



EQUAL EMPLOYMENT OPPORTUNITY PLAN 2014-2017

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STATEMENT OF POLICY

The Town of Chapel Hill issued its first formal Equal Opportunity Employment Plan in 1978. The plan was implemented to ensure that the Town of Chapel Hill complied with Federal laws effecting discrimination and adverse impact. The Town has also developed an equal opportunity program. The intent of this program is to create and maintain an environment that is respectful of fairness and equity for employees, applicants and customers and ensure compliance with State and Federal laws.

We vigorously continue our commitment to program actions and review of our daily operations and services for our employees. The Town continues its commitment and efforts in the areas of employment, employee development, and partnerships with community groups. We strive to not only do the right things but to do things right. By monitoring the outcome of our efforts, we continue to find new ways to promote equal opportunities for all employees, and to find areas for improvement.

The Town of Chapel Hill has a proud history of outstanding leadership and commitment to eradicating the effects of any past discrimination. We seek to engage and value all our employees and provide a workplace free from discrimination.

Equal employment as established in previous plans, includes specific objectives and actions steps to remove the vestiges of any past discrimination and to make sure that minorities, females, disabled and older applicants and employees are treated fairly and are equitably represented in the Town's workforce. The Plan includes, but is not limited to the following:

1. An analysis of Town programs and policies to prevent unlawful discrimination either intentional or unintentional, affecting all employment practices, including recruitment, selection, promotions, pay, terminations, transfers, layoffs, compensation, training, benefits, discipline and all other terms and conditions of employment; and the establishment of annual performance objectives in the area of equal employment.
2. An analysis of the race/sex composition of the Town's workforce and the labor market in order to identify areas of concentration as well as underutilization of minorities and females within the Town's workforce and the identification of employment targets and timetables in accordance with the availability of minorities and females with requisite skills.
3. The development of a method of implementing and evaluating the Equal Opportunity Employment Plan and provisions for continuous improvements to the Plan.
4. The responsibility for the implementation of the Town's Equal Employment Opportunity program is assigned to its EEO Officer.
5. All management personnel share in this responsibility and are assigned specific tasks to ensure compliance is achieved.
6. All applicants and employees of the Town have the right to file complaints alleging discrimination with the EEO Officer or with any of its designated officials.
7. The performance by managers, supervisors, etc., of the Town will include an evaluation of the success of their programs.
8. The successful achievement of Equal Employment Opportunity goals will provide benefits to the Town through fuller utilization and development of previously underutilized human resources.

MISSION AND VALUES STATEMENT

Our Mission Statement

Learning, Serving and Working Together — Creating a Sustainable Community through Social Equity, Economic Vitality, and Environmental Protection

Our Values

Our decisions, actions and relationships are based on the principals of R.E.S.P.E.C.T. Our values guide us as we accomplish our mission and objectives.

Responsibility - We acknowledge that our duties impact the jobs of many other employees. We take ownership over our roles within the organization as a way to demonstrate our consideration for the time and efforts of our fellow employees as well as pride in our own work.

Equity - Although we may hold different roles in the organization, we all work toward the common goal of serving the Town and the Town's residents and customers. Therefore, we seek and support policies and actions that are administered consistently and fairly to everyone regardless of rank, tenure or personal background.

Safety - We strive to maintain our own mental and physical well-being and the well-being of those around us. We are dedicated to a work environment that minimizes risk of injury or accident. We are also dedicated to an environment that provides for honest and courteous discussion of workplace issues without fear of repercussion.

Professionalism - We are committed to the excellence and accountability of our own performance as well as the performance of the organization. We carry out our jobs efficiently and effectively, are open to feedback about our performance and show a willingness to learn.

Ethics - We conduct ourselves in a way that is consistent with and deserving of the level of trust that has been placed in us by the community members of Chapel Hill.

Communication - We take part in constructive dialogues and set clear goals and expectations so we may better understand our roles in the workplace. Our organizational values serve as a common language when discussing each other's decisions and actions.

Teamwork - We participate in a cooperative work environment in order to support each other in our service to the community. We encourage an environment that fosters innovation and creativity.



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To: All Town Employees
From: Roger L. Stancil, Town Manager
Date: November 9, 2007
Subject: Handling serious incidents: harassment, discrimination, safety

I have been seeking to renew our organization as a values-based, customer-focused learning organization. Clearly stated values require clearly stated expectations of behavior. This memorandum is a statement of expectations of how we will handle serious incidents when you encounter them in our workplace. Meeting those expectations will build a shared trust that we take our values seriously. Respect for each other is a basic value and the foundation for creating a better place to work. How we handle certain serious and sensitive issues – such as sexual or other types of harassment, discrimination and major safety hazards – reflects our commitment to respect each other and directly affects the quality of our workplace. Handling them effectively is critical to maintaining a healthy and productive workplace, free of discrimination and safety problems. This contributes to retaining satisfied employees who provide quality services to the citizens of our Town. Handling such issues promptly and appropriately also minimizes potential Town liability.

Building an atmosphere of respect and a better workplace is a responsibility we all share. To that end, I am now charging every Town employee with responsibility to help us handle these issues effectively and quickly. **The procedures in this memo apply to handling all suspicions, allegations or incidents of harassment, discrimination, workplace violence, other safety violations, and any other serious incidents that may arise.**

All employees are expected to understand and comply with this memorandum and the procedures outlined on the back of this memorandum. All employees are required to cooperate fully with confidential administrative investigations regarding these matters. Employees who fail to comply with these procedures or fail to cooperate with resulting investigations will be subject to disciplinary action. All employees involved in serious incidents will be informed of the status and outcome of investigations at an appropriate time and in accordance with personnel policies.

Department directors will inform all employees, supervisors and managers of these procedures. Directors will post copies of this memo in prominent areas and include it in any policy discussions and publications. Soon, we will conduct department meetings that will provide more information and training regarding harassment, discrimination, violence and safety in the work place. I look forward to your participation and cooperation in helping renew our organization's commitment to a values-based, customer focused learning organization.

Serious Incident Procedure

Our goal is to eliminate serious incidents (harassment, discrimination, violence and major safety hazards) in our workplace. Every employee has a responsibility to help us achieve our goal. Responsibilities and expectations for handling suspicions, allegations or actual serious incidents are outlined below:

Employees' Responsibilities:

- For **harassment or discrimination** cases, immediately inform your division and/or department director; encourage the person with the complaint to file a formal grievance or to contact the Human Resource Development department for assistance.
- For potential **workplace violence** cases, contact your division and department director; for suspicion of imminent violence, contact the Police through 911.
- For **safety violations or concerns**, contact your immediate supervisor, your departmental safety representative and/or the Town Safety Officer for assistance; immediately take action to restore safe conditions.
- Participate in administrative investigations when requested.
- Keep information that is shared with an investigator confidential.

Division and Department Directors' Responsibilities:

- Take any immediate remedial action required to restore the workplace.
- Immediately notify the Town Manager, Deputy Manager or Assistant Manager and the Director of Human Resource Development of suspicions, allegations, or actual serious incidents.
- Support or conduct an investigation at the Town Manager's direction.
- Provide training for personnel on the procedures for handling serious incidents and maintaining a healthy and productive workplace.

Town Manager's Responsibilities:

- Arrange for a prompt and thorough investigation. The facts developed in that investigation will determine the actions we take.
- Dedicate whatever resources are necessary to thoroughly and promptly address the situation.
- Facilitate review of procedures and policy after the incident is resolved to learn from the incident and revise expectations and Policy as appropriate.

If you have any questions regarding these procedures, please contact your department director or the Human Resource Development department at any time.

TOWN OF CHAPEL HILL HARASSMENT POLICY

1I. INTENT OF POLICY

Federal and state law specifically prohibit discrimination based on the grounds of age, sex, race, color, religion, disability or national origin; Sections 14-28 and 14-29 of the Town's Code of Ordinances prohibit discrimination in hiring and employment based on these grounds, as well as on affectional preference or marital status. The intent of the policy is to affirm this prohibition against discrimination based on these legally protected categories, specifically as expressed in actions commonly known as harassment, in the workplace.

In addition, harassing or other inappropriate behaviors which fall outside that specifically prohibited under federal law or Town ordinances are also taken seriously. Counseling or disciplinary action as Unsatisfactory Job Performance or Detrimental Personal Conduct may be appropriate even though the behavior does not fall specifically within this policy.

Sexual or other harassment by employees towards members of the public is not covered under this policy. However, employee to citizen harassment is taken equally seriously and falls under detrimental personal conduct, Section 14-106 in the Town Code of Ordinances. Such behavior would normally result in demotion or discharge if confirmed.

2. DEFINITIONS

2.1 Harassment

Harassment is conduct that demonstrates hostility or derision toward another person or group of persons on the basis of age, sex, race, color, religion, disability, national origin, affectional preference or marital status. Harassment may include conduct between supervisors and employees, between employees, and by members of the public toward employees. (Harassing behavior by employees toward the public is considered a form of detrimental personal conduct.)

Harassment in the workplace has the purpose or effect of adversely affecting employment opportunities or conditions of employment or unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment

Examples include (but are not limited to):

- use of abusive or derogatory racial, age or gender-based terms, or such terms based on national origins, religion, affectional preference or disabling conditions
- unfair assignment of work on the basis of race or gender stereotypes rather than job class or skill/ability level
- displaying objects or pictures in the workplace that demonstrate hostility or a derogatory attitude toward members of protected groups
- threatening or intimidating actions
- jokes which are offensive to a person's religious beliefs or national origin, and are continued after the offended person has made his feelings known or
- any abusive/unfair treatment of a person based on his or her age, gender, race, disability, religion, national origin, affectional preference or marital status.

2.2 Sexual Harassment

Sexual harassment includes harassment as defined above. In addition, sexual harassment is any unwelcome sexual advance, request for sexual favors or other written, verbal or physical conduct of a sexual nature when:

- submission to such conduct is made either explicitly or implicitly a term or condition of an

- individual's employment.
- submission to or rejection of such conduct by an individual is used as the basis for, or a factor in, decisions affecting that individual's employment.
- such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Sexual harassment can be of a female by a male, a male by a female or it may be same sex harassment. Examples include (but are not limited to):

- unwelcome touching, hugging, kissing or patting,
- unwelcome flirtatious or sexually suggestive comments, e-mails, notes, letters or other communications
- threatening negative employment actions on the basis of denying sexual favors, or promising positive actions if favors are granted,
- pressure for dates, or sexual favors,
- displaying objects or pictures in the workplace that are sexually suggestive or unwelcome sex-oriented verbal kidding, teasing and jokes.

3. POLICIES AND PROCEDURES:

3.1 Complaint Policy

If you find certain behavior offensive and believe you are being harassed by another employee, by your supervisor, or by a member of the public, you are encouraged to promptly tell the person that the conducts is unwelcome and ask the person to stop the conduct. This gives the offender a chance to stop behavior he or she may not realize is offensive or illegal, and often solves the problem at the most informal and least adversarial level.

If the offender will not stop the behavior, or if you are not able to confront the offender, you need not follow the usual chain of command within a department for reporting concerns. You may take your complaint directly to your department director or another supervisor in your department or to a Human Resources Development Department staff member. Your complaint should be made within 5 days of the incident of which you are complaining or the last incident in a series. You are encouraged to put your complaint in writing, but it is not required. Your complaint will be promptly investigated. Action will be taken if appropriate, usually within two weeks of your complaint. If you are not satisfied with the result, you may appeal further, to the Town Manager and then to the Personnel Appeals Committee, to the extent allowed by provisions of the Personnel Ordinance.

Staff members in the Human Resources Development Department can serve as a resource if you are unsure whether a particular action is harassment as defined in this policy. If the incidents you describe are harassment based on the legal categories described in this policy, supervisors or members of the Human Resources Development Department staff are legally obligated to investigate and act to resolve the situation.

3.2 Investigations and Penalties for Harassment

If more than a simple investigation is required, the Human Resources Development Department and a staff member from the department where the harassment complaint has been made will investigate together. Witnesses may be interviewed, work records may be reviewed and other steps may be taken to judge the seriousness of the alleged incidents.

In the process of investigation, the Town tries to protect the rights and sensitivities of the employee who is complaining and also provide due process to the person or persons accused of harassment. Insofar as possible, confidentiality is maintained.

If the complaint of harassment is supported by the facts, prompt action will be taken to attempt to resolve the problem. Depending on the circumstances, a range of remedial actions would be pursued. These actions would include being sure that the offending person has been told to stop the behavior. Other actions may range from counseling to suspension. If the harassing behavior continues, more severe remedies will be considered. More persistent or serious actions of harassment are treated as detrimental personal conduct, usually resulting in demotion or discharge. If the harasser is a non-employee, the Town will take whatever action is appropriate and legally available to seek to resolve the harassing situation.

3.3 Retaliation

Employees are absolutely protected from any retaliation for making a good faith complaint of harassment, even if there is not enough evidence to support the claim.

3.4 Malicious Complaints

If a complaint is found to be intentionally dishonest, the person making the complaint is subject to disciplinary action.

4. RESPONSIBILITIES

4.1 Town Manager

The Town Manager is responsible for setting policy and for providing directions and support to staff and line personnel in monitoring and enforcing the policy.

4.2 Human Resources Development Department

The Human Resources Development Department is responsible for communicating the harassment policy, coordinating employee and supervisory training in the policy, assisting in investigation of complaints under the policy and serving as a resource to employees and managers.

4.3 Town Attorney

The Town Attorney advises the Town Manager on cases in which harassment is alleged and on legal actions arising from these cases.

4.4 Department directors and Supervisors

Department directors and supervisors are responsible for maintaining a work environment free of harassment, investigating complaints (coordinating more serious investigations with Human Resource Development Department staff), and recommending and implementing administrative sanctions if harassment has occurred.

DEFINITIONS OF TERMS USED IN THIS PLAN

Individual with a Disability: any person who has a physical, sensory, or mental impairment which “materially” (Minnesota) or “substantially” (Federal) limits one or more major life activity or has a record of or is regarded as having such an impairment. "Individual with a Disability" does not include an alcohol or drug abuser whose current use of alcohol or drugs renders that individual a direct threat to property or to the safety of others.

American Indian or Alaska Native - a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

Asian - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American - A person having origins in any of the black racial groups of Africa.

Hispanic or Latino - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

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

White - A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Minority – Any person who identifies as being American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, or in any combination of these identifiers, or someone who identifies as White and as any of the other identifiers.

JOB GROUPS

Although companies are not limited to using these broad job groups as the only means of analyzing their workforce, we use the following as guidelines:

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department directors, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and- housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This group includes personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through

equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

Protective Service Workers: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. This Includes police patrol officers firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Administrative Support (Including Clerical and Sales): Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. This Includes bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. This Includes mechanics and repairers electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Service-Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundkeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

I. DISSEMINATION

A. Internal

The Town's EEO Plan and EEO policy shall be communicated to all Town employees by utilizing the following methods of communication.

1. At least semi-annually, during the Town Manager, Director Business Plan meetings, the Town Manager shall discuss or remind senior management staff of the importance of achieving the Town's EEO goals to ensure a vigorous implementation and application of the EEO Plan and policy.
2. At least semi-annually, the Town Manager shall describe or discuss the Towns' EEO Plan, policy and goals, and the positive need for diversity in our work force with the Senior Management Team at their staff meetings and with managers and supervisors at the quarterly General Management Meetings.
3. All managers and supervisors are required to attend the supervisory training program which includes a module on EEO and diversity training within one year of their appointment.
4. HRD shall post a notice of the Town's EEO policy on department bulletin boards for employees to see and periodically visit work sites to ensure that the Town's EEO policy notice is posted as well as all required postings of federal and state employment laws.
5. HRD shall inform new employees of the EEO policy during their new employee orientation. All new employees are required to attend a half day orientation.
6. HRD shall ensure that the EEO policy is in all employee handbooks, reports and manuals.
7. HRD shall ensure that the Town's EEO designation is included in the appropriate brochures or documents concerned with recruitment, hiring practices, and benefits.

B. External

The Town's EEO Plan, the goal of achieving a diverse work force, and EEO policy shall be disseminated to the public in the following manner.

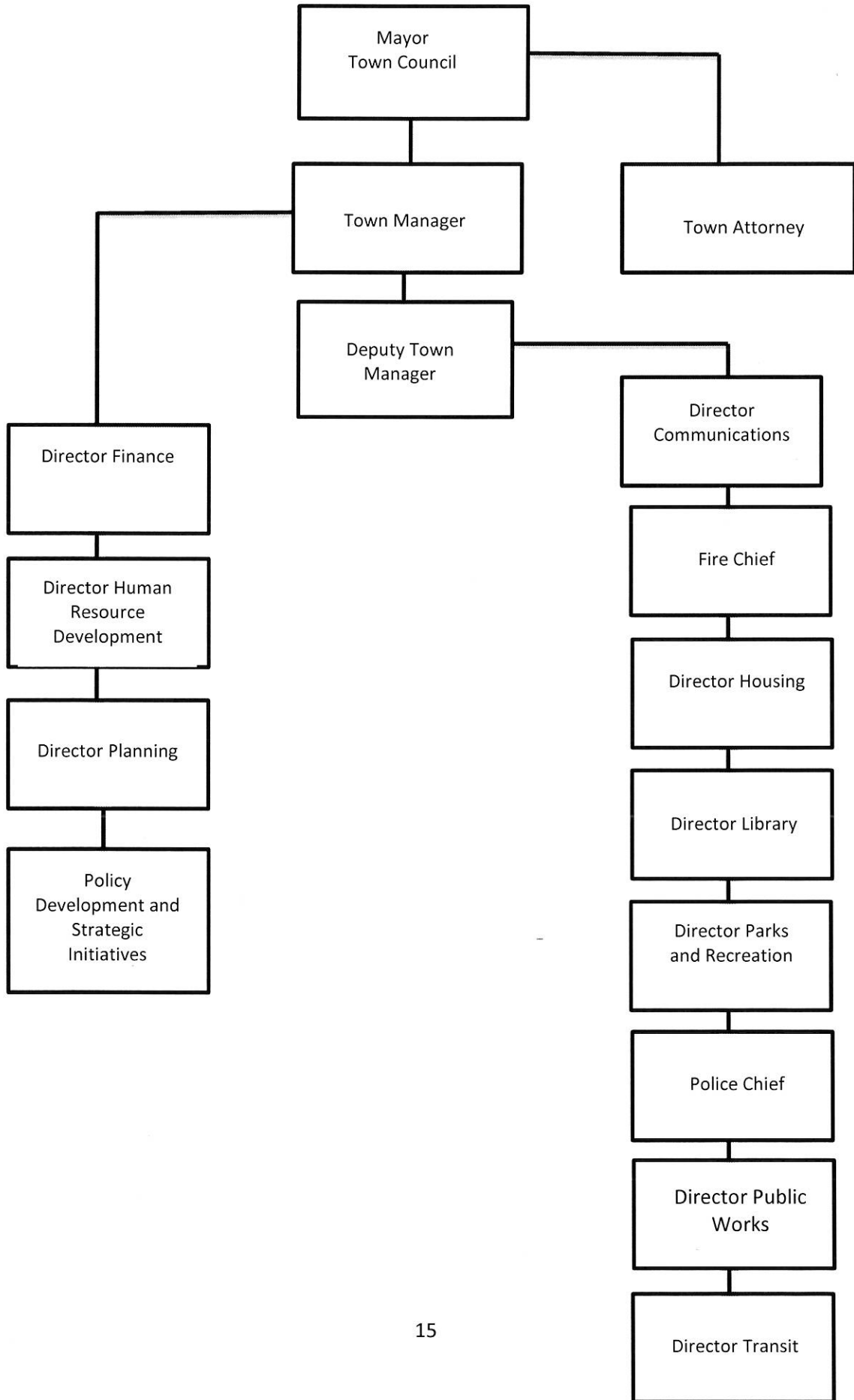
1. The Town's Internet website (www.townofchapelhill.org) prominently displays the Town as an equal opportunity employer on its homepage.
2. State and Federal regulatory agencies shall have access to the EEO Plan upon request.
3. Recruitment sources shall have access to the EEO Plan upon request.
4. The Manager, HRD Director and all department directors and supervisors shall inform other groups or persons through their personal contacts, associations, and outside organizations, of the Town's EEO Plan, policy and goals, advertisements for employment and application forms as may be appropriate.

II. DESIGNATION OF PERSONNEL

- A. The Town Manager, as chief executive, is charged with the overall responsibility for the effective implementation and maintenance of the EEO Plan.
- B. The Deputy Town Manager is responsible for the implementation of the EEO Plan as the Equal Employment Officer (EEO).
 - 1. The EEO Officer will meet annually with the Town Manager and the HRD Director to discuss the EEO program and report on the Departments progress in maintaining the program and meeting established goals.
- C. The EEO Officer may delegate the following responsibilities to the Human Resource Development Director.
 - 1. Developing the day-to-day administration of the EEO Plan.
 - 2. Plan, develop, implement and disseminate EEO policies involving staffing, recruitment, contract compliance and consultant contracts.
 - 3. Conduct annual audits of utilization and adverse impact reports to ensure that qualified women and minorities are provided the same opportunities as men and non-minorities.
 - 4. Ensure compensation is based on an individual's qualifications and experience.
 - 5. Provide training opportunities for elected officials, managers and employees in the area of EEO and recruitment and selection, to ensure that managers and supervisors understand their responsibility and legal requirements in taking actions to prevent the harassment of employees and applicants for employment.
 - 6. Act as the Liaison Officer between the Town and regulatory agencies, minority, handicapped and women's organizations and other groups.
 - 7. Maintain a process that ensures that individuals in protected classes are informed of employment opportunities within the Town and that recruitment sources for protected groups are fully utilized for vacancies.
 - 8. Recommend approval or disapproval and signing off on all appointments, promotions, classification changes and layoffs.
 - 9. Provide a system of counseling and resolution for employees or applicants who believe they have been discriminated against as outlined in the Town's Harassment Policy and Serious Incident Procedures.
- D. When complaints of harassment and/or discrimination are received, the EEO Officer may delegate the responsibility for investigating those complaints to the HRD Director. When complaints of harassment and or discrimination involve the HRD Department, the EEO Officer will delegate the responsibility to investigate those complaints to a third party that is not employed in HRD Department.
 - 1. The investigator will be responsible for investigating the complaints and making recommendations for resolution to the EEO Officer and the Town Manager.

- E. Directors, managers and supervisors are expected to exhibit exemplary behavior and treat all employees with respect. They have the responsibility of ensuring compliance with all equal employment opportunity polices within their areas of supervision. Their responsibilities under the Plan include the following:
1. Directors and supervisory personnel will be required to conduct periodic meetings to inform their employees of the existence of the EEO Plan and establish individual employee responsibilities for implementing the Plan.
 2. Establishing department EEO goals and objectives and identifying and resolving issues.
 3. Actively participating and representing the Town in community groups and organizations who serve protected classes.
 4. In conjunction with HRD, at least two times a year the Director will audit hiring and promotion patterns and training programs to remove barriers to reaching goals and objectives.
 5. At least two times a year, during staff and team meetings, the Director will discuss the importance of workforce diversity and awareness and review Town policies and procedures and the Serious Incident policy guidance as well as the need to maintain a respectful workplace.
 6. Ensure that protected group members are provided with equal opportunity for hiring, training, promotion, transfer and career counseling.
 7. Assist the EEO Officer in conducting investigations or grievances related to complaints of discrimination.
 8. Provide counseling to employees to inform them of promotional and training opportunities available to them.
 9. Conduct quarterly tours of department facilities to ensure that all legal notices are properly displayed in the appropriated places.
- F. Town employees are responsible for maintaining a work environment that embraces diversity, models our values and treats all people with respect.
- G. The Town will continue to encourage the employment of women, minorities and people with disabilities. HRD will continue to partner with the Employment Securities Commission in recruiting and job preparation workshops; participate in job fairs for women and minorities; use recruiting publications such as Career Builder, the News and Observer, Greater Diversity, the Daily Tarheel, local professional list serves, professional organizations, college outreach programs with colleges and universities such as the University of North Carolina, Shaw University, St Augustine College, Durham Technical Community College, Alamance Community College, North Carolina Central University, Newsletter, Firehouse News, North Carolina Justice Academy Job Bank and community based organizations such as Freedom House and other non-profit minority groups.
- H. Exit interviews will be conducted to provide the exiting employee with the opportunity to discuss the reasons for termination, voice any concerns the employee may have been hesitant to bring forward during their employment and provide feedback and suggestions related to their employment.

**TOWN OF CHAPEL HILL
ORGANIZATIONAL CHART 2014**



IV. UTILIZATION ANALYSES

The Town’s workforce is sorted into seven broad categories identified by the Equal Employment Opportunity Commission (EEOC). These include:

- A. Executives, Senior Level Officials and Managers
- B. Professionals
- C. Technicians
- D. Protective Service Workers/ Sworn and Non-Sworn
- E. Administrative Support
- F. Skilled Craft Workers
- G. Service Maintenance Workers

The Relevant Labor Market (RLM) reflects that portion of the labor force within the job recruitment area(s) for the Towns identified as possessing the requisite knowledge, skills, and abilities for job placement. The areas identified as the Town’s RLM include Alamance County, Chatham County Durham County, Orange County Person County and Wake County.

The chart below provides a summary of the Town’s utilization when compared to the workforce in the EEO Tabulation obtained through the US Census Bureau.

Overall, the Town has a low percent of females in all Job Categories except for the Administrative Support category. The Town also has low percentages for minorities in the Protective Services and Service Worker Categories.

Job Category	Race/Gender	Underutilization
Executives, Senior Level Officials and Managers	Females	-
	Minorities	-8.4% 6.8%
Professionals	Females	-23.2%
	Minorities	15.4%
Technicians	Females	-20.1%
	Minorities	5.4%
Protective Services	Females	-3.9%
	Minorities	-8.2%
Administrative Support	Females	-5.3%
	Minorities	20.6%
Skilled Craft Workers	Females	33.1%
	Minorities	-1.9%
Service Workers	Females	-25.3
	Minorities	31.3

For those categories where there is underutilization the Town will undertake a review and establish goals to ensure that these groups are part of the action plan for correction. HRD will review the Town's employment practices and procedures regularly to determine if they are discriminatory. HRD will seek ways to eliminate such impact of those categories that are underutilized

V. GOALS AND TIMETABLES

The Town is committed to making its workforce profile more closely reflect the available labor force in our relevant market area. Since minorities and females are underutilized in at least six (6) of the seven (7) categories, the Town's goal for the next four (4) years is to increase representation in these categories by one percent or more. The Town will make reasonable efforts to attract qualified female and minority applicants and ensure that no barriers exist that would prevent female and minority employees from equal opportunities in the areas of promotions, transfers (also see part IV-A Recruiting and Selection of this report)

A. Executives, Senior Level Officials and Managers

This group has 31 employees and is comprised of Senior Management Staff, Department Managers and supervisors. The Workforce Analysis report indicates that in the Town the female group is underutilized by 8.4%. Our goal is to increase the representation by females in this group by 2.59%.

When vacancies occur and recruitment is required to establish a list of eligible candidates, the Town will continue to make every effort to recruit and promote minorities for the Officials/Administrators openings as they become available. A recruitment effort will include advertising in diversity and minority publications along with major newspapers within the state. Whenever appropriate, recruitments will be done regionally and/or nationally by advertising in professional publications and newspapers.

B. Professionals

This group has 142 employees. Included in this job category are classifications such as, computer programmers, database technicians, accountants, human resources generalist, and management analysts. The Workforce Analysis report indicates that 29% of this group is female. Our utilization in this category is -23.3%. Our goal is to increase the representation of females in this group by 33%.

When vacancies occur and recruitment is required to establish a list of eligible candidates, the Town will make every effort to recruit and promote minorities for the professional openings through advertising in diversity and minority publications, in major publications and trade journals applicable to our recruiting area and on the town, and local internet job boards and list serves.

C. Technicians

This group has 25 employees. Included in this job category are classifications such as payroll and finance technicians, and administrative assistants. The Workforce Analysis report indicates that 32% percent of these employees are minorities and 36.0% of these employees are females. Our goal is to increase M representation in this category by 5.0%. In the minority category, the Town exceeded the established goal.

When vacancies occur and a recruitment is required to establish an eligible list of candidates, the Town will make every effort to recruit and promote minorities for Technical openings by advertising in diversity and minority publications, advertising in the local area newspapers, and

on the Town and state-wide internet job boards and list serves and recruit through local colleges and technical schools.

D. Protective Services

This group has 151 employees. Included in this job category are Police and Fire personnel, sworn and unsworn. The reports indicate that 23.8% of these employees are minorities and 15.9% are females. Our goal is to increase the minority representation in this category by 5.83% and the female representation in this category by 12.39%.

When vacancies occur and a recruitment is required to establish a list of eligible candidates, the Town will make every effort to recruit and promote minorities for openings in this category by advertising in diversity publications, advertising in the local area newspapers, and on the Town and state-wide internet job boards and public safety association list serves and job boards and recruit through local colleges and technical schools.

E. Administrative Support

This group has 267 employees. Included in this group are all Office clerical and administrative technicians. The workforce analysis indicated that 61.8% of these employees are female and 48.7% are minority. Our goal in this category is to increase female representation by 13.36%.

When vacancies occur and recruitment is required to establish a list of eligible candidates, the Town will make every effort to recruit and promote minorities for Technical openings by advertising in minority publications, advertising in the local area newspapers, and on the Town and state-wide internet job boards job boards and recruit through local colleges and technical schools

F. Skilled Craft Workers

This group has of 200 employees. Included in this group are mechanics, electricians, heavy equipment, stationary engineers and carpenters. The Workforce Analysis report indicated that 41% of these employees are female and 29% are minorities. Our goal is to increase female representation in this category by 66.2%

When vacancies occur and recruitment is required to establish a list of eligible candidates, the Town will make every effort to recruit and promote minorities for Technical openings by advertising in minority publications, advertising in the local area newspapers, and on the Town and state-wide internet job boards and job boards and recruit through local colleges and technical schools.

G. Service Maintenance Workers

This group has 199 employees. Included in this job category are Transit Operators, Solid Waste Operators, Service Attendants and Mechanic Helpers. The Workforce Analysis report indicated that 22.1% of these employees are female and 79.9% are minorities. Our goal is to increase the female representation in this category by 50.32%.

When vacancies occur and recruitment is required to establish a list of eligible candidates, the Town will make every effort to recruit and promote females by advertising in minority publications, advertising in the local area newspapers, and on the Town and state-wide internet job boards, list serves, job boards and local community based and human service organizations.

VI. EMPLOYMENT PRACTICES

The Town of Chapel Hill is committed to achieving equal employment opportunity and non-discrimination on the basis of race, color, age, religious creed, national origin, sex, sexual orientation, marital status, gender identity, gender expression, ancestry and physical or mental disability through affirmative action. This policy is based on Sections 14.28 and 14.29 of the Code of Ordinances of Chapel Hill, passed by the Town Council in 1975, and amended in 1978. A resolution, passed in 1984, supports the maintenance and implementation of an Affirmative Action Plan including employment targets and timetables related to minority and female representation in the workforce. In support of this commitment, the Human Resource Development Department (HRD) has developed procedures for reviewing human resource policies, practices and procedures to ensure that they provide for careful, thorough and systematic consideration of the job qualifications of all applicants and employees for job vacancies and available training opportunities.

- A. Recruitment -Some job groups such as those with established career progressions programs rely more heavily than others on internal promotions such as police, fire, construction workers etc. When there is a valid internal candidate pool available an internal recruitment will be conducted. Many job groups are characterized by open a competitive recruitment in which applicants are evaluated on their knowledge, skills and abilities. This openness helps the Town attract the best qualified candidates afford both women and ethnic and racial minorities more open access to Town employment. The procedures include:
1. Encourage the employment of women, minorities and people with disabilities by
 2. Participating in job fairs for women and minorities and; using specialize publications that such as Greater Diversity Firehouse News, North Carolina Justice Academy Job Bank
 3. Continue to partner with the Employment Security Commission in recruiting and job preparation workshops.
 4. Use advertising resources include but are not limited to Career Builder, Monster.com, the News and Observer, the Chapel Hill News and local professional lists serves, professional organizations,
 5. Partner with community based organizations and non-profit minority groups.
 6. Participating in outreach programs at historical Black colleges and universities as well as other institutions serving very diverse student populations such as University North Carolina, Shaw University, St Augustine College, Durham Technical Community College, Alamance Community College and North Carolina Central University.
 7. Posting job announcements on the Town's web site and other media sources, such as minority radio stations and publications and community based organizations newsletters.
 8. Ensuring that recruiting sources, including non-profit organizations serving minorities, females, and people with disabilities.
 9. Encouraging employees to refer qualified individuals for openings.
- B. Employment and Selection Procedures
1. Target areas of underutilization and determine the recruitment efforts that are needed.

2. Prior to each new recruitment review job specifications for updates and revisions to ensure job competencies, knowledge, skills and abilities are reflective of the current duties of the job.
 3. Through the use of job analysis, use only questionnaires, assessments (including performance tests), and interview questions that are job-related.
 4. Maintain the applicant's personal data (i.e. sex, race, age, ethnicity, disability) as confidential information and not disclose to rater during the initial selection process.
 5. Make every effort to engage a diverse job interview panel and prior to each interview brief its members regarding the appropriate interview structure to maintain an equitable and job-related evaluation of each job candidate.
 6. In accordance with applicable federal and state laws and regulations, make reasonable accommodations for the physical or mental limitations of an otherwise qualified applicant with disabilities, unless it can be demonstrated that such accommodation would impose an undue hardship on the hiring department's program.
 7. After each recruitment conduct debriefing sessions to obtain feedback from department screeners, raters and managers and solicit recommendations for process improvement.
 8. Maintain system that tracks applicant flow through each stage of the recruitment process and produces data on the numbers and percentages for all applicants' race, sex, disability and national origin.
- C. Training - The Town recognizes the changing training and professional development needs of our employees and is committed to providing opportunities to enhance skills, expand levels of knowledge and explore career paths. Supervisors are expected to encourage employees to take advantage of training and educational opportunities and to be active in helping employees select courses that will enhance their knowledge, skills and abilities.
1. During the period covered by the plan the Town will ensure that all employees attend diversity and sexual harassment training program.
 2. Work with departments to ensure that all employees are notified in a timely manner of opportunities for training and career development using various methods of communication.
 3. With the assistances of department supervisors and managers, maintain records of trainings attended by employees and reimbursement for educational expenses.
 4. In addition to the mandatory training, provide ongoing training to managers and supervisors in effective supervision, and Inclusion, leadership and supervising in a values based organization, and Do's and Don'ts in recruitment and selection including hiring persons with disabilities.
- D. Discipline Actions/Terminations/Layoffs – The Town administers disciplinary in accordance with the Town Ordinance and Policies and Procedures. Discipline is progressive is issued based on the degree of severity and frequency of unacceptable employee performance or conduct. Disciplinary actions are administered to correct and improve performance problems. All disciplinary actions are to be administered consistently and equitably without regard to race, color, sex, religion, creed, age, political affiliation, national origin, disability, or sexual orientation. All serious disciplinary actions are reviewed by the Director of

Human Resource Development, Department director and may be subject to the approval by the Town Manager.

1. As outlined in the Town Ordinance, maintain disciplinary and grievance processes that ensure non-discrimination in terminations and supports the retention of qualified employees.
2. Maintain data on terminations and their causes to ensure there is not a higher number of protected classes are impacted. (See Appendix H)
3. Ensures that the Town's layoff procedures are followed and ensure layoff decisions are not based on discriminatory factors.

E. Complaint Resolution Process

1. Conduct fair and impartial investigate and attempt to resolve all allegations of harassment and discrimination.
2. As outlined in Town policies and procedures, maintain a system that allows employees the opportunity to seek formal or informal resolution of discrimination complaints
3. Ensure that employees and managers are aware of the complaint procedures and the methods of submitting and resolving complaints which include (1) Employee Grievance Procedures (2) Serious Incident Procedures and (3) Mediation.

F. Employee Engagement Survey - The input of Town employees regarding the quality of work is valued. The Employee Engagement Survey is designed to evaluate the employee climate every two years and provide feedback on how employees view their jobs and Town practices.

The survey addresses several work environment issues:

- Mission, Vision, Values
- Communication
- Employee Empowerment
- Workplace Climate
- Employee Engagement
- Rewards

Employees have the opportunity to respond to predetermined multiple choice questions. All employee responses are anonymous. Results are independently evaluated, distributed to each department.

VII. MONITORING AND REPORTING

The HRD Department will monitor all hires, transfer, promotions, demotions, terminations and reassignments to ensure that the Town's nondiscriminatory policies are followed. At least two times a year, during staff and team meetings, the Director will discuss the importance of workforce diversity and awareness and review Town policies and procedures and the Serious Incident policy guidance as well as the need to maintain a respectful workplace.

A. Supervisory Personnel

1. EEO reports from supervisory personnel are collected informally on an ongoing basis. Division Managers will meet with Supervisors on a weekly basis to check for any reports of discrimination. In accordance with the Town's Serious Incident Policy Guidance (Page 6 supervisory personnel are required to report any complaints or acts of discrimination they may witness by any Town employee in the act of performing their duties.

B. Informing Senior Management

1. Throughout the year, HRD at the direction of the EEO Officer will meet with managers and supervisors to discuss trends, hiring practices, changes in recruiting sources, accomplishments and changes to the recruitment methods that are needed to improve our utilization. The information will be tracked by the department and HRD and each quarter, the HRD Director and EEO Officer will meet with Department Directors to discuss findings and ideas for improving under-utilized groups.
2. All Town employees regular or temporary have the right to file a discrimination complaint. A complaint may be filed by submitting a grievance form, a written document, or can be filed verbally. Employees are encouraged to report alleged discriminatory complaints. Each complaint will be examined expeditiously, thoroughly and impartially to determine its merit. Problems found to exist will not be tolerated and will be remedied according to applicable laws, regulations and guidelines.
3. When an incident occurs, the employee should notify a supervisor, manager, department or HRD director and the following steps will be followed.
 - a) The department director will contact the HRD Director who will hear the facts and make a recommendation to contact the EEO Officer and Town manager or take another course of action.
 - b) The department director and HRD director will contact the EEO Officer and the Town manager and inform them of the incident. The facts of the complaint will be reviewed thoroughly and an investigator will be assigned.
 - c) The HRD Director or Legal Staff if HRD is named in the investigation will provide the investigator with policies, procedures and any other pertinent information.
 - d) The investigator will conduct interviews with the individual involved. Employees are required to sign a confidentiality statement (Appendix E).
 - e) The investigator will prepare a report of findings of fact and conclusion.
 - f) The HRD Director and/or Legal staff will review and make recommendations to the EEO Officer and the Town Manager.
 - g) HRD, Legal, EEO Officer or Town Manager will have discussion with department director regarding incident and outcomes.

- C. When the facts have been gathered and a determination has been made the employee has the right to grieve if the decision results in disciplinary action, or if they are not satisfied with the findings of an investigation, they may file a complaint with the, Federal Equal Employment Opportunity Administration.

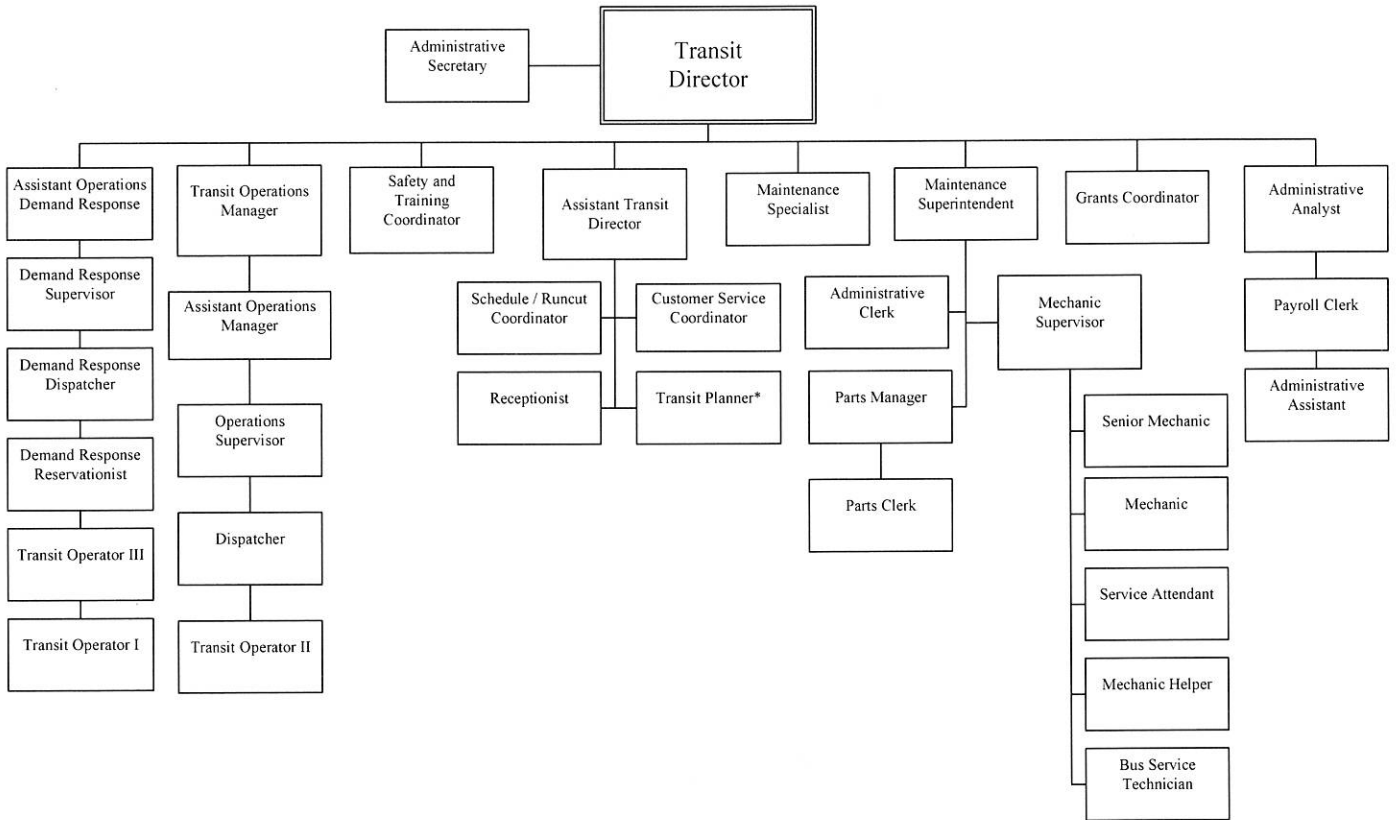
D. TRACKING COMPLAINTS

- 1. All EEO complaints filed with the Town are tracked by HRD. HRD uses the Human Resource Information System as well as electronic logs. Information pertaining to the number and types of complaints are discussed at least twice a year with the Senior Managers to provide information and solicit feedback for improvements.

VIII
CHAPEL HILL TRANSIT
EQUAL EMPLOYMENT
OPPORTUNITY PLAN
2014-2017

www.townofchapelhill.org

TRANSIT



IX. CHAPEL HILL TRANSIT EMPLOYMENT PRACTICES

The Town of Chapel Hill is committed to having a diverse workforce that is reflective of the community that it serves. The Chapel Hill Transit Department (CHT) and the Human Resource Development (HRD) department will continue to review its recruitment, selection and retention practices to determine additional ways to attract and retain more women and minority candidates. The Town's employment practices are outlined in the Town's Code of Ordinances and processes and procedures and grievance rights are outlined in the Towns Policies and Procedures Manual. HRD at the direction of the EEO Officer monitors each step of the employment process to ensure that all hiring, selection and placements attributes to our affirmative action goals and adheres to our policies and procedures.

When a vacancy occurs in CHT, the department director will notify HRD. HRD will work with the Finance Department to ensure the vacancy is funded and inform the Town Manager of the need to fill the position. Occasionally, a consultant may be used to assist with the recruitment. They are required to comply with all EEO regulations and the recruitment procedures outlined in the Town's code of Ordinance and policies and procedures.

All recruitments are posted on the Town's Website and applications are submitted using an electronic application system powered by Neo Gov. Candidates also have the option of submitting a paper application.

A. Promotional Recruitments

1. When a promotional vacancy occurs, the HRD Partner will work with the department Subject Matter Expert (SME). The SME is usually the hiring manager, but depending on the position may also include other managers in the department or Town. The HRD Partner and the SME(s) will review the job description for the appropriateness of the salary, job duties, minimum requirements and the desirable qualifications. The HRD Partner and the SME will develop a plan to determine the recruiting timelines, advertising sources, selection process and develop the selection materials. The job will be posted internally using the Towns website.
2. When applications are received the HRD Partner will review them for minimum qualifications and completeness. Those applicants that meet the minimum qualifications are referred to the SME (s) for a review of their qualifications based on the criteria developed during the job analysis. The SME(s) do not receive the applicant's personal data sheet only the information pertaining to education and experience.
3. Those applicants that have been determined to be the best qualified will be invited to participate in the selection process. The process may vary depending on the position. The types of selection instruments that we have used include: (1) supplemental questionnaires (2) assessment centers (2) telephone interviews (3) oral and behavior based interviews (4) written test (5) role play (6) in-baskets (6) skills assessment. All selections instruments are reviewed for validity and reliability.
4. Candidates who are successful during the interview process will be placed on an eligibility list. Candidates determined to be the best qualified, will receive a conditional job offer by the SME. A drug screen is required for safety sensitive positions.

B. Career Progression

1. Some positions within CHT are part of career advancement series. Movement between levels most often takes place in the same authorized position title group, and reflects higher skills or credentials earned over time by the individual in the position. Movement between the levels is not considered a promotion, and does not affect eligibility for an annual salary increase, nor does it require a probation period.
2. When an employee receives the appropriate credentials, experience or education the department director will forward all documents along with a request to move to the next level to the HRD Partner for review.

C. Open Competitive Recruitments

1. The HRD Partner will work with the department Subject Matter Expert (SME). The SME is usually the hiring manager, but may also include other managers in the department or Town. The HRD Partner and the SME (s) will review the job description for the appropriateness of the salary, job duties, minimum requirements and the desirable qualifications. They will also review the EEO data for the last two recruitments to determine how we can improve our utilization. The HRD Partner and the SME will develop a plan that outlines the recruiting timelines, advertising sources, selection process and develop the selection materials.
2. Advertisements will be posted on the NC Employment Securities website and the local and statewide news publications, job finders, minority publications, internet sites job search sites, local community organization facilities, professional association newsletters and list serves.
3. When applications are received the HRD Partner will review them for minimum qualifications and completeness. Those applicants that meet the minimum qualifications are referred to the SME (s) for a review of their qualifications based on the criteria development during the job analysis. The SME(s) do not receive the applicant personal data sheet only the information pertaining to education and experience. Those applicants that have been determined to be the best qualified will be invited to participate in the selection process. The process may vary depending on the position. The types of selection instruments that we have used include: (1) supplemental questionnaires (2) assessment centers (2) telephone interviews (3) oral and behavior based interviews (4) written test (5) role play (6) in-baskets (6) performance both written and task oriented.
4. Candidates who are successful during the interview process will be placed on an eligibility list. Candidates determined to be the best qualified, will receive a conditional job offer is extended to the candidate by the SME.
5. The candidate must successfully complete a background check and reference check. The background check may include driver license and driving record verifications reference checks of work histories and academic records and a credit check. A medical evaluation, including a drug screening is required for safety sensitive CDL required positions. A six month probationary period is required for all non-department director new hires.

D. Classification and Compensation

1. CHT maintains a job description for every position in the department. Job descriptions are used for recruitment and selection, performance reviews, and developing training. The job description will include a brief description of the position, duties and responsibilities, knowledge and abilities required and education and experience requirements. Job descriptions are available to all employees and are posted on the Towns website.
2. The Town recently conducted a comprehensive classification and compensation study which included the review and revision of all job descriptions and the implementation of a new pay plan. The new pay plan has a minimum, market rate and maximum rate for each grade. Each classification is assigned to a pay grade on the plan. The Town has established a committee of employee representatives from each department to review and revise the process used to move employees through the pay plan (i.e. merit increases, across the board increases, etc.).
3. Employees typically enter the pay grade at minimum of the pay grade. However, depending on the position and the education and experience of the candidate, the Department director may request advanced placement. The HRD department will review the request to ensure that the candidate's background and experience support the request and to ensure equity with other similarly situated employees.
4. Employees who are hired in regular full and part-time position are eligible to participate in the Town's health, dental, retirement, life and supplemental insurance plan on their date of hire. Full-Time Program Support Employees (Temporary Employees) are eligible to participate in the retirement programs on their first date of employment.
5. In addition to participating in an excellent health insurance package for regular employee they are also eligible to use the Town's Wellness clinic. The clinic is staff by a Nurse Practitioner who can treat all minor non-workers injuries, treat minor illness. There are also offered the use of a free tobacco sensation program.

E. Transfers

1. CHT does not have a formal transfer process for employees to transfer from one division to another. If an employee would like to move to another job within CHT or another position within the Town, the employee must fill out a Town application when a vacancy occurs. The employee will be required to go through the selection process described above.

F. Seniority Practices

1. CHT does not use seniority (date of hire) practices for promotion or selection. Seniority is the determining factor in the areas listed below. Employees with the most seniority are given first consideration.
 - a) requesting annual vacation
 - b) selection of run picks
 - c) overtime or holiday runs
 - d) reassignment

G. Training Programs

1. New employee training begins with the orientation during the first week of employment. During the orientation, employees go through EEOC training, Blood Borne Pathogen Training and Town Policies and Procedures. Within four weeks of hire, the employees are required to attend the Mangers NEO which provides them with an overview of Town Services, responsibilities of Town Departments and the connection between departments and the Town's mission, goals and objectives. They also have the opportunity to meet the Town Manager, Deputy Town Manager and HRD Staff as well as network with other new employees.
2. CHT Operators are required to go through a 22 day training program. The training includes:
 - a) A review of all CHT administrative policies and procedures including the drug and alcohol policy.
 - b) A review of CHT operating policies and procedures (Operating Bulletins),
 - c) Pre-trip and post-trip inspections
 - d) Course Maneuvers,
 - e) TSI Maneuvers/Smith System Defensive Driving
 - f) ADA procedures
 - g) Accident and emergency procedures
 - h) Customer Service
3. CHT employees are also required to attend Sexual Harassment Training which includes a review of the Town's Serious Incident Directive (Page 9) and may attend other courses offered by the Town including Customer Services, Effective Communication, Microsoft Word Suites and Wellness Lunch and Learns. Supervisors are required to attend Sustainable Leadership Training and semi-annual Employee Performance Management and Development Training,

H. Disciplinary

CHT follows the disciplinary procedures in accordance with the Town's Personnel Ordinance and Town Policies and Procedures. CHT may establish disciplinary procedures that are specific to the jobs that their employees perform. However, the procedures must be consistent with the Town's policies.

1. Verbal Counseling A supervisor may counsel an employee for on time performance issue or to provide general corrective action. The supervisor will maintain notes in their files regarding the counseling. The notes will not become part of the employee's permanent personnel file.
2. Documented Counseling
The supervisor will counsel the employee for repeated infractions and will document this conversation on the Employee Performance Management Development Performance log. The supervisor will meet with the employee to discuss issues and the supervisor and the employee will sign the Performance log as well. The supervisor will provide the employee with a copy of the log. The performance log can also be used to document commendations that the employee may receive or a job well done.

3. Written Warning

After discussing the issue with the employee, the supervisor will inform the division or assistant division manager. The manager may hold a pre-disciplinary conference to discuss the concerns and to hear the employee's side of the story. The manager will consider all of the information presented before issuing the written warning. The manager cannot render a decision for 24 hours to ensure that all relevant information has been considered. The employee is given a copy of the warning and has seven days to grieve the decision. The employee has seven days to submit a formal grievance with the Department director.
4. Final Written Warning

The Division manager conducts the pre-disciplinary hearing which will include the HRD Partner. The manager may hold a pre-disciplinary conference to discuss the concerns and to hear the employee's side of the story. The manager will consider all of the information presented before issuing the written warning. The manager cannot render a decision for 24 hours to ensure that all relevant information has been considered. The employee is given a copy of the warning and has seven days to grieve the decision. The employee has seven days to submit a formal grievance to the Department director. The manager makes a recommendation to the department director. If the department director is in agreement the decision will be reviewed by HRD and Legal. The employee is given a copy of the decision. The employee has seven days to file a grievance with the Department director.
5. Suspension
 - a) For suspensions of two days or less, the division head will hold a pre-disciplinary conference to discuss the concerns and to hear the employee's side of the story. The division head will consider all of the information presented and will make a recommendation to the department director. The department director will review all of the information and will either uphold the recommendation or render a different decision.
 - b) For serious disciplinary action (suspensions of three days or more or termination) the department director must gather all previous corrective actions and submit to the HRD Director, legal and the Deputy Town Manager who will ensure that the Town's disciplinary process has been adhered to. The employee will receive a copy of the suspension. The employee has seven days to submit a grievance to the HRD Director
6. Terminations
 - a) For terminations the department director will hold a pre-disciplinary conference to discuss the concerns and to hear the employee's side of the story. The department director will consider all of the information presented and will make a recommendation to the HRD Director. The department director's recommendation must include copies of all documents related previous corrective actions and submit to the HRD Director, Legal and Deputy Town Manager who will ensure that the Town's disciplinary process has been adhered to. The employee will receive a copy of the termination.

The employee has seven days to submit a grievance to the HRD Director. The employee has fourteen days to grieve the action.

VI STATISTICAL CHART OF EMPLOYMENT PRACTICES

A. See Appendices B, D and E

VII. GOALS AND TIMETABLES

CHT is committed to making its workforce profile more closely reflect the relevant available labor force in our recruiting market area. Since minorities and females are underutilized in at least three (3) of the five (5) relevant categories, CHT's goal for the next four (4) years is to increase representation in these categories by one percent or more. CHT will make reasonable efforts to attract qualified female and minority applicants and ensure that no barriers exist that would prevent female and minority employees from equal opportunities in the areas of promotions, transfers (also see part IV-A Recruiting and Selection of this report)

A. Executives, Senior Level Officials and Managers

This group has 3 employees and is comprised of Senior Management Staff, Department Managers and supervisors. The Workforce Analysis report indicates that in the Town the female group is underutilized by -19.0% and minorities-37.4% for minorities. Our goal is to increase the representation by females in this group by .19% and minorities by .37%.

When vacancies occur and a recruitment is required to establish a list of eligible candidates, the Town will continue to make every effort to recruit and promote minorities for the Officials/Administrators openings as they become available. A recruitment effort will include advertising in diversity and minority publications along with major newspapers within the state. Whenever appropriate, recruitments will be done regionally and/or nationally by advertising in professional publications and newspapers.

B. Professionals

This group has 7 employees. Included in this job category are classifications such as, computer programmers, database technicians, accountants, human resources generalist, and management analysts. The Workforce Analysis report indicates that The Workforce Analyst reports indicates that in the Town the female group is underutilized by-19.1%. Our goal is to increase the representation of females in this group by 1.34 %.

When vacancies occur and recruitment is required to establish a list of eligible candidates, the Town will make every effort to recruit and promote minorities for the professional openings through advertising in diversity and minority publications, in major publications and trade journals applicable to our recruiting area and on the town, and local internet job boards and list serves.

C. Skilled Craft Workers

This group has of 93 employees. Included in this group are mechanics, electricians, heavy equipment, stationary engineers and carpenters. The Workforce Analysis report indicated that the underutilization for minorities in this category is 12.74%. Our goal is to increase female representation in this category by 4%

When vacancies occur and recruitment is required to establish a list of eligible candidates, the Town will make every effort to recruit and promote minorities for Technical openings by advertising in minority publications, advertising in the local area newspapers, and on the Town and state-wide internet job boards and job boards and recruit through local colleges and technical schools.

H. Service Maintenance Workers

This group has 126 employees. Included in this job category are Transit Operators, Solid Waste Operators, Service Attendants and Mechanic Helpers. The Workforce Analysis indicates that the underutilization for females in this category is -21%. Our goal is to increase the female representation in this category by 2%.

When vacancies occur and recruitment is required to establish a list of eligible candidates, the Town will make every effort to recruit and promote females by advertising in minority publications, advertising in the local area newspapers, and on the Town and state-wide internet job boards, list serves, job boards and local community based and human service organizations.

APPENDIX

APPENDIX A WORKFORCE ANALYSIS

Dept. Job Title or Number	Salary	Current Period As Of: January 1, 2013 - December 31, 2013																		Current				Availability %		% of Under-Utilization		GOAL				PROJECTED % INCREASE							
		All Employees									EMPLOYEES									#	%	#	%	MIN	%	MIN	%	MIN	%	MIN	%	MIN	%	MIN	%				
		TOT	M	F	W	AA	HISP	API	AIAN	NHOPI	MULTI	W	AA	HISP	API	AIAN	NHOPI	MULTI	#																	%	#	%	MIN
		MALE									FEMALE									MIN		%		MIN		%		MIN		%		MIN		%					
Officials and Managers	60,458-190,000	31	22	9	18	3	0	0	1	0	0	5	4	0	0	0	0	8	25.8%	9	29.0%	19.0%	37.4%	6.8%	-8.4%	(2.11)	2.59	0.5%	8.0%	0.5%	8.0%	0.5%	8.0%	0.5%	8.0%				
Professionals	26,208-172,000	142	87	55	71	13	0	0	2	1	0	41	13	0	0	1	0	30	21.1%	55	38.7%	16.9%	62.0%	4.2%	-23.3%	(6.00)	33.04	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%						
Technicians	29,219-70,601	25	16	9	13	3	0	0	0	0	0	4	5	0	0	0	0	8	32.0%	9	36.0%	26.6%	56.1%	5.4%	-20.1%	(1.35)	5.03	1.0%	2.0%	1.0%	2.0%	1.0%	1.0%						
Protective Services	35,436-101,731	151	127	24	97	22	6	0	0	0	2	18	5	1	0	0	0	36	23.8%	24	15.9%	27.7%	24.1%	-3.9%	-8.2%	5.83	12.39	2.0%	3.0%	2.0%	3.0%	1.0%	3.0%						
Administrative Support	29,219-66,604	267	102	165	52	50	0	0	0	0	0	85	68	2	0	5	0	130	48.7%	165	61.8%	27.7%	66.8%	21.0%	-5.0%	(56.04)	13.36	3.5%	3.0%	3.5%	3.0%	3.5%	3.0%						
Skilled Craft	25,757-97,942	200	118	82	76	37	2	0	0	2	1	66	11	0	0	5	0	58	29.0%	82	41.0%	30.9%	7.9%	-1.9%	33.1%	3.80	(66.20)	16.0%	17.0%	16.0%	17.0%	16.0%	17.0%						
Service Maintenance	26,208-49,701	199	153	46	38	113	2	0	0	0	0	2	44	0	0	0	0	159	79.9%	46	23.1%	48.6%	48.4%	31.3%	-25.3%	(62.29)	50.32	12.5%	12.5%	12.5%	12.5%	12.5%	13.0%						

AA - African American
 HISP - Hispanic
 API - Asian Pacific Islander

AIAN - American Indian or Alaskan N.
 NHOPI - Native Hawaiian or Other Pacific Islander
 MULTI - Two or More Races

**Appendix C
Town of Chapel Hill
Personnel Transaction**

Job Category	External Hires		External Applicants		Voluntary Terminations	
	Males	Females	Males	Females	Males	Females
White	65	58	2703	2023	55	50
African American	67	50	1713	1688	65	53
Hispanic	2	4	161	152	5	0
Asian/Pacific Islander	6	4	124	113	3	0
American Indian/Alaskan Native	1	1	21	19	0	0
Native Hawaiian or Other Pacific Islander	0	0	4	6	0	0
Multi-Two or more	3	3	161	243	0	0
Unknown	0		97	164	0	
Job Category	Applied for Promotions or Transfer		Disciplinary Actions		Involuntary Terminations	
	Males	Females	Males	Females	Males	Females
White	11	7	17	2	0	0
African American	9	10	31	15	2	0
Hispanic	4	1	0	0	0	0
Asian/Pacific Islander	9	9	0	0	0	0
American Indian/Alaskan Native	0	9	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0
Multi-Two or more	1	13	0	0	0	0
Unknown	1	6	0	0	0	0

**APPENDIX D
TOWN OF CHAPEL HILL
PROMOTIONS**

Job Category	RECEIVED PROMOTION	
	Males	Females
White	11	3
African American	1	0
Hispanic	0	0
Asian/Pacific Islander	0	0
American Indian/Alaskan Native	0	0
Native Hawaiian or Other Pacific Islander	0	0
Multi-Two or more	0	0
Unknown	0	0

**APPENDIX E
CHAPEL HILL TRANSIT
PERSONNEL TRANSACTIONS**

Job Category	External Hires		External Applicants		Voluntary Terminations	
	Males	Females	Males	Females	Males	Females
White	7	3	78	44	4	4
African American	14	3	123	139	15	7
Hispanic	1	0	8	8	1	0
Asian/Pacific Islander	0	0	8	4	0	0
American Indian/Alaskan Native	0	0	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0
Multi-Two or more	2	0	10	17	0	0
Unknown	0		6		0	
Job Category	Applied for Promotions or Transfer		Disciplinary Actions		Involuntary Terminations	
	Males	Females	Males	Females	Males	Females
White	2	0	2	2	2	0
African American	0	3	15	5	1	1
Hispanic	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0
American Indian/Alaskan Native	0	0	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0
Multi-Two or more	0	0	0	0	0	0
Unknown	0	0	0	0	0	0

**APPENDIX F
CHAPEL HILL TRANSIT PERSONNEL TRANSACTION**

Job Category	RECEIVED PROMOTION	
	Males	Females
White	1	0
African American	0	1
Hispanic	0	0
Asian/Pacific Islander	0	0
American Indian/Alaskan Native	0	0
Native Hawaiian or Other Pacific Islander	0	0
Multi-Two or more	0	0
Unknown	0	0

**APPENDIX H
CONFIDENTIALITY AGREEMENT**

Investigation Confidentiality Agreement

I, _____, an employee of the Town of Chapel Hill, understand that I am a party or witness to an investigation being conducted by the Town of Chapel Hill. I further understand that all information disclosed to and by me related to this investigation is considered confidential pursuant to N.C. General Statute Section 160A-168. To ensure that the integrity of the investigation is preserved and that the involved employee's personnel rights are protected, I agree and acknowledge that information directly or indirectly related to this investigation is to be discussed only on an as-needed basis and is not to be disclosed, except as authorized by Town officials or as required by law.

I further understand that the Town is conducting an investigation regarding certain allegations that they received and that as an employee of the Town, I am required to cooperate and assist with the preliminary investigation by answering questions. I also acknowledge and understand that my failure to cooperate with this preliminary investigation and to abide by this agreement can result in disciplinary action being taken against me, up to, and including, termination. I also understand that information I provide in this investigation is for administrative purposes only and cannot be used in any possible subsequent criminal investigation(s) or prosecution(s).

I also understand that any retaliation against an employee for bringing forth concerns may result in disciplinary action by the Town, up to, and including, termination. I further understand that if I make an unauthorized disclosure of information regarding this investigation during my employment with the Town of Chapel Hill, I may be subject to disciplinary action, up to, and including, termination. I also understand that if I disclose unauthorized information regarding this investigation during my employment or after my employment ceases with the Town, I could be held civilly or criminally liable.

Signature of Employee

Print Employee Name

Date

Witness

