

Proposal for Mandatory Training on Unlawful Discrimination and Harassment for NC State University Employees

Introduction

The Office for Equal Opportunity (OEO) proposes that North Carolina State University mandate all employees, both those currently employed at the time this proposal is implemented and those hired after the implementation of this proposal, attend training on unlawful workplace discrimination and harassment prevention and response. All employees include full-time and part-time employees who receive compensation from the University. This proposal has strong endorsement from the Provost and the Office of Legal Affairs as well as support from the deans and Human Resources Department.

The following proposal offers a rationale for mandatory training as well as information on current workshops provided to members of the NC State campus community. Additional background information from research studies, other universities and other states is included. It is important to note that most organizations and universities appear to focus on sexual harassment training. For the purposes of NC State University, the mandatory training would address all forms of unlawful discrimination and harassment and not just those behaviors or situations based on sex. As a result, employees will be informed of all the legal protections offered by current federal and state laws and university policies.

Rationale

Instituting mandatory training on unlawful discrimination and harassment for employees at NC State University is important for several reasons. Unlawful discrimination can and does happen at NC State, and a training program is one way for NC State to address the risks involved with unlawful behaviors. Campus entities and current research support mandatory training as a prevention tool. In addition, by providing training on unlawful harassment and discrimination, NC State would establish itself as a leader among peer institutions and distinguish the State of North Carolina as a state targeting the prevention of unlawful discrimination and harassment.

Complaints at NC State

Unlawful discrimination and harassment occurs at NC State University. Reports of discrimination and harassment to the Office for Equal Opportunity demonstrate the need for prevention and response training. Since June 1, 2002, OEO has received over 200 complaints that involved unlawful discrimination or harassment from faculty, staff, students, and visitors. Not all of the complaints were substantiated or involved behaviors that rose to the level of unlawful discrimination or harassment policy violations, in part because campus community members are unaware of the legal definitions of discrimination and harassment as well as how to appropriately respond to an incident of discrimination or harassment.

NC State and OEO attempt to address and remedy all instances of unlawful harassment or discrimination encountered by NC State community members. However, the University can only address problems of which it is made aware. If employees are unsure about the definitions of unlawful discrimination and harassment, they may be unwilling to confront or report the

behavior. Establishing a training protocol will inform employees of the types of discrimination and harassment that are unlawful and educate employees as to appropriate response practices and procedures.

Risk Management

Employment discrimination, including harassment, is illegal. Federal laws, state laws, and University policies protect individuals from negative treatment based on their race, color, sex, religion, national origin, age, disability, veteran status, creed, and sexual orientation. Employment-related discrimination or harassment on the basis of these protected classes imposes large costs on employees and organizations through increased job turnover, higher absenteeism, reduced job satisfaction, lower productivity, and adverse health outcomes. According to Feary (1994), “the costs of permitting sexual harassment are over thirty-one times the initial costs of preventing it” (p. 661).

Unlawful harassment and discrimination on campus presents an identifiable risk to the University in terms of employee retention, productivity, negative publicity, and litigation. Mandatory training on unlawful discrimination and harassment is one strategy to minimize risk to NC State.

The Supreme Court indicated, with its ruling in *Faragher v. City of Boca Raton*, that employers need to have [sexual] harassment policies and train their employees on these policies (Ganzel, 1998). Recent serious incidents of unlawful discrimination and harassment have contributed to increasing liability costs for the University. This liability is a compelling reason to institute a good faith effort to mandate a preventative approach to unlawful discrimination and harassment at NC State University. Preventative training would provide employees with information on their legal protections and accountability regarding unlawful discrimination and harassment in the work environment. [See Appendix A, *Harassment 101: Would Your Training Program Make the Grade in Court?*]

Campus Support

Campus entities have supported training initiatives on unlawful discrimination and harassment prevention and awareness, including:

- March 1, 2002: The Human Resources/Office for Equal Opportunity Working Group recommended that the University “provide mandatory training for unit administrative supervisors during the first year of their administrative appointment” and have “the curriculum include but not be limited to knowledge of employment procedures, ... applicable federal state, and university policies and regulations, and issues related to employee relations ...” (*Human Resources/Office for Equal Opportunity Working Group Final Report*, page 12).
- February 13, 2004: The 2003-04 Harassment Education/Outreach Advisory Group suggested that it would be important to provide mandatory training for employees on unlawful discrimination and harassment. The Advisory Group further discussed educating employees on unlawful discrimination and harassment when employees are first hired.
- April 8, 2005: The Faculty Senate Personnel Committee noted in their suggestions for general guidelines to include in the Resolution Procedures for Harassment Complaints, Regulation 04.25.02: “4. Training should be provided to all administrators as to the procedures and processes involved in the resolution of these complaints.”

These groups perceived mandatory training on unlawful discrimination and harassment prevention and awareness as a necessity so that employees can effectively identify and address inappropriate behavior in the workplace.

Research

The NC State training program will provide an opportunity to openly discuss unlawful discrimination and harassment. Booth-Butterfield (1986) discovered that [sexual] harassment is more prevalent in organizations in which the subject is not discussed. The mandatory training program will increase employees' knowledge of their rights with regard to unlawful discrimination and harassment, resolution procedures, as well as employees' responsibilities. Moreover, employees will have increased knowledge and awareness of behaviors that constitute [sexual] harassment (Antecol & Cobb-Clark, 2003).

Empirical evidence indicates that the most effective unlawful discrimination and harassment prevention training approach is a mandatory program for all employees (Newman, Jackson, & Brown, 2003). Of critical importance for the training program success is the support and participation of top management (Rynes & Rosen, 1995). Furthermore, a mandatory training approach for all employees will convey a clear message of administrative support for the training program. As a result, NC State will communicate that this is an organization dedicated to a working environment that is free of unlawful discrimination and harassment (Tsai & Tsai, 2003).

Peer University Guidance

Many higher education institutions mandate training for their employees. The Office for Equal Opportunity found that several of NC State University's peer institutions already mandate training on topics related to unlawful discrimination and harassment, for example:

- *Iowa State University*: Requires employees to complete an online sexual harassment prevention module,
- *Texas A&M University*: Mandates employees participate in a training program entitled, "Creating a Discrimination-Free Workplace,"
- *University of California-Davis*: Mandates sexual harassment training for new and current supervisors,
- *University of Wisconsin-Madison*: Requires mandatory training on unlawful sexual harassment during orientation for new employees,
- *Virginia Polytechnic Institute*: Mandates training on unlawful harassment at new employee orientation, and
- *Carnegie-Mellon University, Case Western University, and the University of Georgia*: Mandate training on unlawful harassment.
- *University of Colorado*: Although not a peer institution, the University of Colorado requires all faculty, staff and students to attend training on sexual harassment.

By mandating training on unlawful discrimination and harassment, NC State has an opportunity to establish itself as a leader among higher education institutions with regard to addressing and preventing unlawful discrimination and harassment on campus.

Training Precedent at the State Level

Several states require employers to provide mandatory discrimination and harassment training to employees. Please see Appendix C for a detailed description of each state's mandate.

Many state programs focus on sexual harassment training, but sex is only one protected category. NC State University has an opportunity to set a new standard for both the campus community and the State of North Carolina by providing mandatory training on unlawful discrimination and harassment that covers all of the protected classes, not just sex.

The proposed mandatory training will supplement previous efforts by the State of North Carolina to educate State employees on laws and polices related to equal opportunity. In July 1991, the State of North Carolina amended Chapter 126 of the General Statutes with House Bill 959. House Bill 959 mandates that each State agency, each State department and the University of North Carolina shall enroll each newly appointed supervisor or manager within one year of appointment in the Equal Employment Opportunity Institute (EEOI). The Human Resources Development Group of the Office of State Personnel operates EEOI; the program focuses on equal employment opportunity laws.

In addition, North Carolina's State Personnel Manual's Equal Employment Opportunity Program and Plan lists training for all employees on unlawful workplace harassment among the State Personnel Office's responsibilities.¹

State governments, peer institutions, and academic research recognize the importance of training on unlawful discrimination and harassment. NC State has both demonstrated need and demonstrated interest in implementing a mandatory training policy.

Current Training

The Office for Equal Opportunity currently conducts training programs on unlawful discrimination and harassment. The content of the current programs is similar to the information that will be presented to employees upon adoption of a mandatory training policy.

New Employee Orientation

Since April 8, 2005, the Office for Equal Opportunity has presented a training session during New Employee Orientation. From April 2005 to June 2006, OEO presented a one-hour session as part of the program entitled, "An Introduction to Diversity at NC State University." Since June 2006, due to adjustments in the New Employee Orientation schedule, OEO has presented a forty-five minute presentation at New Employee Orientation entitled "Unlawful Discrimination and Harassment: What Employees Need to Know."

Open Enrollment and Supervisory Series

The Office for Equal Opportunity presents three-hour workshops on unlawful discrimination and harassment through Human Resources' Open Enrollment and Supervisory Series programs. The sessions provide a forum for employees to learn about and discuss unlawful discrimination and harassment in depth. The Supervisory Series targets employees in supervisory roles, and the content of this program assumes and expands upon a basic understanding of the concepts related to unlawful discrimination and harassment.

¹ North Carolina State Personnel Manual, Equal Opportunity, Section 1, Page 10.

Colleges, Departments and Units

The Office for Equal Opportunity encourages deans and department heads to have an unlawful discrimination and harassment workshop presented to their respective colleges and departments. Departments who have taken advantage of this offer in the past include, but are not limited to:

- Facilities Operations
- Department of Chemistry
- Department of Engineering
- Department of Communications
- College of Textiles
- Cooperative Extension

Since May 2001, over 2000 employees have participated in training programs on unlawful discrimination and harassment.

Proposed Training

New Employees

The Office for Equal Opportunity proposes that all new employees be required to attend one forty-five minute long (at minimum) unlawful discrimination and harassment prevention program. As mentioned above, OEO currently presents a forty-five minute unlawful discrimination and harassment prevention program at New Employee Orientation, so the implementation of this policy will not necessitate any changes to the current New Employee Orientation schedule. OEO will record attendance at each of these sessions.

If a new employee fails to attend the unlawful discrimination and harassment presentation session during New Employee Orientation (OEO will have this information based on attendance recorded at each session), OEO will instruct that individual to participate in an online unlawful discrimination and harassment training module.² Participation in and completion of the online training module will fulfill the mandatory training requirement.³ OEO will receive the names and University identification numbers of individuals who complete the online training module for the purposes of fulfilling the training requirement and will record participants who have completed the program as fulfilling the requirement.

Not all new employees are required to attend New Employee Orientation, for example, temporary service workers. OEO will contact Human Resources on a monthly basis to obtain the names of new employees who will not attend a New Employee Orientation session. OEO will contact these employees directly and arrange for participation in an unlawful discrimination and harassment prevention program. Each department will be responsible for including graduate student interns in the training requirement.

While it is preferable for employees to attend an unlawful discrimination and harassment prevention training session within the first month of their employment, those employees who are on probationary status and who do not attend a session within the first six months of their employment or who do not complete the online unlawful discrimination and harassment

² <http://www.ncsu.edu/oEO-training/harassment>

³ On-line training is a viable alternative to in-person training. In California, Assembly Bill 1825 requires employers to train supervisors on unlawful harassment every two years. The University of California has adopted an interactive on-line training module for employees to complete in order to comply with the State requirement.

prevention module may be separated from their position or may have their probationary status extended. Employees who are not subject to probationary status shall be subject to disciplinary action up to and including dismissal if the mandatory training requirement is not fulfilled within the first six months of their employment.

OEO will continue to keep a database of all employees who attend an unlawful discrimination and harassment session during New Employee Orientation and/or complete the online unlawful discrimination and harassment training module.

Current Employees

Employees benefit from education on their rights and responsibilities, and to ensure that all employees have received consistent information on the University's unlawful discrimination and harassment policies, current employees as well as new employees will receive education on unlawful discrimination and harassment prevention. For the purposes of this proposal, the category of current employees includes those who have 1) been employed with the University prior to the implementation of the mandatory unlawful discrimination and harassment training policy, and 2) not attended a forty-five minute (or more) unlawful discrimination and harassment training session or have not completed the online unlawful discrimination and harassment training module after May, 2001.

The Office for Equal Opportunity will contact each University department at least once per year to remind each department of the unlawful discrimination and harassment prevention and response training requirement. Contact to departments is made according to a schedule available on the Office for Equal Opportunity website. See Appendix C for a schedule of departments OEO will contact.

Fulfillment of the mandatory training requirement will not be an undue burden on departments, as there are flexible options for completing the training program. Options include, but are not limited to: 1) A facilitator from OEO attending a regularly scheduled faculty and/or staff meeting to provide the training at a time convenient for the work group, or 2) The dean, director, department head or unit supervisor may schedule a separate time for employees to attend an unlawful discrimination and harassment workshop or to complete the online training module. See Appendix D for an example of the memorandum that will be distributed to deans, directors, department heads and unit supervisors.

OEO maintains a record of the departments and units who have requested and received unlawful discrimination and harassment training since May 1, 2001. The expectation is that all current employees will be trained by June 30, 2008. If there are employees who have not attended a workshop or participated in the online unlawful discrimination and harassment training module by June 30, 2008, then those employees shall be subject to disciplinary action up to and including dismissal if the mandatory training requirement is not fulfilled. Upon request to OEO, the names of employees who have fulfilled the mandatory training requirement will be available to deans and unit heads.

Employees in Supervisory, Managerial, and Executive Managerial Positions

Supervisors, managers, and executive managers, like all other employees, are subject to the unlawful discrimination and harassment training requirement. The Office for Equal Opportunity recognizes that supervisors, managers, and executive managers have a higher level of responsibility in addressing and reporting unlawful discrimination and harassment.

Definitions of supervisors, managers and executive managers, as taken from North Carolina's State Personnel Manual,⁴ include:

- Supervisory positions: Positions in which the majority of the work performed involves directing the work of other employees. Supervisors have the authority to assign and evaluate work, hire employees, discipline or dismiss employees, or they have significant input into such actions.
- Managerial positions: Positions that manage established divisions or subdivisions of the University. Managers direct the work of one or more supervisors and have the authority to hire, reward, discipline, or discharge employees. Managers may also provide suggestions for changes in policy to senior executives with policy-making authority.
- Executive Managerial positions: Positions that involve policy-making. Executive Managers are department heads, university chancellors, deputies, assistants, vice-chancellors, and other policy-makers.⁵

Current supervisors, managers, and executive managers, as well as employees who are hired or promoted into supervisory positions, will be required to participate in an additional two-hour (at minimum) unlawful discrimination and harassment training program that covers supervisory responsibilities.⁶ The expectation is that all current supervisors, managers, and executive managers will have completed the supervisor-specific training by June 30, 2008. If this mandatory training requirement is not fulfilled, the supervisor will be subject to disciplinary action up to and including dismissal. Employees in supervisory positions shall be required to attend unlawful discrimination and harassment training for supervisors every five years.

OEO will continue to offer unlawful discrimination and harassment training seminars specifically tailored to individuals in supervisory roles. The content of the seminars expands on discrimination and harassment training given to all employees, and limiting the session to individuals in supervisory roles allows for greater discussion on how to address and report incidents of unlawful discrimination and harassment within one's department.

Supervisors, managers, and executive managers will be responsible for enrolling themselves in a supervisor-specific training program by calling the OEO or registering online.

Implementation

It is proposed that the mandatory training requirement be implemented by December 1, 2006. If implemented, all employees will participate in either a workshop or complete the online training module by June 30, 2008, and that supervisors, managers, and executive managers complete a supervisor-specific training program by June 30, 2008. The Office for Equal Opportunity and Human Resources will review their materials and make appropriate changes indicating this new requirement of employees.

⁴ North Carolina State Personnel Manual, Equal Opportunity, Section 1, pages 5-6.

⁵ For the purposes of the Mandatory Training Policy, both EPA and SPA employees are included under these definitions.

⁶ State law in North Carolina currently requires new SPA employees in supervisory, managerial, or executive managerial positions to complete the Equal Employment Opportunity Institute (EEOI) through the Office of State Personnel. An NCSU employee's completion of EEOI will satisfy both the unlawful discrimination and harassment training and the supervisor-specific training requirements.

OEO will send a memorandum to deans, directors, department heads and unit supervisors about the responsibility all current employees have to attend unlawful discrimination and harassment training. Included in the memorandum will be suggestions on ways to assist employees in completing the requirement. Supervisors, managers, and executive managers are responsible for enrolling in a supervisor-specific training program.

Upon completion of an unlawful discrimination and harassment training program, each employee will sign a form attesting to her/his participation in the program (the online module will record an electronic signature equivalent). OEO will keep the signed forms and electronic records on file.

Coordination

The Office for Equal Opportunity will oversee the coordination of mandatory unlawful discrimination and harassment training. OEO will maintain the records on attendance and work to ensure that all employees attend a workshop or participate in online unlawful discrimination and harassment training. The online training allows the participant to record his or her participation in the module, and OEO will maintain these records as well.

Resources

The Office for Equal Opportunity currently has one full-time employee and one part-time employee who are able to provide unlawful discrimination and harassment training. To educate the campus community, OEO has developed PowerPoint programs, videos, brochures and a website devoted to unlawful discrimination and harassment prevention and awareness. For supervisors and administrators, the OEO has created *The Administrator's Guide to Resolving Unlawful Discrimination and Harassment Claims*; this handbook is available online.

The Provost has volunteered to provide refreshments during training sessions for faculty, and OEO will officially request the funds for these trainings along with OEO's annual request for discretionary funds. In addition, future financial support may be needed to add additional staff to meet the training needs of the campus community.

Conclusion

Mandatory training on unlawful discrimination and harassment provides a viable and equitable means to inform NC State employees of the laws and policies relating to unlawful discrimination and harassment. The Office for Equal Opportunity has the training content developed, the records databases in place, and the staff to conduct the programs. Implementation of the mandatory training policy will prove beneficial to both employees and the University as a whole. Employees will benefit from understanding their rights and responsibilities, leading to a more productive and harmonious work environment. The University will benefit from an improved campus climate and ultimately a reduction in the number of discrimination and harassment complaints by encouraging proactive and preventative training that supports the goals of an educational approach to progress. NC State has an opportunity to stand out as a leader in higher education with regard to equal opportunity and diversity by taking a progressive stance on the importance of eliminating unlawful harassment and discrimination on campus.

References

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APPENDIX A

Harassment 101: Would Your Training Program Make the Grade in Court?

APPENDIX B

Several states require employers to provide mandatory discrimination and harassment training to employees. Following is a description of each state's mandate:

- California, under AB 1825 and the California Fair Employment and Housing Act, mandates two hours of interactive sexual harassment for employers with 50 or more employees.
- Iowa mandates training on affirmative action, cultural diversity, and the prevention of sexual harassment for public employers.
- Texas mandates training on policies and procedures related to employment discrimination for all state employees.
- The Colorado Sex Discrimination Rules, as adopted by the Colorado Civil Rights Commission, encourages employers to "sensitize" employees regarding issues relating to sexual harassment.
- The Connecticut Human Rights and Opportunities Act requires all private and public employers with fifty or more employees to provide two (2) hours of sexual harassment training to all supervisory employees within six (6) months of the assumption of a supervisory position.
- The Public Personnel Rules of Florida's Administrative Code require all supervisors in Florida executive branch agencies to receive training on affirmative action and equal opportunity, which would include sexual harassment training.
- The Illinois Human Rights Act requires every public employer to provide sexual harassment training as part of all new employee training programs.
- Maine's Sexual Harassment Training and Education in the Workplace Law requires all private and public employers with fifteen (15) or more employees to provide sexual harassment training to all new employees within one year of beginning employment.
- The Massachusetts Fair Employment Practice Act encourages employers to provide sexual harassment training to all new employees within one year of beginning employment.
- Michigan's Disability Bias Law requires the department of civil rights to offer training programs, which would include sexual harassment training, to employers, labor organizations and employment agencies to assist in understanding the requirement of the Act.
- The State of Nevada requires state employees to take a certified class on sexual harassment.
- Rhode Island's Sexual Harassment, Education and Training Law encourages employers to provide sexual harassment training to all new employees within one year of beginning employment.
- The Tennessee State Employees' Sexual Harassment Law obligates the state department of personnel to provide sexual harassment training to all public employees.
- The Utah Department of Human Resource Management Rules obligates all public employers to provide sexual harassment training consistent with standards set by the Department.
- The Vermont Fair Employment Practices Act encourages employers to provide sexual harassment training to all current employees and to provide sexual harassment training to all new employees within one year of commencement of employment.

APPENDIX C

Departments will be targeted for reminders about the mandatory training requirement once each year. Departmental reminders will proceed throughout each year as follows:

JUNE

Chancellor

Adult Credit Program, Advancement Services, Alumni Relations, Athletics, Case Athletics Center, Chancellor's Office, Coliseum Operations, Constituency Development, Continuing & Professional, Continuing Studies, Creative Services, Emerging Issues Forum, Human Resources, Institute for Trans Research, Instructional Telecommunication, Kenan Institute for Eng, Major IT, McKimmon Center, NCSU Animal Resources, NCSU Foundation, News Services, Off-Campus Credit Courses, Office of Legal Affairs, Park Scholars, Public Affairs, Research Administration, Sea Grant Program, Stadium, Summer School Administration, Training Room, University Advancement, University Development, University Planning Office, Urban Affairs, Varsity Sports, Water Resources Research.

JULY

Provost

Admissions, African-American Cultural Center, Disability Services, Faculty Senate, Financial Aid, NCSU Information Technology, NCSU Libraries, Office of Equal Opportunity, Provost's Office, Registration & Records, Technology Services, Vice Provost Academic Admission.

SEPTEMBER

College of Veterinary Medicine

Anesthesia, Animal Resources, BMCC, Business Office, College of Veterinary Medicine, CPTC, Department of Clinical, Department of Anatomy, Physiology, Department of Microbiology, Pathology, Department of Farm Animals HL, Histology Lab, SVM Teaching Hospital, VERC.

Textiles

College of Textiles, Textile & Apparel, Textile Engineering, Textile Extension, Textile Off-Campus Telecommunication.

OCTOBER

Undergraduate Studies & Graduate School

Academic Support Programs, Cooperative Education, First Year College, New Student Orientation, Undergraduate Affairs, Undergraduate Studies, University Transition, Graduate School, International Programs, Office of International Programs.

Student Affairs

Air Force ROTC, Counseling Center, Department of Greek Life, Fraternity Group Buying, Housing Operations, Merit Awards & Special, Music, Naval ROTC, Physical

Education, Student Affairs, Student Development, Student Health Service, Talley Student Center, University Career Center, University Dining, University Housing, University Theatre, Upward Bound.

NOVEMBER

PAMS

Chemistry, College of Physical and Mathematical Sciences, Marine, Earth and Atmosphere, Mathematics, PAMS Machine Shop, State Climate Office, Physical Sciences Research, Physics, Statistics, The Science House.

College of Management

Accounting, Business, College of Management, Computing Services, Economics.

DECEMBER & JANUARY

CHASS

Center for Communication, CHASS Extension, College of Humanities & Social Sciences, Communication, English, Foreign Languages, History, Multidisciplinary Studies, North Carolina Japan Center, Philosophy and Religion, Political Science, Social Work, Sociology & Anthropology.

Natural Resources

Air Resources Research, Biotechnology Research, Central America & Mexico, College of Forest Resources, Extension Forestry Genetics, Extension Wood & Paper, Forestry, Fraser Fir, Parks, Recreation & Tourism, The Forest Nutrition Co., Wood & Paper Science.

FEBRUARY

Engineering

C.O.E. Business & Finance, Chemical Engineering, Civil Engineering, College of Engineering, Computer Science, Distance Education & Instruction, Electrical and Computer, Engineering Research, ERC, Industrial Engineering, Leazar Hall Computer Fac., Manufacturing Extension, MARS Mission, Materials Engineering, Mechanical & Aerospace, Microelectronics Research, Minerals Research Laboratories, MS Comp Networking, NC Ergonomics Center, Nuclear Engineering, Nuclear Reactor Program, Operations Research, PEC, Mechanical & Aerospace, Power Semiconductor Research, Technical Media, Videobased Engineering.

Education, Psychology & College of Design

Adult & Community College, Center for Prevention, College of Education & Psychology, Computer Facility, Department of Math, Science Education, Department of Counselor Education, Department of Curriculum & Instruction, Department of Education, Leadership, Department of Psychology, Teacher Education Partnership, Design Research, Landscape Architecture, School of Design.

MARCH

CALS

Administration-Extension, Research, AG and Extension Education, Agricultural & Extension, Animal Science & Husbandry, Agricultural Institute, Biochemistry, Biological & Agricultural, Biological Resources Center, Botany, Phytotron, CALS Communication Services, Deans Office, Crop Sciences, Dairy Records Processing, Entomology, Extension Technology Services, Family & Consumer Science, Food Science, Genetics, Genomics Research Lab, Horticultural Science, Microbiology, North Central District, Plant Pathology, Poultry Science, School of Human Environment, Sociology & Anthropology, Soil Science, South Central District, Toxicology, University Field Laboratory, Visual Communications, West District, Zoology, 4-H and Youth Development.

APRIL

Finance and Business (A)

Administrative Computing Services, Benefits, Bookstores, Budget Office, Campus Police, Cashier's Office, Centennial Campus Administration, Central Stores, Communication Technology, Contracts & Grants Office, Controllers, Decision Support, Disaster Recovery, Employment & Compensation, Employee Relations, Employee & Organization Development, Enterprise Information Systems, Environmental Health & Safety, Foundations Accounting, Human Resources, Insurance Risk Management, Internal Audit Division, Materials Management, Network & Client Services, Occupational Safety, Payroll, Public Safety, Purchasing Department, Risk Management, Safety Center, Telecommunications, Transportation, Treasurer, University Cashier and Student Accounts, University Accounting, University Controller, University Graphics, University Payroll.

MAY

Finance and Business (B)

Accounting Operations, Automotive Services, Campus Mail Services, Carpenter/Paint Shop, Construction Management, CVM Services (Housekeeping), Design Services, Dorm Operations, EGRC Contract Maintenance, Facilities Operation Building & Energy, Facilities Operation Engineering, Facilities Operation Housekeeping Services, Facilities Operation Repair & Renovation, Grounds Management, Facilities Operation Personnel Services, Facilities Planning & Design, Ground Management (Centennial Campus), HVAC Shop, Landscape Services, Mail Services, Maintenance Shops Zone, Motor Pool Services, Parking Lot Contract, Power Distribution Services, Power Plant Operations, Real Estate Office, Trade Shops Administration, University Architects, Utilities/Maintenance.

APPENDIX G

MEMORANDUM

TO: Deans, Directors, Department Heads, Unit Supervisors

FROM: Director of Harassment Prevention & Equity Programs

SUBJECT: Mandatory Unlawful Discrimination & Harassment Training Notification

DATE: January 1, 2007

North Carolina State University adopted a regulation requiring all NCSU employees to participate in approved training on discrimination and harassment.

To assist in ensuring each department's compliance with this policy, the Office for Equal Opportunity created a schedule by which it will target training for each department (schedule web address). The target month for your department is: _____.

In order for you and your employees to fulfill the training requirement, there are three options:

- 1) Attend approved training program presentation on _____ (date) in the (location). This session is open to all University employees; please call 513-1234 to confirm seating.
- 2) Contact the Office for Equal Opportunity to schedule an approved training session for your department.
- 3) Instruct your employees to complete the online discrimination and harassment training module by _____ (date).

Additional options for fulfillment of the requirement may be discussed with the Director of Harassment Prevention & Equity Programs.

To request a list of employees in your department who have already completed the unlawful discrimination and harassment training requirement, please contact the Office for Equal Opportunity at 513-1234.

Thank you for your assistance in preventing discrimination and harassment at NC State.