnel office. Plans are underway to canvass training needs of SPA personnel to determine priorities. Results of this inquiry will be used to design necessary training programs to improve employee's chances for promotion or transfer to positions of greater responsibility and better pay. A systematic and periodic review of transfers and promotions to assure equal opportunity has not been developed; however, "spot-checks" are made on these types of actions at intervals to determine compliance or non-compliance to equal opportunity.

The affirmative action plans of the basic units of North Carolina State University have been studied to determine employee mix. Where deficiencies of minority group and female employment exist, the Division of Personnel Services is making a special effort to refer qualified minorities and females to vacancies in an attempt to aid the unit in meeting its stated affirmative action goals.

Specific plans were outlined in the affirmative action plan in January covering special efforts to be made by the Division of Personnel Services in contributing to campus-wide affirmative action efforts. The following statements update those specific objectives:

Major classification and pay studies in clerical, sales, and data processing, positions currently underway will include review of minimum qualification requirements for individuals who may occupy these positions to assure that requirements reflect actual needs of the positions.



Spring recruitment at predominantly black universities was limited to one visit to North Carolina Central University plus telephone and mail contacts with Johnson C. Smith and Fayetteville State University. A full fall, 1974 recruitment schedule is being developed. Also, specialized "notice of vacancy" forms for use with affirmative action mailing lists are being developed.

Advertising budget for 1974-75 fiscal year is being increased 100% to accommodate more advertising in newspapers circulated among minority populations.

Currently participating in Middle Management Co-op program with Shaw University (a predominantly black institution). This program allows disadvantaged youths to study at the University level while getting on-the-job training beneficial to moving into mid-management positions. Three such individuals have been placed on campus.

The following specific affirmative action efforts mentioned in the January plan have either been partially implemented or not implemented at all at this point in time:

<u>AFFIRMATIVE ACTION</u>	<u>PARTIALLY IMPLEMENTED</u>	<u>NOT IMPLEMENTED</u>
Determine areas where underutilization of minority and female employees exist. Correct situation.	Yes	
Work force and availability data made available to departments on regular basis.	Yes	
Publication and notification to all SPA employees of training programs available to upgrade skills.	Yes	
Twice a year sessions to brief supervisors on equal employment and affirmative action.		No
Monitor departmental selection, promotion, demotion, transfer, disciplinary and lay-off practices through internal audit and reporting system	Yes	
Follow-up on minority referral by phone and/or visit to determine why individuals are hired or not hired.	Yes	
Distribute letters under Chancellor's signature encouraging minority and female employees to apply for promotional opportunities.		No

Total SPA job classifications now number 354, compared to 339 in January; the highest paid SPA black employee receives \$10,644 (7-1-74). Job classifications in which there are five or more minorities and no whites continue to be Housekeeping Foreman, Mail Clerk, Housekeeping Supervisor.

Job classifications in which there are five or more whites and no minorities continue to be:

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  
Research Analyst  
Consulting Engineer I

DIVISION OF PERSONNEL SERVICES  
 NORTH CAROLINA STATE UNIVERSITY  
 Route Slip

Date 7-8-74

From	To	From	To
	Baldwin, Pat		Kerr, Larry
	Benett, Charlene		Haddock, Shelba
	Bland, Vickie		Lynam, Bud
X	Calloway, Bill		O'Neil, Marsha
	Crouch, Judy		Taylor, Bessie
	Ellis, Ruth		Woodrum, Jane
	Freeman, Virginia		Brooks, John
	Gardner, Beth	X	Dr. Marvin Gehle

Approval	Necessary Action
Comment	Investigate & Advise
Let's Discuss	For Your Information
As Requested	Prepare Reply
See Me	File: Index, Corres.
Return to	Employee, Pos. Des.
For Your Signature	Appl., Spec. Pers.
For the Signature of	To be Typed, Carbons
Log & Give to	Make Copies

Attached is a copy of the updated Affirmative Action Report for Student Supply Stores. A change also needs to be made on the report for Business Affairs. Two white females in the Clerical category should be reported in the part-time section (and removed from the full-time section). These positions printed out as full-time positions instead of part-time.

School/Department Student Supply Store

AFFIRMATIVE ACTION PLAN  
SPA

Completed By Doug Small

Date 7-5-74

FULL-TIME	June 1973 Complement						Projected 1973-74 Complement						June 1974 Complement											
	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Managers	2						2		2							2							2	
Professionals																								
Technicians																								
Sales	27	27					27	27	29	27	1	1				30	28							
Clerical		13					13		13			1				14								
Craftsman												1											28	27
Operations (semi-skilled)																								13
Laborers																								
Service Workers																								
SUB-TOTAL	29	42	4				4	2	2	4					4	2		2	3				3	2
*PART-TIME	NO PART-TIME EMPLOYEES																							
Officials & Managers									31	42	5	2			36	44	30	42	3				33	42
Professionals	NO PART-TIME EMPLOYEES																							
Technicians	NO PART-TIME EMPLOYEES																							
Sales	NO PART-TIME EMPLOYEES																							
Clerical	NO PART-TIME EMPLOYEES																							
Craftsman	NO PART-TIME EMPLOYEES																							
Operations (semi-skilled)	NO PART-TIME EMPLOYEES																							
Laborers	NO PART-TIME EMPLOYEES																							
Service Workers	NO PART-TIME EMPLOYEES																							
SUB-TOTAL	NO PART-TIME EMPLOYEES																							
TOTAL	NO PART-TIME EMPLOYEES																							

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

NCSU OFFICE OF BUSINESS AFFAIRS  
AFFIRMATIVE ACTION PLAN

I. INTRODUCTION

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

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

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

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

The policy of the Office of Business Affairs is to offer equal employment opportunity to all individuals without regard to

race, color, religion, sex, age, or national origin. The purpose of this policy is to promote nondiscrimination with respect to recruiting, hiring, rate of pay, promotions, benefits, demotions, terminations, and all other conditions and privileges of employment. An individual's qualifications shall be the only consideration in any employment decision related to that individual.

The Office of Business Affairs intends to take special efforts to seek out qualified applicants without regard to race, color, religion, sex, age, or national origin. Additionally, special training programs will be initiated for currently employed women and minority groups in a vigorous effort to up-grade and correct these deficiency areas.

The statement of policy and intent, signed by the Vice Chancellor for Finance and Business, will be distributed initially to every employee. The statement will be included in appropriate publications, in new employee orientations, and posted on employee bulletin boards. At regular intervals the Vice Chancellor for Finance and Business will meet with department heads, executives, managers, and other officials having selection or promotion authority, to monitor and insure implementation of the policy and intent.

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

Review of the profile of the present work force and analysis of the job categories represented shows possibility of underutilization of women, or minorities, or both, in the following areas: Officials and Managers, Office and Clerical, and Skilled Craftsmen.

#### A. Officials and Managers:

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

GOALS  
To increase significantly the utilization of women and minorities at all levels possible in this job category as vacancies occur.

TIMETABLE  
June, 1974

<u>AFFIRMATIVE ACTIONS</u>	<u>RESPONSIBILITY</u>	<u>TARGET DATE</u>
1. To search out potentially qualified women and minority employees and offer them	Vice Chancellor for Finance and Business	Continuing

AFFIRMATIVE  
ACTIONS

RESPONSIBILITY

TARGET DATE

promotional opportunities when vacancies occur in this category.

2. To advise all recruiting sources of our desire to employ women and minority groups within this category as vacancies occur.

Vice Chancellor for Finance and Business (through Director, Personnel Services)

Continuing

3. To encourage present employees in this category to refer qualified women or minority group applicants.

All levels of management

January, 1974

4. Continue present managerial and supervisory development training programs with stress on equal employment opportunities responsibilities of managers and supervisors.

Training Officer

Continuing

B. Office and Clerical:

The underutilization of minority groups in this job category is not limited to specific departments or activities; therefore, GOALS must be broad in nature. All organizational units within the Office of Business Affairs need to greatly increase efforts to utilize minority groups in employment, up-grade and training in this job category.

GOALS

To significantly increase the number of minority group employees in this job category and to establish wider recruitment sources.

TIMETABLE

June, 1974

To increase applicant flow of minority groups.

January, 1974

<u>AFFIRMATIVE ACTION</u>	<u>RESPONSIBILITY</u>	<u>TARGET DATE</u>
1. Reaffirm with all levels of management the need to increase employment of minority groups in office and clerical positions through direct employment, training, and upgrade as vacancies occur.	Vice Chancellor for Finance and Business	June, 1973
2. Increase recruitment visits to high schools, secretarial, and business schools with large minority group enrollment.	Director of Personnel Services	Continuing
3. Survey applications of present work force in service positions to determine if minority groups are under-utilized.	Director of Personnel Services	January, 1974
4. Periodic review by each department or unit head of employees' progress in present positions, potential for higher level positions, and aid and encouragement in applying for promotional opportunities.	All levels of management	Continuing
5. Continue cooperation with Wake Opportunities, Inc. for New Careers Program and Raleigh Work Incentive Program with view of placing minority group trainees in office and clerical positions.	Director of Personnel Services for New Careers Program, and Training Officer for WIN Program	Continuing
6. Establish an apprentice program with traineeship positions in areas where large numbers of temporary clerical employees are used. Recruit minority groups from present force as well as outside	Training Officer in coordination with Director of Personnel Services	June, 1974



AFFIRMATIVE  
ACTION

RESPONSIBILITY

TARGET DATE

to work through trainee-ship program to become qualified applicants for job referrals as vacancies occur.

C. Skilled Craftsmen:

The underutilization of minorities and women in this job category is primarily with the Physical Plant Division where trade functions are performed.

GOALS

TIMETABLE  
June, 1974

To increase the utilization of minority group and women applicants for vacancies and training opportunities leading to employment in this job category.

AFFIRMATIVE  
ACTION

RESPONSIBILITY

TARGET DATE

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

Director of  
Physical Plant  
Division

Continuing

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

Director of  
Physical Plant  
Division

January, 1974

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

Director of  
Physical Plant  
Division

Continuing

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

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

GOALS

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

TIMETABLE

Continuing

<u>AFFIRMATIVE ACTIONS</u>	<u>RESPONSIBILITY</u>	<u>TARGET DATE</u>
1. Reaffirm to all recruiting sources that NCSU is an Equal Opportunity Employer.	Personnel Services	June, 1973
2. Increase visits to local business college, technical schools, local colleges, and high schools to recruit women and minority group applicants.	Personnel Services	January, 1974
3. Continue advertising position vacancies in newspapers, both black and white, stressing fact NCSU is an Equal Opportunity Employer.	Personnel Services	Continuing
4. Continue notifying local State Personnel employment offices, Wake Opportunities, Inc. and other Manpower Development agencies of our vacancies in efforts to increase referrals of women and minority group applicants.	Personnel Services	Continuing

<u>AFFIRMATIVE ACTIONS</u>	<u>RESPONSIBILITY</u>	<u>TARGET DATE</u>
5. Continue publications of "Personnel Notes" and "The Weekly Report of Applicants" with inclusion of notation "Equal Opportunity Employer." Include in "Personnel Notes" encouragement for present employees to apply for positions for which they feel qualified.	Personnel Services	Continuing
6. Maintain the affirmative action file presently in being for follow up on employment status of minority applicants and for possible referrals from this file.	Personnel Services	Continuing
7. Conduct survey of applications of present work force in service positions to determine if minority groups are underutilized.	Personnel Services	January, 1974
8. Make periodic visits around campus to insure that "Equal Opportunity Employer" posters and current "Personnel Notes" are prominently displayed on employee bulletin boards.	Personnel Services	Continuing