



**Commission  
on Inclusion**



**North Carolina**  
Department of Administration

**NORTH CAROLINA COMMISSION  
ON INCLUSION REPORT**

Executive Order No. 24

February 2019

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**2018 North Carolina Commission on Inclusion**

Machelle Sander, Secretary, Department of Administration, Chairperson

**Naveed Aziz, M.D.**

Cape Fear Valley Medical Center

**Jenny Black**

President, Planned Parenthood South Atlantic Region

**Michelle Fullerton**

Executive, Bank of America & Member LGBT Executive Council

**Paula Kohut, P.A.**

Attorney, Kohut & Adams, P.A.

**Lydia Lavelle**

Mayor, Town of Carrboro

**Pat Martinez**

CEO, Leadership Strategist

**LaWana Mayfield**

City Council Member, Charlotte

**Barbara Rimer, Ph.D, MPH**

Dean, UNC Gillings School of Global Public Health

**Christy Smith Foster, BSN, RN, JD**

Contracting Officer, FHI 360

**Andrew Spainhour**

SVP, General Counsel, Replacements Inc.

**Cecelia Surratt**

Chair, Human Relations Council, Morganton

**Emily Turner**

Fellow, Public Interest & Civil Rights, NC Justice Center

**Reverend Fred Yates**

Mayor, Town of Winfall

## **PREFACE**

The North Carolina Commission on Inclusion respectfully submit this report to Governor Roy Cooper. The Commission has not yet completed a full year term; however, we are pleased to provide an informative picture of the significant work completed since the inaugural of the commission on April 11, 2018.

This report outlines the Commission's goals, objectives, key achievements, recommendations, policy proposals and strategic priorities.

## **BACKGROUND**

The Commission on Inclusion is an advisory group created by executive order. On October 18, 2017, Governor Roy Cooper signed Executive Order 24 (Policies prohibiting discrimination, harassment, and retaliation in state employment services, and contracts under the jurisdiction of the Office of the Governor). The charge that the Governor set out in this order directed the Secretary of the Department of Administration (DOA) to establish a commission, (appointed by the Governor) comprised of members from state government, private businesses, and non-profit organizations.

The duties of the Commission are to assist the Department of Administration, and Office of State Human Resources (OSHR) in identifying additional policies and measures that would promote inclusion and address discrimination, harassment and retaliation based on Prohibited Grounds. The Department of Administration is charged to adopt rules and policies necessary to further the Commission's goals and objectives.

## **GOAL**

The Commission is charged to leverage diversity and foster inclusion to deliver the best public service.

## **OBJECTIVES**

- Identify and share best practices.
- Provide strategies that promote economic efficiencies, accountability, attract, grow and retain an excellent workforce.
- Identify trends and actions that create a competitive advantage for NC.
- Raise awareness for the importance of diversity and inclusion.

## **2018 HIGHLIGHTS**

The inaugural meeting for the Commission was April 11, 2018, and subsequent meetings June 27, and October 3, 2018. Additionally, conference call meetings were held between scheduled quarterly meetings and to complete subcommittee work. All meetings were well attended, highly engaging, and often provided opportunities for the Commission to respond to relevant issues facing our state.

### **Meetings**

#### ***April 11, 2018 Inaugural Meeting***

***Where was the meeting held? I would add that information here to be consistent with your other subtitles***

The Commission's Chair, Secretary Machel Sanders, welcomed everyone and affirmed Governor Cooper's commitment to policies prohibiting discrimination, harassment, and retaliation in state employment, services and contracts under the jurisdiction of the Office of the Governor, as set forth in Executive Order 24 that was issued on October 18, 2017. In addition to Commission members, representatives from the Office of State Human Resources (OSHR), Governor's Office and the North Carolina Department of Administration (DOA) were in attendance.

Officers were elected for the Commission; Pat Martinez as Parliamentarian, and Andrew Spainhour as Secretary. Members were sworn in by Justice Michael R. Morgan, NC Supreme Court, and certificates commemorating the appointment to the Commission were issued by Secretary Sanders. John Maddrey, General Counsel, NC Department of Administration, presented information on legal compliance and ethics.

Dr. Allan Parnell, Vice President of the Cedar Grove Institute for Sustainable Communities and a Senior Fellow at the Kenan Institute at UNC Chapel Hill, presented on "The Six Disruptive Demographics That Will Change the U.S. and North Carolina Forever," which was co-authored by Dr. James Johnson, Jr., Professor & Director, Urban Institute Strategies Center, at the Kenan Institute.

The meeting concluded with a brief discussion led by Secretary Sanders on directives in Executive Order No. 24, and Betty Marrow-Taylor, Director of Policy and Strategy for DOA, facilitated discussion on future goals for the Commission. The Commission agreed to host a follow-up conference call meeting to prioritize goals and specific areas of focus and to also select subcommittees.

***June 27, 2018 Commission Meeting***

***NC State University, Hunt Library***

The June meeting began with a motion from Commission member Michelle Fullerton (and was unanimously approved), to send a letter of thanks to Governor Cooper for his leadership in modeling the principles of inclusion pointing specifically to the proclamation he issued declaring June as LGBTQ Pride Month and the Governor's recalling of National Guard troops from the United States borders of Mexico due to the federal policy of separating children from their migrating parents.

**Presentations:**

- Overview of the State Office of Human Resources (OSHR) including its structure, function, and the state's workforce demographics was presented by Nancy Astrike, Division Director, Diversity and Workforce Services (OSHR). Commission members encouraged an evaluation and possibility of including voluntary self-reporting of identity information.
- The State's procurement and contracting policies, and applicable state law, was presented by Marqueta Welton, Deputy Secretary, NC Department of Administration (DOA).
- Munashe Magaria, Associate General Counsel, Governor's Office, provided an overview of the North Carolina Constitution and the distinctions between the Council of State, established by the state Constitution, and the Cabinet, composed of the department heads appointed by the Governor. Included also was discussion of Executive Order 24,

focusing on its reach, task assigned to Cabinet agencies and the Commission's advisory role.

- Cultural Competency presentation addressing implicit bias and defining cultural competency and its role in building an inclusive workforce was presented by Bryle Hatch, Diversity Program Manager, Duke University School of Medicine.

The meeting concluded with Norma Houston, Lecturer in Public Law and Government, UNC School of Government, facilitating the formation of two subcommittees of the Commission, one dedicated to the focus area of cultural competency and the other to focus on purchasing and contracts. Each were tasked with bringing forth and prioritizing recommendations and identifying best practices that were actionable. Each subcommittee met briefly prior to the meeting adjournment and scheduled additional meeting times before the next Commission meeting in October.

### ***October 3, 2018 Commission Meeting***

#### ***UNC Chapel Hill, School of Public Health***

The meeting was opened with a video covering Hurricane Florence and its impact to North Carolina residents. Secretary Sanders welcomed all attendees and stressed the degree to which the disaster impacted many diverse populations and gave a detailed recovery update. She also amplified Governor Cooper's direction that all agencies and commissions address the imperative of rebuilding and restoration. Felicia Washington, JD, Vice Chancellor, Workforce Strategy, Equity & Engagement, UNC Chapel Hill, extended a welcome and provided remarks. She shared a perspective on the impact to her hometown, Duplin County, and how disparities presented evacuation challenges and point towards the need to improve disaster response in economically stressed communities.

#### **Presentations:**

- Overview of Historically Underutilized Businesses (HUB) utilization goal and actions being taken to increase bidding was presented by Meredith Swartz, Purchasing Officer, NC Department of Administration, Fiscal Management.

- Report on the State’s disaster planning, preparedness, specialized trainings, emergency response, recovery and mitigation work was presented by Katie Webster, Meteorologist, Branch Manager, NC Emergency Management Natural Hazards Branch, Department of Public Safety. Commissioners discussed the role law enforcement plays in assisting residents and communities affected by natural disasters and the degree to which there are challenges and opportunities arising out of trust concerns among some communities and law enforcement. The Commissioners discussed utilizing NGOs as bridge builders and community partners to close gaps in trust, so people dislocated or otherwise affected by disaster can seek shelter safely.
- Governor Cooper’s Public Engagement Office Director, Jeremy Collins, reported on his top priorities and his continued commitment to connecting people inside and outside of state government to address community problems and exploring how uniquely situated populations are served statewide.

The Commission’s subcommittees met over a working lunch to discuss their work to-date, recommendations, roadblocks, and their progress towards closure on the identified issues. In addition, the subcommittees were asked to assess diversity and inclusion with disaster preparedness, and the following questions were posed:

- 1) How can the needs of diverse groups be most effectively considered and incorporated into disaster relief planning, response and recovery?
- 2) How can skills and knowledge of different groups be harnessed to build more disaster resilient communities?

The Commission’s response to these two questions focused on identifying a list of diverse groups, performing a community health assessment focusing on preparing for responding to disaster, seeking the insight of housing authorities with access to vulnerable populations data, an equity impact assessment and the use of social media. Additional discussion on these recommendations and next steps would be discussed during the January 30, 2019 meeting.

## KEY PRIORITIES AND ACHIEVEMENTS

Presentations during all three meetings were invaluable and significantly important to the Commission's work, and success in executing strategic priorities. The Commission quickly established priorities, and action was taken to formulate two subcommittees focusing on the areas of purchasing and contracts, and cultural competency. They were tasked with (1) bringing forth recommendations, (2) prioritizing recommendations, and (3) identifying "Best Practices" that were actionable. The committees worked very closely with staff from DOA's Purchase & Contract Division, Office of State Human Resources Diversity & Inclusion Division, and the Governor's Office General Counsel staff.

### Achievements

- Researched and identified the need for a consistent definition of cultural competence across agencies. *Suggested definition:* "Culturally-competent workplaces are those where people bring their whole selves to work; where there is consistent, visible leadership commitment; where the climate is inclusive, and organizations are accessible; and where there is commitment to shared language and courageous conversations. In a culturally competent workplace, both the organization and individuals are respectful and responsive to the beliefs, practices, and needs of diverse populations. A culturally competent organization is agile and responsive to changing norms and contexts, and there are clear policies and accountability for behavior. Cultural competence requires continual work and occurs on a continuum."
- Assembled a list of existing resources related to a culturally competent workplace.
- Created a list of an extensive set of cultural competency resources, including sources for strategies and tools, and information on current policies and best practices for the state.

- Researched case law and applicable regulations to support the guidance to include members of the LGBTQ community as well as other disadvantaged groups identified by the committee.
- The Commission extended a letter of appreciation to Governor Cooper for his leadership modeling principles of inclusion, and specifically to the Governor’s proclamation of June as LGBT Pride Month and the recalling of National Guard troops from the United States’ border with Mexico due to the Federal policy of separating children from their migrating parents.

## **RECOMMENDATIONS**

The recommendations of the Commission are built on the work of the two subcommittees, Cultural Competence, and Purchasing and Contracts:

<b>PURCHASE AND CONTRACTS RECOMMENDATIONS</b>
Broader circulation of current requirements for HUB certification to business community.
Voluntary disclosure of business owner demographics when NC Secretary of State Corporations Division filings are made.
Small business preservation in communities impacted by natural disasters. Determine means to provide cash grants to businesses to preserve downtown business communities in smaller communities.

<b>CULTURAL COMPETENCE RECOMMENDATIONS</b>
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Cultural competence be stated as an expectation in position descriptions, recruitment processes, and performance assessments, with increasing levels of expectations for leaders. As part of yearly performance assessments for this area, employees should be asked to state at least one action they took in past year to enhance diversity and inclusion (D&I). There should be an expectation for initial training of new employees and regular training thereafter.

Resources should be made available to create diversity and inclusion councils and other ways to bring people together to advance D&I, equity, and cultural competence.

The Cultural Competence Subcommittee be continued as the Diversity, Inclusion, Cultural Competence, and Equity (DICCE) Subcommittee to serve in an advisory capacity, to collaborate with the State Human Resources Office; and the to-be-formed Council set forth during the process of implementation of these recommendations.

That the DICCE Subcommittee be responsible for monitoring and evaluating outcomes for the recommended activities and report its evaluations on a regular basis to the Secretary of Administration and the Governor.

## **POLICY PROPOSALS**

- Review current policies and ensure that they include broader groups that should be included in the state’s vision of diversity and inclusion, e.g., LGBT+ status, etc. Updated policies should be distributed to all employees. Review current discrimination, harassment policies and definitions for diversity and covered groups and rewrite to the extent needed to ensure they cover LGBT+ status, gender identity and expression, pregnancy, HIV+ status, and any other groups not currently included.

- Expand the definition of HUBs to include LGBT businesses based upon specified federal statutory authority incorporated into relevant sections of NC General Statutes.
- Evaluate and update the following Office of State Human Resources policies: Performance Management, Employee Grievance, Equal Employment Opportunity, and Unlawful Workplace Harassment policies to reflect recommendations by the Cultural Competence Subcommittee (full report attached).

### ***2019 Priorities***

The Commission will continue to host quarterly meetings. Priorities will be finalized during our next scheduled meeting.

Areas of focus being considered are:

- Diversity in Disaster- Collaborating with Emergency Management Services to identify ways to meet the needs of diverse groups most effectively in disaster relief planning, response and recovery.
- Census 2020
- Executive Order No. 80 (North Carolina's Commitment to Address Climate Change and Transition To A Clean Energy Economy) and collaboration with NC DEQ Secretary's Environmental Justice and Equity Advisory Board.
- NC Council for Women "Status of Women Report"
- Support Governor's priorities, specifically Medicaid expansion.

APPENDIX A:  
MEETING AGENDAS

**North Carolina Commission on Inclusion**  
**Wednesday, April 11, 2018**  
**10:00 am – 2:00 pm**  
**DENR Building (Unite Room)**  
**217 West Jones St., Raleigh, NC**

**AGENDA**

**Welcome**

*Machelle Sanders, Secretary, NC Department of Administration*

**Swearing in Ceremony**

*Judge Mike Morgan*

**Ethics Presentation**

*John Maddrey*

**Introductions**

*Governor's Office & OSHR Staff*

*Commission on Inclusion Members (Self-Introductions)*

- *Name*
- *Organization*
- *Diversity and Inclusion Interests and Experience*

**Introduction of Keynote Speaker**

*Secretary Sanders*

**Keynote Speaker**

*Dr. Jim Johnson*

**Group Photo**

**Lunch Break**

*Lunch will be provided. Commission Members are invited to informally discuss priority areas and future goals for the Commission.*

**Selection of Commission Leadership**

*Secretary Machel Sanders, Chair, Department of Administration*

- *Secretary*
- *Parliamentarian*

**Executive Order 24 (Overview and Commission Purpose)**

*Secretary Sanders, DOA and Nancy Astrike, OSHR*

**Open Discussion (Priority Focus Areas & SubCommittees Assignments)**

**Next Steps & Meeting Dates (June 27, 2018)**

**Meeting Adjourned**

**North Carolina Commission on Inclusion**  
**Wednesday, June 27, 2018**  
**10:00 am – 2:00 pm**  
**NC State University (James B. Hunt Library)**  
**1070 Partners Way, Raleigh, NC 27606**

**AGENDA**

**Welcome**

*Machelle Sanders, Secretary, NC Department of Administration*

**Approval of Meeting Minutes**

**Commission's Responsibilities**

*Secretary Sanders*

**Office of State Human Resources**

*Nancy Astrike, Division Director, Diversity and Workforce Services, Office of State Human Resources*

**Cultural Competency**

*Bryle Hatch, Diversity Program Manager, Duke University School of Medicine*

**Break**

**Executive Order No. 24**

*Munashe Magarira, Associate General Counsel (Governor's Office)*

**Procurement & Contracts**

*Marqueta Welton, Deputy Secretary, NC Department of Administration*

*Odessa McGlown, State Purchasing Officer, NC Department of Administration*

**Lunch**

**Subcommittees Selection**

*Norma Houston, Lecturer in Public Law and Government, UNC School of Government*

**Breakout Session**

**Next Steps**

*Secretary Sanders*

**Meeting Adjourned (Next Meeting September 27, 2018)**

**North Carolina Commission on Inclusion**

**Wednesday, October 3, 2018**

**10:00 am – 2:00 pm**

**UNC Chapel Hill**

**3005 Michael Hooker Research Center**

**135 Dauer Drive, Chapel Hill, NC**

**AGENDA**

**Welcome**

*Machelle Sanders, Secretary, NC Department of Administration*

**Approval of Meeting Minutes**

**Remarks**

*Felicia Washington, JD, Vice Chancellor, Workforce Strategy, Equity & Engagement*

**Procurement & Contracts / HUB Initiative**

*Meredith Swartz, Purchasing Officer, NC Department of Administration, Fiscal Management*

**Hurricane Florence Recovery Update**

*Katie Webster, Meteorologist, Branch Manager, NC Emergency Management, Natural Hazards Branch*

*Jeremy Collins, Director, Public Engagement, Office of the Governor*

**Break**

**Subcommittees Breakout**

**Lunch**

**Subcommittees Breakout & Reporting**

**Next Steps**  
*Secretary Sanders*

**Meeting Adjourned (Next Meeting Jan. 30, 2019)**

APPENDIX B:  
SUBCOMMITTEE REPORTS



North Carolina Commission on Inclusion  
Cultural Competence Subcommittee  
October 12, 2018

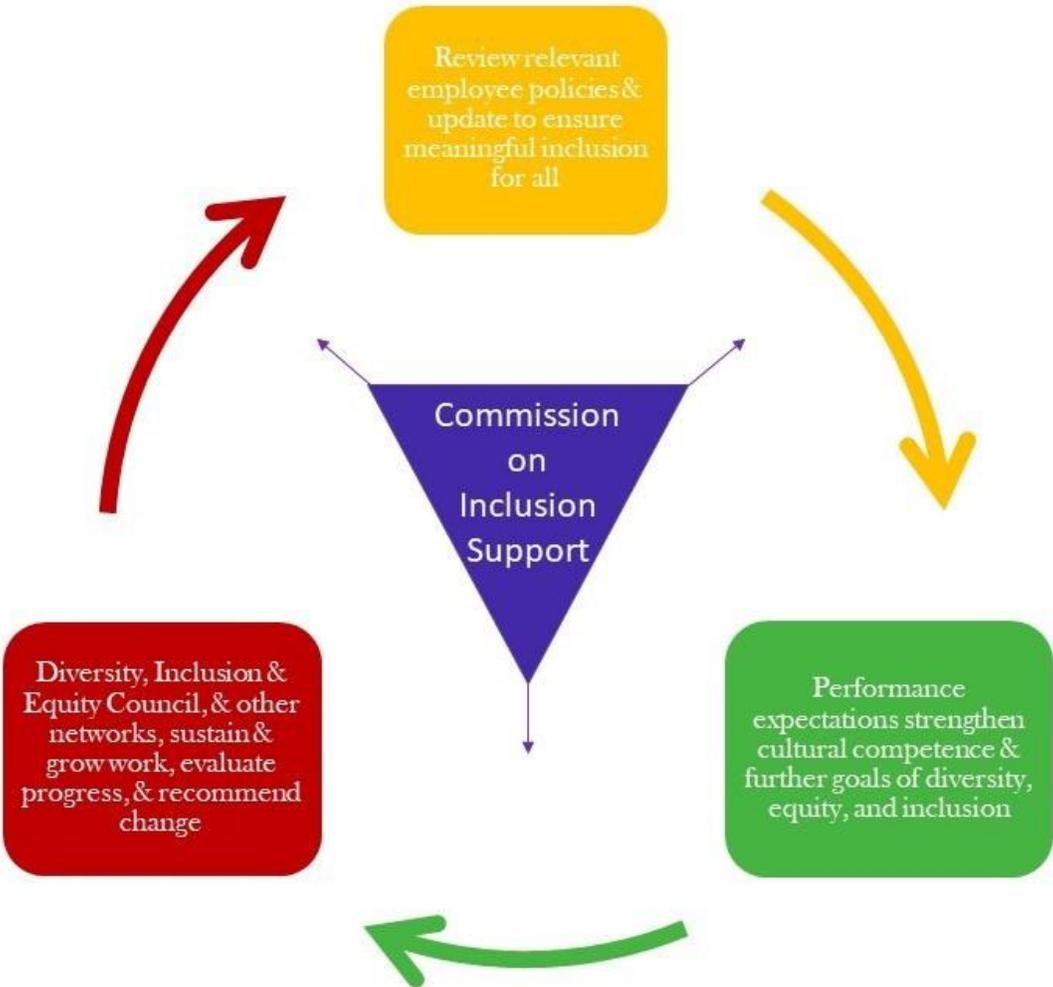


**Members:** Naveed Aziz ([naveedkhalidaziz@gmail.com](mailto:naveedkhalidaziz@gmail.com)), Michelle Fullerton ([michelle.fullerton@baml.com](mailto:michelle.fullerton@baml.com)), Pat Martinez ([pmartinez@leadershipintheclouds.com](mailto:pmartinez@leadershipintheclouds.com)), Barbara K. Rimer ([brimer@unc.edu](mailto:brimer@unc.edu)), Cecelia Surratt ([cecелиasurratt@gmail.com](mailto:cecелиasurratt@gmail.com)), Emily Turner, Chair, ([EmilyT@ncjustice.org](mailto:EmilyT@ncjustice.org))  
Office of State Human Resources Representative: Nancy Astrike ([nancy.astrike@nc.gov](mailto:nancy.astrike@nc.gov))

## PREFACE

The Cultural Competence subcommittee respectfully submits the following set of recommendations regarding cultural competence, diversity, inclusion, and equity in the workplace. These recommendations are intended to create an initial framework that can sustain a long-term dynamic undertaking to prioritize and value inclusion, equity, and cultural competence as crucial components for building a state and economy that works for everyone.

The recommendations are intended to work together to reinforce and catalyze an iterative process of continual improvement.



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**Recommendations**

- 1. Review current policies and ensure that they include broader groups that should be included in the state’s vision of diversity and inclusion, e.g., LGBT+ status, etc. Updated policies should be distributed to all employees.**

***Specific Action Items***

- a. Review current discrimination, harassment policies and definitions for diversity and covered groups and rewrite to the extent needed to ensure they cover LGBT+ status, gender identity and expression, pregnancy, HIV+ status, and any other groups not currently included.
- b. Announce and disseminate updated policies to all employees.
- c. Train all people responsible for administering revised policies on updates.

***Policies to be Evaluated***

[https://files.nc.gov/ncoshr/documents/files/Agency\\_Performance\\_Management\\_Policy\\_2017.pdf](https://files.nc.gov/ncoshr/documents/files/Agency_Performance_Management_Policy_2017.pdf)

[https://files.nc.gov/ncoshr/documents/files/Employee\\_Grievance\\_Policy\\_Agency\\_1.pdf](https://files.nc.gov/ncoshr/documents/files/Employee_Grievance_Policy_Agency_1.pdf)

[https://files.nc.gov/ncoshr/documents/files/Equal\\_Employment\\_Opportunity\\_Policy.pdf](https://files.nc.gov/ncoshr/documents/files/Equal_Employment_Opportunity_Policy.pdf)

[https://files.nc.gov/ncoshr/documents/files/Unlawful\\_Workplace\\_Harassment\\_Policy.pdf](https://files.nc.gov/ncoshr/documents/files/Unlawful_Workplace_Harassment_Policy.pdf)

***Measurement and Reporting***

*Metric:* # of policies amended to include expanded definitions

*Monitoring Responsibility:* DICCE Subcommittee

*Tracking Responsibility:* OSHR

- 2. Cultural competence should be stated as an expectation in position descriptions, recruitment processes, and performance assessments, with increasing levels of expectations for leaders. As part of yearly performance assessments for this area, employees should be asked to state at least one action they took in past year to enhance D&I. There should be an expectation for initial training of new employees and regular training thereafter.**

## *Specific Action Items*

- a. Adopt a definition of cultural competence. (Suggested definition: “Culturally-competent workplaces are those where people bring their whole selves to work; where there is consistent, visible leadership commitment; where the climate is inclusive, and organizations are accessible; and where there is commitment to shared language and courageous conversations. In a culturally competent workplace, both the organization and individuals are respectful and responsive to the beliefs, practices, and needs of diverse populations. A culturally competent organization is agile and responsive to changing norms and contexts, and there are clear policies and accountability for behavior. Cultural competence requires continual work and occurs on a continuum.”).<sup>1</sup>
- b. Include cultural competence values statement in all vacancy announcements and recruitment processes going forward.
- c. Annual performance assessment for management & supervisory positions includes reporting of actions taken to improve D&I, equity, and cultural competence.
- d. Provide best practice materials and updates to all leaders to help them develop targeted interventions to increase cultural competence in their staff.
- e. Provide support for training (including time off) so that all employees can access the necessary resources to improve relevant skills in their field.
- f. *Optional recommendation:* Include in all non-leadership role annual performance assessments a basic evaluation of their efforts to enhance D&I and cultural competence.
  - i. At a minimum, ask each employee what one action was completed to enhance D&I
  - ii. Ensure that employees who fall in protected groups are aware of supportive and non-harmful ways they can meet this criterion (e.g., attending a retreat for minority women in their profession, etc.)

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<sup>1</sup> Some additional model definitions and explanation are available at <https://www.samhsa.gov/capt/applyingstrategic-prevention/cultural-competence>; <https://www.hhs.gov/ash/oah/resources-and-training/tpp-and-pafresources/cultural-competence/index.html>; <https://nccc.georgetown.edu/curricula/culturalcompetence.html>).

***Best Practices/Resources on Evaluation of Cultural Competence Skills***

<https://fta.campusservices.harvard.edu/sites/fta.campusservices.harvard.edu/files/Interview%20Questions%20to%20Assess%20Diversity%20Values%20and%20Skills.pdf>;

<https://www.pdx.edu/hr/sites/www.pdx.edu.hr/files/Interview%20Questions%20Regarding%20Diversity.pdf>;

[https://www.niu.edu/aaec/\\_pdf/Sample-Interview-Questions-Diversityand-Equity.pdf](https://www.niu.edu/aaec/_pdf/Sample-Interview-Questions-Diversityand-Equity.pdf);

<https://www.nais.org/magazine/independent-school/fall2017/empowering-the-diversity-we-seek/>.

***Best Practices/Resources on Recognizing Achievement***

[https://www.doj.state.or.us/wp-content/uploads/2017/06/cultural\\_competency\\_standards.pdf](https://www.doj.state.or.us/wp-content/uploads/2017/06/cultural_competency_standards.pdf);

<https://www.nais.org/magazine/independent-school/fall-2017/empowering-the-diversity-we-seek/>;

<https://blog.bonus.ly/whyemployee-recognition-is-crucial-to-inclusion>;

<https://www.tinypulse.com/blog/sk-18-creative-employee-recognitionideas>

***Measurement and Reporting***

*Metrics:*

- Definition adopted per (a)
- % of new job descriptions that include values statement
- # of managers and supervisors who report under (c)
- # of updates sent to leaders per (d)
- # of employees attending training to increase CC per (e)

*Monitoring Responsibility:* DICCE Subcommittee

*Tracking Responsibility:* OSHR/New Statewide Council

- 3. Resources should be made available to create diversity and inclusion councils and other ways to bring people together to advance D&I, equity, and cultural competence.**

### ***Specific Action Items***

- a. Create (and fund with a meaningful budget for meetings, pilot projects) and evaluation, a statewide Inclusion Council comprised of a diverse and inclusive group of state employees to carry this work forward and to continue to develop and refine comprehensive initiatives around cultural competence, equity, diversity, & inclusion.
- b. Each agency with an employee population over 10,000 should have a chief diversity and inclusion officer (different titles may work for different organizations) responsible for diversity activities, including visioning, goal setting, training, and performance assessment.
- c. Create some type of monthly recognition for a state employee, agency, or department modeling excellence in enhancing diversity and inclusion in their office/agency/department.
- d. That the Governor continue to lead by recognizing national instances of commemoration honoring diverse groups of people, such as LGBTQ History Month, Hispanic Heritage Month, etc.
- e. State agencies and universities collaborate to widely disseminate best practice materials and updates to all leaders to develop targeted interventions to help create networks and workgroups within their units.
- f. Create an “Ally” program that allows employees to show their visible support for LGBT+ colleagues in a simple and efficient manner.

***Best Practices/Resources*** <http://diversityfirsttoolkit.org/wp-content/uploads/2014/03/AGuidebook-for-Establishing-Diversity-and-Inclusion-Employee-Resource-Groups.pdf>

[https://www.catalyst.org/system/files/diversitycouncils\\_final\\_1.pdf](https://www.catalyst.org/system/files/diversitycouncils_final_1.pdf) <https://www.lever.co/blog/5-steps-to-launch-an-effective-diversityand-inclusion-council>

*\*Attached Model Documents on Ally Program\**

### ***Measurement and Reporting***

#### *Metrics:*

- Diversity Council created; Budget \$ allocated
- % of new job descriptions that include values statement
- # and location of D&I officers per (b)
- Recognition program created per (c)

- # of updates sent to leaders per (e)
- Development of Ally program
- # of offices participating in Ally program

*Monitoring Responsibility:* DICCE Subcommittee

*Tracking Responsibility:* New Statewide Council

**4. The Cultural Competence Subcommittee be continued as the Diversity, Inclusion, Cultural Competence, and Equity Subcommittee. That the Subcommittee serve in an advisory capacity to and collaborate with the State Human Resources Office and the to-be-formed Council set forth in Recommendation #3 during the process of implementation of these recommendations. That the DICCE Subcommittee be responsible for monitoring and evaluating outcomes for the recommended activities and report its evaluations on a regular basis to the Secretary of Administration and the Governor.**

## North Carolina Commission on Inclusion

**Committee Name:** Purchase and Contract Subcommittee

**Chair(s):** Paula Kohut, Christy Foster \_\_\_\_\_

**Date of Report:** \_\_\_\_\_

<b>Recommended Actions</b>	<b>Challenges/Roadblocks/Barriers</b>	<b>Next Steps</b>
To expand the definition of HUBs to include LGBT businesses based upon specified federal statutory authority incorporated relevant sections of NC General Statutes.	Statutory interpretation and guidance. Demographic study to support inclusion.	Subcommittee memo to staff regarding potential framework for broader inclusion. Staff guidance on legal and administrative procedures.
Broaden circulation of HUB certification requirements to business community.	Staff guidance on best means for circulating the availability and requirements for HUB certification.	

Voluntary disclosure of business owner demographics.	Necessary administrative or legislative approval of gathering information.	
Small business preservation in communities impacted by natural disasters. Determine means to provide cash grants to businesses to preserve downtown business communities in smaller communities.	Finding funding sources through the legislature.  Private funding sources through public charities (can grants be made from nonprofits?)	Explore with staff potential means of seeking public funding. Review with staff potential means of private source funding.

EO 24 Implementation Matrix Placeholder