



2021 Equal Employment Opportunity Plan



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NCDOR is an equal opportunity employer and provider

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**Equal Employment Opportunity/Affirmative Action Plan
Certification Statement**

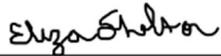
This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents the North Carolina Department of Revenue's commitment to provide equal employment opportunities to applicants and employees. I attest that the North Carolina Department of Revenue follows the North Carolina Equal Employment Opportunity Policy along with all applicable federal and state laws, including current executive orders governing equal employment opportunities.



Agency Head Signature

2/25/2021

Date



EEO Officer Signature

2/25/2021

Date

The State of North Carolina EEO Policy

The State of North Carolina recognizes that an effective and efficient government requires the talents, skills and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of State government's workforce through equal employment opportunity (EEO) workforce planning initiatives. The State is committed to ensuring the administration and implementation of all human resources policies, practices and programs are fair and equitable without unlawful discrimination, harassment or retaliation on the basis of race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. State agencies, departments and universities shall be accountable for administering all aspects of employment, including hiring, dismissal, compensation, job assignment, classification, promotion, reduction-in-force, training, benefits and any other terms and conditions of employment in accordance with federal and State EEO laws.

The purpose of NCDOR's Equal Employment Opportunity Plan is to:

- Reaffirm the department's commitment to equal employment opportunity and diversity and inclusion in its employment practices, program practices, and service delivery.
- Outline goals and action steps to:
 - Attract and retain a diverse workforce that is reflective of North Carolina;
 - Increase inclusion among employees of differing identities and backgrounds to promote a welcoming and productive workforce that responds to the needs of its diverse employee constituency;
 - Promote a work environment that is free from all forms of discrimination and harassment, including unfair treatment based on sex, pregnancy, childbirth or related medical conditions, race, veteran status, religion, color, national origin or ancestry, physical or mental disability, medical condition, marital status, age, gender (including gender identity and gender expression), sexual orientation, use of family medical leave, genetic testing, or any other basis protected by federal or state law;
 - Provide opportunities for career development and advancement for all employees, and identify and remove barriers and challenges to diversity and;
 - Increase the pool of qualified, diverse applicants, particularly for job categories or areas that are underrepresented.

Department of Revenue Overview

The North Carolina Department of Revenue was created by the General Assembly in 1921, making it one of the first in the United States. The Department is a cabinet-level executive agency charged with administering tax laws and collecting taxes on behalf of the people of the State. The Secretary of Revenue is appointed by the Governor. In addition to the Secretary, the Department is led by a Chief Operating Officer and three Assistant Secretaries and employs approximately 1310 staff who are located in its headquarters in Raleigh, its 13 offices across North Carolina, and in 14 states. The Department collects nearly \$30 billion in taxes annually.

Mission

The Department's mission statement is: To fund public services benefiting the people in North Carolina, we administer the tax laws and collect the taxes due in an impartial, consistent, secure and efficient manner.

Vision

The Department's vision is that together, we are a SMART organization because we:

- S**afeguard customer information
- M**aintain a knowledgeable workforce
- A**chieve a high level of understanding and compliance
- R**espond with accurate information through innovative services
- T**reat our customers fairly

Agency EEO Achievements

Hiring Panels

In August 2020, NCDOR created guidance on diversity in hiring panels. The North Carolina Department of Revenue Applicant Competency Evaluation Policy was created and is currently being piloted in select divisions. The purpose of this policy is to improve the hiring process by making it equitable, transparent and consistent. The guidelines state that:

- It is the policy of NCDOR that all hiring processes used by NCDOR must conform to North Carolina Office of State Human Resources (OSHR) policies.
- It is the policy of NCDOR that any applicant for a posted position must be evaluated for the selected NCDOR competencies by a panel.
- It is the policy of NCDOR that each NCDOR competency evaluation panel must be comprised of an odd number of diverse members.
- It is the policy of NCDOR that each NCDOR competency evaluation panel must be trained to evaluate NCDOR selected competencies. Training must include:
 - The NCDOR hiring processes.
 - How to recognize and avoid bias in the interview process.
 - How to interview (e.g. Korn Ferry Interview Architect).
 - The NCDOR competencies selected for the particular position for that panel (e.g. Korn Ferry Leadership Architect).

- Any applicable state and federal Equal Employment Opportunity (EEO) requirements.

The policy further provides the following guidelines to help clarify issues regarding the construction and use of panels for the competency evaluation:

- Panels are constructed of an odd number and should be made of diverse members as much as possible.
- Diversity of makeup should include race and gender identity.
- Diversity should also be monitored for additional factors such as age group and division so that no single division or age group is solely represented.
- To ensure diversity, the combination of race and gender demographics should not repeat on a panel.
- The panel makeup should be documented and included in hiring records.
- The panel should be consistent in the manner in which the interviews are conducted. For example, in a panel of 5, 2 could be remote and 3 in person. This should be consistent for all those being interviewed.

NCDOR plans to continue rolling out the above requirements division-wide through 2021 and 2022. As of February 2021, the following achievements have been accomplished:

- 24 employees have completed Korn Ferry interview training
- Approximately 75 interviews have been completed following new panel diversity guidelines
- Training of all employees and managers will continue through the end of 2021

Policy Review

In July 2020, NCDOR began a comprehensive review of all State and Agency policies. A diverse group of ten employees from across the agency, including the Agency EEO Officer and an Agency Legal Consultant, met to review, discuss, and provide feedback on the EEO compliance of existing State and Agency policies. Policies were reviewed with the intention of identifying possible disparate impact in the practice and application of the policy, as well as correcting any out of date or non-compliant language, including gendered or non-inclusive language. As of February 2021, approximately 39 State policies and 50 agency policies have been reviewed and/or updated.

Disability Self-Identification

In July 2020, NCDOR created a communication and marketing strategy that encouraged employees to create the new Voluntary Self-Identification of Disability Form in the Employee Self Service portal of the state's Integrated HR/Payroll System (BEACON). Employees were encouraged to respond in effort to help NCDOR better understand where to increase efforts to build engagement and inclusion, as well as expand the agency's positive approach to hiring of individuals with disability.

EEO Committee

The NCDOR EEO Committee has continued to fulfill its purpose as an employee-based committee that serves in an advisory capacity to DOR Leadership in developing and reviewing strategies, systems, policies and guidelines to implement and enhance the Agency's Equal Employment Opportunity (EEO) Plan. There are currently 16 members of the committee, representing 6 DOR divisions, including the Greensboro and Wilmington Service Centers.

The EEO Committee meets quarterly in February, June, August and December. Additionally, there are two subcommittees that meet bi-monthly in January, March, May, July, September, and November.

The **Knowledge and Outreach Subcommittee** is responsible for informing the agency of the EEO plan, the EEO committee, its work, and being on the constant lookout for opportunities to spread awareness of EEO best practices. This subcommittee is dedicated to planning events such as "lunch and learns" to educate the Agency on EEO principles to help the agency learn more about diversity, inclusion, and creating and maintaining a respectful workplace. The subcommittee also champions the EEODF program and helps DOR maintain statewide compliance.

The **Data and Policy Subcommittee** focuses on collecting and analyzing data to inform our leadership team on whether or not we are meeting our plan goals and are compliant with all State and Federal EEO policy.

The DOR EEO Committee looks forward to an especially productive year for the remainder of 2021.

Agency Commitments

- We will build relationships with North Carolina Association of Black Lawyers, Accounting and Financial Women's Alliance, National Association of Black Accountants, Association of Latino Professionals in Finance and Accounting, and other professional organizations for women and minorities to increase our recruitment efforts for underrepresented populations.
- We will continue increasing our veteran employment by partnering with The American Legion Dept. of NC, the NC Department of Military and Veterans' Affairs (NCDMVA), and other organizations that promote recruiting veterans.
- Internally, we will promote employee advancement through our Academic Assistance program, internal and external leadership development and training, the NC Certified Public Manager program, and other employee development initiatives. Please note, NCDOR's commitment to our Academic Assistance program is dependent upon available funding and subject to change based on budgetary restrictions.
- We will continue to focus on promotion and employment of minorities and females in the Officials and Administrators category.

- Continued emphasis will be placed on mirroring all Management Related Occupations category with our current labor force.
- Focus on selection, retention and development of black males, disabled individuals and other minorities continues to be a priority.
- We will increase our efforts to obtain more representation with regard to white females and disabled individuals in the category of Information Technology.
- In the Administrative Support category for Call Center Agents, there is a need for more male representation to equal the available labor force.
- Continued emphasis will be placed on promotion practices from within to facilitate movement of women, minorities and disabled persons.
- Our commitment to creating promotional opportunities and training for minorities and females will continue.
- We will continue to evaluate and configure a training pipeline to attract, recruit and increase the use of interns to improve minorities in the Law Enforcement sections.
- We will ensure that our offices are diverse and geographic locations reflect North Carolina workforce.

Note: In some SOC categories with few employees (less than 7), any goals identified are merely recommendations.

Assignment of Responsibility and Accountability

Diversity is a core value of NCDOR and the Agency is committed to working to build and sustain an equitable and inclusive work environment where diversity is celebrated and valued. We believe diversity benefits and enriches the development of all employees.

Agency Secretary

Responsibility, authority and implementation for all Equal Employment Opportunity policies, programs, and plans are assigned to the Office of the Secretary, adopted by the State Human Resources Commission. The Secretary provides necessary resources to ensure the successful implementation of the EEO program. The Secretary shall:

- Adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor;
- Ensure the agency's commitment to EEO is clearly communicated to all employees, applicants and the general public.
- Ensure that Human Resources policies and employment practices are implemented

consistently and fairly;

- Designate an EEO Officer who has access to the agency head, department head or university chancellor to be responsible for the operation and implementation of the EEO Plan;
- Provide the necessary resources to ensure the successful implementation of the EEO Program;
- Ensure each manager and supervisor has, as a part of his or her performance plan, the responsibility to comply with EEO laws and policies, and assist in achieving EEO goals established by the agency;
- Designate an EEO Committee who meets mid-year and annually and represents the interests of all departmental employees.

Division Directors, Managers and Supervisors

The Division Directors and other managers and supervisors are responsible and accountable for the implementation of equal employment policies and plans. The responsibilities of the Division Directors for meeting the Equal Employment Opportunity Program and Plan Program Objectives are:

- Assist in the development and implementation of the EEO plan and program;
- Assist in the establishment of the program objectives;
- Maintain a diverse workforce for the department, division work unit or section;
- Assist EEO Officer in periodic evaluations to determine the effectiveness of the EEO program;
- Provide a work environment and management practices which support equal opportunity in all terms and conditions of employment;
- Prevent and address unlawful workplaces harassment of employees;

EEO Officer

Administrative responsibility for the Equal Employment Opportunity Program is assigned by the Agency Head to the EEO Officer. The responsibilities of the EEO Officer are to:

- Ensure the EEO Plan is designed in accordance with the EEO Plan Requirements and Program Guidelines as specified by the Office of State Human Resources;
- Ensure the EEO Plan is submitted by March 1st of each year to the Office of State Human Resources for review and approval as required by G.S. 126 -19;

- Ensure all employees are made aware of the Equal Employment Opportunity Policy, the Agency EEO Plan, the Reasonable Accommodation Policy and the Unlawful Workplace Harassment Policy found in Section 1 of the State Human Resources Manual;
- Develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
- Ensure required employee notices describing Federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
- Maintain records of all complaints and grievances alleging discriminatory practices and ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1. See the Equal Employment Opportunity Institute policy located in Section 1 of the State Human Resources Manual for information related to EEO training;
- Collect and analyze employment data on a mid-year and annual basis identifying problem areas, setting program objectives and timetables, and developing programs to achieve the goals to assure equitable and fair representation of all citizens of the State of North Carolina;
- Assist managers and supervisors in understanding their role in making sure that their divisions and work units reflect a fair representation of all citizens of the State of North Carolina;
- Develop EEO programs, as well as internal and external communication procedures;
- In conjunction with the Talent Management/Recruitment Manager, enhance communication with minority populated colleges and universities to ensure awareness of vacancies and increase the pool of qualified applicants;
- In conjunction with the Talent Management/Recruitment Manager, enhance communications with OSHR and the Department of Veterans Affairs to ensure awareness of vacancies and increase the pool of qualified applicants;
- Establish and maintain effective working relations with groups concerned with EEO, diversity and inclusion;
- Coordinate programs to achieve program objectives;
- Disseminate current legal EEO information to management;
- Provide confidential consultation for management and employees in matters involving EEO concerns;
- Review all hiring packets to reduce bias and possible nepotism prior to hire;

- Ensure hiring recommendations are reviewed for compliance with EEO program objectives prior to final Agency hiring decision;
- Advise management of EEO program's impact and effectiveness;
- In conjunction with the Talent Management Director, coordinate training in EEO compliance for managers, supervisors and employees authorized to make or recommend Human Resource actions;
- Communicate the agency commitment to EEO policies, plans, and procedures to all employees, applicants and the general public;
- Serve as a liaison between the Department of Revenue and the Diversity Workforce Services Division of the Office of State Human Resources, and other state and/or federal compliance agencies;

EEO Committee

The agency head shall demonstrate commitment to the concept of EEO by designating an EEO Committee who meets quarterly and represents the interests of all departmental employees. The Committee has a diverse representation and includes the EEO Officer who chairs the Committee. The responsibilities of the EEO Committee are to:

- Review the mid-year and annual workforce data and EEO plan;
- Report suspected violations of the EEO Plan to the EEO Officer;
- Review workforce representation data in each occupational category;
- Identify recruitment resources and other activities designed to strengthen the EEO program;
- Ensure all members complete the EEO training if not previously taken;
- Ensure EEO posters will be displayed in waiting areas, breakrooms and on informational boards

Communication and Dissemination of the EEO Plan

A copy of the Plan will be provided to each Director and in each field office. A hard copy will be located in the Human Resources Office. Employees will be made aware of their rights to review the Plan via a communication posted on NCDOR's intranet site. Each employee will be able to access to the policy in the ServiceNow Knowledge Base.

New employees will be informed of the Plan during orientation sessions. The public will have access to the Policy which is located on the Department of Revenue Internet website under www.ncdor.gov.

The EEO Officer for the Department of Revenue is Elizabeth Shelton, telephone (919) 814-1206.

External publicity of the Department's EEO Plan will include regular communication with recruitment sources. These recruitment sources are the Employment Security Commission,

Veterans networks, North Carolina colleges and universities, including predominately black, Native American, and female colleges and universities, as well as the Office of State Human Resources.

Program Activities

Report BO031, found in the appendix, shows the full-time work force including veterans of the Department of Revenue as of December 31, 2020, broken down by occupational group, race, sex, and disability. As of December 31, 2020, the Department of Revenue had approximately 1314 full-time permanent employees.

The EEO Officer collaborates with the management of the Department of Revenue to ensure that goals and established timetables are addressed in the areas of underrepresentation. These areas shall be targeted for special attention during the coming year. The Department is committed to the involvement of management in the setting of placement goals and goal attainment.

The job opening estimates for this year are found in the Appendix. These openings serve as the basis for the establishment of program objectives and timetables.

Using the information concerning over or underrepresentation and projected vacancies for 2021, the program objectives and timetables of the Department of Revenue are given beside the estimated openings in the Appendix.

The Department of Revenue will attempt to attain the program objectives by hiring and promoting employees in all categories. The adoption of long-range goals will assist in achieving the ultimate objective of ensuring that the work force reflects equal employment and promotional opportunities for all employees. The department continues to focus on the following areas:

Recruitment

NCDOR actively recruits from a variety of sources to achieve a diverse workforce that meets the demands and needs of the Department. It is for this reason that a special effort must be made to reach employees and the public at large to inform them of job opportunities. We follow the Merit-Based Recruitment Policy which ensures our recruitment practices are free from bias and prohibits discrimination. NCDOR's EEO Plan, in conjunction with the equal employment opportunity policy statement, includes specific provisions for:

- Specialty, Administrative Support and other identified areas of underutilization in SOC categories.
- Utilization of applicants as provided by the Employment Security Commission.
- Utilization of applicants as provided by the Priority Reemployment Inventory.
- Review of recruitment literature to ensure the inclusion of all employee groups, as well as its relevance to all employees.

- Maintaining contact with North Carolina's Historically Black Colleges and Universities, as well as other colleges and universities with minority representation including Shaw University, Winston-Salem State University, NC A&T University, and Fayetteville State University, among others.
- Taking advantage of opportunities to speak before organizations representing minorities, females, veterans and disabled individuals. These opportunities should be used to explain employment prospects with the department. We also work with Suited for Success and Dress for Success to give insight to professional wear in the workplace.
- Current employees will have the opportunity to check listings of vacant positions on the Intranet and Internet using the computer, as well as those listed publicly at the Employment Security Commission.
- Applications received from reduction-in-force (RIF) and Priority applicants who qualify for available positions are considered for the appropriate vacancies.
- Positions must be advertised for at least five (5) working days before they can be filled. After the positions have been announced and advertised, they are screened by Human Resources and may be acted upon by the Division Directors.

The Department's Human Resources (HR) Division has established positive working relationships with minorities, women, veterans and disabled individuals.

- We are going to target and commit to creating training and various workshops to enhance promotional opportunities for permanent employees.
- We are going to target and commit to creating training and workshops to expand the consideration of our temporary employees for permanent employment.
- We have dedicated ourselves to mentoring young adults/students by partnering with colleges within NC to recruit for interns.
- We will post vacant positions in NeoGov and work with Temporary Solutions and Capital Area Workforce to create hiring opportunities for minorities, women, veterans and disabled individuals.

Selection

The selection and hiring process shall be applied in a consistent and non-discriminatory manner, promoting fairness, integrity and diversity. Positive attempts are made to recruit the most highly qualified persons including minorities, women, veterans and individuals with disabilities for applicant pools.

The following will also be endorsed:

- In the selection and hiring process, the Department of Revenue shall give equal employment opportunity to all applicants without regard to race, religion, color, national

origin, sex, age, disabling condition, genetic information, political affiliation, or sexual orientation, and will be based solely on job related criteria.

- Position descriptions are reviewed periodically to ensure that the required qualifications and skills are job related and essential for the performance of duties. This on-going review helps to guarantee that the requirements are not discriminatory.
- In order to ensure the selection process is equitable, fair and transparent, NCDOR utilizes Korn Ferry Interview Architect. In August 2020, NCDOR began training employees on best practices during the selection process. Training topics include:
 - How to recognize and avoid bias in the interview process
 - How to interview using Korn Ferry Interview Architect
 - The Korn Ferry competencies selected for specific recruitments
 - Applicable state and federal Equal Employment Opportunity (EEO) requirements
- The department will continue to make training available for managers/supervisors who interview applicants for employment to ensure their exposure to tools and techniques essential for a structured, defensible and fair interview. This has been a collaborative effort by the Office of State Human Resources (OSHR) and Department of Revenue's Human Resources division. The Department participates in the state-wide Learning Management System (LMS) which allow targeted distribution of required training courses to management and employees, as well as provides an array of training courses to assist individuals with the knowledge to perform their duties in a proficient manner. In addition, the Department of Revenue has rights to online resources through Skillsoft and recommends classes for managers and employees.
- DOR Human Resources has secured a contract with Educational Credential Evaluators to verify foreign national degrees. At the time of offer, selected candidates who obtained their education outside of the United States and its territories will be expected to provide adequate documentation for DOR to validate their academic degrees as equivalent to a degree conferred by a regionally accredited college or university in the United States. Selected applicants no longer have to incur this expense as it is now paid for by the DOR. In addition, any current DOR employee with a foreign degree that had not yet been verified has now been completed and verified.

Onboarding

Provide the same level of orientation to all new employees, to ensure their understanding of the agency's organizational structure and their role. All newly-hired DOR employees and temporary employees are required to acknowledge receipt and understanding of the following policies on the DOR New Employee Orientation Policy Checklist:

- Equal Employee Opportunity Policy Statement Fair Labor Standards Act (Overtime)

Policy

- Policy for an Alcohol and Drug Free Workplace
- Presence of Firearms and Weapons in DOR Facilities
- Violence in the Workplace
- Executive Order No. 24 Regarding Gifts to State Employees AIDS in the Workplace Policy
- Conflict Of Interest Policy
- Criminal Charges - DOR Policy for Reporting Equal Employment Opportunity Policy
- Family and Medical Leave Act of 1993 Policy
- Flextime Policy Political Activity Policy
- Reduction-In-Force Policy Grievance Policy
- Unlawful Workplace Harassment Policy
- Performance Dispute Resolution Appeals Policy Salary Administration
- Employee Assistance Program
- Executive Order No. 82 Regarding Pregnancy

In addition, reasonable accommodation is available to all employees and applicants. The process of requesting and vetting reasonable accommodation requests is fully functional within the ServiceNow Case Management System and is managed by the DOR Human Resources Safety and Health consultant.

Talent Management

DOR launched a Talent Management Strategic Initiative in the summer of 2020 to develop talent management practices that will be fair, equitable, and transparent. The initiative focuses on making improvements in how the agency recruits, hires, and empowers employees to manage their own learning, growth, and career paths. The Talent Management Strategic Initiative, led by the Talent Management Division and the Talent Management Strategic Team, utilizes Korn Ferry, one of the world's leading talent development consulting firms. The Korn Ferry talent management methodology provides NCDOR with a common language for development across the agency, which will improve fairness and transparency.

As part of NCDOR's new talent development practices, the Talent Management Division introduced and implemented a new 360-degree feedback program for agency managers. 360-degree feedback involves collecting feedback from the employee and their supervisor, peers, and subordinates, and using that feedback to create individualized Growth and Learning Plans that aid employees in achieving their career goals.

Promotion Procedures

Promotional priority is considered within the recruitment process and will continue to be a focus in the future. This has been done to assist all qualified employees who demonstrate the potential for advancement.

Training

The Executive Leadership of the Department of Revenue (DOR) recognizes the need for providing comprehensive training and development for its employees and has created the

Talent Development division. Talent Management's mission is to prepare leaders at all levels, create engaging learning experiences, and implement departmental change initiatives to meet the continuous learning needs of Revenue employees. This mission is aligned with the Department's mission and commitment to ensuring that there is no unlawful discrimination. One of the guiding principles of is to fully comply with all federal laws, general statutes and administrative rules regarding training to ensure a workplace culture of respect, diversity, and inclusion.

To provide a work environment that is free from discrimination of any kind, Talent Development uses the Learning Management System (LMS), the ServiceNow Knowledge Base, and the new employee orientation process as the primary methods for communicating information to employees about policies, procedures, available and required training. The LMS ensures training opportunities are accessible to all employees and that employees are notified of all training opportunities for which they qualify. In 2021, NCDOR plans to add PlatCore as an additional LMS for confidential, NCDOR-specific training. Our training efforts that support our EEO plan include, but are not limited to:

- Equal Employment Opportunity and Diversity Fundamentals (EEO/DF), mandated by G.S. 126.16 .1 is required training for all state government employees who were hired, promoted or appointed to the position of supervisor or manager on or after July 1, 1991. Employee who meet this criteria are automatically assigned the Equal Employment Opportunity and Diversity Fundamentals (EEO/DF) training via their LMS transcripts. This assigned training begins when the new hire or employee action is submitted into the BEACON system.
- Since 1998, DOR has invested in 40 leaders to complete the NC Certified Public Manager program. As financial resources permit, team leaders, managers and supervisors are selected to attend Advanced Skills for Managers (ASM) and the Certified Public Manager (CPM) program.
- The HR Learning Zones is available to all supervisors and managers via the Learning Management System (LMS).
- New hire transcripts include OSHR Safety- Incident Investigation & Reporting Program- Module A (Employees), Module B (Supervisors)
- On a monthly basis, instructor-led courses or programs are provided to leaders at all levels by our internal training professionals, OSHR staff, and external partners.
- As financial resources permit, SkillSoft online educational opportunities are made equally available to all employees. The SkillSoft contract includes access to 300 licenses to the full courseware collection, which includes Diversity and Inclusion, Ethics and Integrity, Dealing with Workplace Conflict, Communication and Talent Management courses.
- In October 2017, mandatory refresher training regarding the Americans with Disabilities Act (ADA) Employment Policy was assigned to all managers and supervisors in the LMS.

- Harassment prevention consists of training through the department's LMS. Employees have access to complete the training on an annual basis.
- As part of NCDOR's new Talent Management Strategic Initiative, Korn Ferry training was launched in September 2020 for employees and managers. The mandatory training will introduce the Korn Ferry talent management methodology and provide a common language for development across the agency, which will improve fairness and transparency. Training will continue throughout 2021.
- Talent Management encourages employees to use the supervisor/manager training through McLaughlin Young Group, an independent provider of EAP services.

Compensation and Benefits Procedures

NCDOR has a structured, uniform procedure to ensure fairness and equity in the administration of compensation. Salary regression analysis is done to ensure equitable pay and due consideration is given to criteria for salary recommendations, such as related education, training, and experience and salaries of current employees performing similar duties and responsibilities. In addition, analysis is conducted to ensure that all benefits and conditions of employment are equally available without discrimination to all employees, which includes leave policies, retirement plans, insurance programs, and other terms, conditions, and privileges of employment. The EEO Officer may monitor salary recommendations prior to offer to identify trends and discuss concerns with management in order to minimize inequities.

Prohibiting the Use of Salary History - Executive Order 93:

As a result of Executive Order 93 and a desire to ensure that salary history does not negatively impact hiring decisions, DOR adheres to the following guidelines:

- The state application has been revised and will no longer ask for salary history information.
- Managers are forbidden from asking salary history information during the interview and selection process.
- Human Resources determines an applicant's salary without consideration of the salary history.
- The DOR Salary Administration Team strives to evaluate and correct salary inequities. This team is comprised of the COO, Assistant Secretaries and HR.

Executive Order 93 – Potential Education Initiatives

Education initiatives at NCDOR include, but are not limited to:

- Training HR staff in the new salary administration requirements;
- Posting of the requirement on the Agency intranet page;
- Discussion of the requirement at agency-wide staff meetings; and

- Modifications to and dissemination of internal procedures to support Executive Order 93.

Performance Management

The Department's managers /supervisors receive training on the NC Valuing Individual Performance program and effective performance management techniques, with a desired outcome that they understand how engage in a fair, supportive, and productive ongoing performance conversation. Conferences with employees are encouraged to plan the work and discuss performance expectations. Results are documented and maintained within the NCVIP system. Effective calibration techniques are discussed and utilized across the agency to ensure the consistency of ratings and necessary documentation. The EEO Officer serves as the NCVIP Coordinator and is responsible for:

- Reviewing managers and supervisor's performance in accomplishing the EEO goals in their areas, and
- Monitoring performance ratings of all covered employees for trends and patterns.
- Providing workshops and one-on-one training on goal-setting, writing SMART goals, and providing valuable feedback.

Transfers/Separations

A merit-based recruitment and selection process based on job-related criteria is maintained. The Benefits Manager distributes and reviews exit interview surveys completed by employees who transfer to other State agencies or separate from State employment. The completed exit interview surveys that are of concern to the HR Director and/or Benefits Manager are referred to the EEO Officer to determine if the potential for discrimination of an employee was present.

Disciplinary Action Process

The EEO Officer is knowledgeable of the discipline policy and procedures and, in conjunction with the HR Director and Employee Relations Consultant, provides guidance to employees and management regarding disciplinary actions. Agency-wide disciplinary actions and data will be monitored and reviewed to determine adverse impact as needed and provide equitable treatment for all employee

Grievance Process

The EEO Officer is knowledgeable of the OSHR Grievance Policy and Procedures and works with the Human Resources Director and Employee Relations Consultant in the area of employee relations.

The grievance process is designed to ensure fair and equitable review of employment complaints. The EEO Officer is essential in the EEO Informal Inquiry process and has the authority to informally examine the situation with the employee, discuss the employee's concerns, suggest solutions and/or recommend others to the appropriate authority, and offer sound advice.

The EEO Officer is responsible for:

- 1.) Ensuring the grievance process is administered equitably and without bias;
- 2.) Prohibiting retaliation against employees and applicants who file complaints or participates in a grievance procedure; and
- 3.) Reviewing and monitoring program data to identify trends and patterns.

Equal Employment Opportunity and Diversity Fundamentals (EEO/DF)

EEO/DF is the State's premier EEO and diversity training for managers and supervisors. Managers and supervisors hired, promoted, or appointed on or after July 1, 1991, are required to participate in the EEO/DF or other OSHR approved diversity program within 12 months of assuming the role. Managers and supervisors hired prior to July 1, 1991, are encouraged to participate in EEO/DF.

New managers/supervisors are notified of the expectation for them to enroll and participate in the EEO/DF program offered by OSHR within one year of their appointment. Participation is monitored through the generation of reports on a quarterly basis.

Employment First and Reasonable Accommodation

The Department of Revenue will strictly apply and adhere to the Employment First reasonable accommodation policy as found in the state personnel manual, providing reasonable accommodation to all employees on the basis of disability and/or religion. This program is managed by DOR Health and Safety Officer.

Monitoring, Evaluation and Reporting

In support of program evaluation, reporting and monitoring, DOR takes the following actions:

- Providing management with data on the various program activities, workforce trends, and progress towards the achievement of program objectives on a regular basis throughout the year;
- Reviewing and evaluating the EEO Plan and all Program Objectives mid-year and annually; updating the EEO Plan as required by the Office of State Human Resources in order to set new goals and develop programs as needed;
- Reporting to the agency head the trends in hiring and promotion, as well as any progress or problems as requested;
- Pulling and analyzing reports pertaining to promotions including the old and new class titles, pay grade, race, and sex and sharing information with agency leadership;
- Examining and providing information regarding the number of terminations by race, sex, disabled status, job category and reasons for termination;
- Data collected in the exit interview program is regularly collected, analyzed, and shared with senior leadership;

- Employees take part in regular workplace surveys and are encouraged to provide feedback on their workplace environment.

The EEO Officer is responsible for making reports to senior leadership on a regular basis and to the Office of State Human Resources, as requested. These reports are used to ensure that NCDOR's EEO Plan is being followed and that equal opportunities exist for employees and applicants. The EEO Officer will use the following data sources to generate necessary reports be race, sex, age, and disability status, when available:

- NEOGOV applicant tracking data;
- BOBJ transactional reports for compensation, hiring, separations, promotions, and other employee actions; and
- NCVIP data for performance management ratings.

Unlawful Workplace Harassment

The Department of Revenue is committed to eliminating unlawful workplace harassment and retaliation in the workplace. All employees have the right to work in an environment free from discrimination and harassing conduct. No State employee will engage in conduct that falls under the definition of unlawful workplace harassment, including sexual harassment discrimination, or retaliation, and no employment decisions will be made on the basis of race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age, political affiliation, National Guard or veteran status, genetic information or disability.

Any supervisor who witnesses such harassment or is otherwise informed of a violation of this policy is directed to bring this to the immediate attention of the EEO Officer or HR. Failure of a supervisor (or others) with such knowledge to promptly advise the EEO Officer or HR is grounds for disciplinary action up to and including dismissal. The investigation of any such complaint will be carried out promptly and will involve only those persons with a need to know.

Any employee found to have harassed another employee in violation of this policy is subject to disciplinary action up to and including dismissal, depending on the severity of the offense. All EEO inquiries will be processed through the EEO Officer to avoid a potential conflict of interest if the alleged harasser is within the employee's chain of command. To disseminate information prohibiting unlawful workplace harassment and retaliation to all Department of Revenue employees the agency will:

- Encourage registration and completion of NC OSHR's Creating a Respectful Workplace training program.
- Require employees to take EEO, diversity and unlawful harassment refresher training every other year or every three years.
- Monitor and enforce compliance with the North Carolina Office of State Human Resources' EEODF training curriculum.
- Communicate a commitment by the agency to the prohibition of unlawful workplace harassment, sexual harassment and retaliation.

Reduction in Force (RIF) Procedures

NCDOR has the authority to separate an employee whenever it is necessary due to shortage of funds or work, abolishment of a position, or other material change in duties or organization. The Department of Revenue complies with the State Human Resources Reduction in Force policy and the Reduction in Force Priority policy. Retention of employees in classes affected shall be based on systematic consideration, at a minimum of the following factors:

- Type of appointment
- Relative efficiency
- Actual or potential adverse impact on the diversity of the work force
- Length of service

Procedures are designed to analyze layoff decisions and determine their actual or potential adverse impact on underutilized groups. NCDOR shall notify the employee in writing of separation as soon as possible and in any case not less than 30 calendar days prior to the effective date of separation. The written notification shall include the reasons for the reduction in force, expected date of separation, the employee's eligibility for priority reemployment consideration, applicable appeal rights, and other benefits available.

An employee separated through a reduction in force may appeal the separation only on the grounds listed in the Employee Grievance Policy. Pursuant to the State Human Resources Manual, employees with career status (as defined by G.S §126-1.1) who have received official written notification of imminent separation due to reduction in force are eligible for priority consideration under the provisions outlined in the Manual. An employee shall receive priority consideration for a period of 12 months from the date of the official written notification.

Pregnancy Workplace Adjustments (E082)

In December 2018, Executive Order 82 (Promoting Health and Wellness by Clarifying Protections Afforded to Pregnant State Employees) was issued by Governor Roy Cooper. This Executive Order required that state agencies extend workplace protections and modifications to pregnant employees upon request, unless doing so would impose significant burdens or costs.

This Order specifically required that state agencies:

- Post written notice of the rights afforded to pregnant state employees under OSHR policies and the Order. This notice must be physically displayed in a conspicuous area in each office maintained by the agency;
- Collect and compile information regarding their efforts to educate their management and staff of their obligations and employee rights under OSHR policies and the Order; and
- Provide OSHR information in the annual EEO Plans on the following:
 - The number of notices in each state agency office that educate management and their staff of their obligations and employee rights;
 - The content of those notices; and
 - Information regarding any additional education initiative(s) carried out by the agency, specifically the nature of the initiative (form and/or medium), the

information conveyed, and the estimated number of management and staff who were able to obtain information from or otherwise had access to the initiative.

Agency action to be compliant of Executive Order 82:

- We have posted written notice of the rights afforded to pregnant state employees as required under OSHR policies and the Order. This notice has been be physically displayed in conspicuous areas in each office. We have posted the Executive Order 82, Fact document explaining the EO82 and the Accommodations for Pregnancy, Childbirth and Breastfeeding document to our internal intranet for all employees to be able to use these resources. These documents are currently posted in all 13 Service Centers and the Raleigh Revenue Headquarters building.
- The EO82 is provided to new hires during orientation with signed acknowledgement.
- We will collect and compile information regarding educating our management and our staff of their obligations and employee rights under OSHR policies and the Order.
- As a result of Executive Order 82 and the desire to improve workplace adjustments for pregnant workers, Mother's Rooms have been identified at all DOR locations and service centers.

Data Elements

Workforce Availability

Workforce availability in equal employment opportunity planning is determined by using The Population/Labor Force Compromise Method.

The first step in conducting a population/labor force compromise analysis is to identify the Standard Occupational Classification (SOC) categories in which underutilization exists. The Office of State Human Resources (OSHR), through the Integrated HR/Payroll System, provides data on the distribution of workers in each agency workforce.

These Business Objects (BOBJ) reports (B0170-178) automatically calculate underutilization using both the population and the population/labor force compromise methods. In addition, another report (B0023) is provided for use in identifying the specific State job classifications in the agency workforce that are included in each SOC category. The BOBJ reports are the required source data for the population analysis and the population/labor force compromise analysis.

Possible sources for the information include:

- U.S. Census Bureau (<https://www.census.gov/>);
- Local Job Service Offices (<https://www.nccommerce.com/about-us/divisions-programs/workforce-solutions-division>);
- Colleges or other Training Institutions;
- State Data Center (<https://www.osbm.nc.gov/facts-figures/state-data-center>); or
- State Library of North Carolina (<https://statelibrary.ncdcr.gov/> or 919-814-6780).

DOR Occupation Classifications

The Standard Occupational Classification (SOC) system, or equivalent, is used by the State of North Carolina when evaluating workforce availability. Detailed occupations in the SOC with similar job duties, and in some cases skills, education, and/or training, are grouped together. To facilitate classification and presentation of data, the SOC is organized in a tiered system with four levels, ranging from major groups to detailed occupations. The major categories used in the State of North Carolina include:

- **Officials and Administrators** - Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. (*Accounting Director, HR Director, Audit Director, Chief Operating Officer, Deputy Secretary, Assistant Director, Financial Investigations Manager, IT Director, IT Systems Planning Manager, IT Security and Compliance Manager, Maintenance Construction Coordinator, Procurement Manager, Program Director, Program Manager, Public Information Director, Revenue Audit Director, Revenue Audit Manager, Revenue Field Audit Supervisor, Revenue Law Enforcement Manager, Revenue Tax Administrator, Revenue Tax Assistant Administrator, Staff Development Director, Systems Administrator.*)
- **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. (*IT classes; Applications Systems Analyst, Manager and Specialist; Applications Technician, Database Analyst, IT Architect, IT Business Systems analyst, IT Planning Analyst, IT Project Manager, IT Portfolio Manager, IT Security Compliance Specialist, Network Specialist, Operating Systems Software Manager, Programmer; Operations Analyst, Technician and manager; User Documentation Specialist, User Support Technician, Analyst, Manager, Specialist; Web Designer/Developer, Economist, Tax Research Analyst, Program Supervisor, Legal, Agency General Counsel, Agency Legal Specialist, Archivist, Graphics Designer, Graphics Design Supervisor, Information and Communications Specialist.*)
- **Management Related**—Occupations which support the internal operations of an agency, department, or facility. (*Administrative Officer, Business Systems Analyst, Contract Specialist, Safety Director, Staff Development Coordinator, Procurement Specialist, Business Systems Analyst, Legislative Affairs Manager, Program Analyst, Program Coordinator, Agency HR Consultant, Technician, Supervisor, Accountants, Auditors, Financials Investigations Supervisor, Revenue Administration Officer, Revenue Field, Revenue Office Manager, Revenue Officer, Revenue Property Tax Valuation Specialist, and Revenue Tax Auditor.*)
- **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 (*Social Research Assistants*)

- **Administrative Support** – 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. (*Accounting Technician, Administrative Associate, Administrative Lead, Administrative Specialist, Administrative Supervisor, Executive Assistant, Inventory Associate, Revenue Tax Technician, Customer Service Agent.*)
- **Protective Services** – Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. (*Revenue Law Enforcement Agent, Revenue Law Enforcement Supervisor, Financial Investigator*)
- **Skilled Craft** – 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. (*Maintenance/Construction Supervisor, Print Shop Manager, Printing Equipment Operator.*)

For the purposes of the workforce availability analysis, the following race/ethnicity categories will be used:

- White (Non-Hispanic or Latino) -All persons having origins in any of the original peoples of Europe, North Africa or the Middle East.
- Black or African American (Non-Hispanic or Latino) - 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.
- Asian (Non-Hispanic or Latino) - 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.
- American Indian or Alaska Native (Non-Hispanic or Latino) - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.
- Native Hawaiian or Pacific Islander – A person having origins in any of the original peoples of **Hawaii**, Guam, Tonga, Samoa, Fiji, New Zealand and the Marshalls or other **Pacific** Islands.

Workforce Representation of Veterans

A new component of NCDOR's 2021 EEO Plan is an expected overall employment objective of 4.5% for veterans. To find data on veterans, we utilized HR-Payroll Report B0170. 4% of active employees as of December 2020 have reported veteran status, which is slightly below the 4.5% target for 2021.

Workforce Representation of Persons with Disabilities

NCDOR EEO Plan 2021

A component of NCDOR's 2021 EEO plan is the continued emphasis on the employment of persons with disabilities. North Carolinians with disabilities represent a significant percentage of the state's population and experience disproportionate levels of unemployment. In an effort to support and encourage individuals with disabilities find employment, NCDOR has added employment objectives and recruitment strategies targeted at individuals with disabilities to its 2021 EEO Plan.

In addition to other strategies, NCDOR works through its HR Department to encourage greater self-identification by persons with disabilities in order to obtain more accurate workforce representation numbers.

Program/Employment Objectives

Program objectives are the targets for hiring, promotions, and overall workforce representation. NCDOR sets program objectives using number and percentage expected based on the NC occupation specific labor force and the NC working population (ages 18-64) compromise method to establish goals for work force representation, new hires, and promotions by job category. The overall program objective is parity in the workforce by eliminating underrepresentation within each federal EEO category. To achieve that ultimate program objective, NCDOR must focus on recruitment and employment selection decisions. Specific goals are based on hiring and promotion in accord with the expected percentages of each ethnic and gender group for the specific category.

Attainment of Employment Objectives

NCDOR EEO Analysis: 2019-2020

2021 EEO Quantitative Analysis Form												
AGENCY/UNIVERSITY: Department of Revenue												
SOC Category	White Males		White Females		Black Males		Black Females		Other Minority Males		Other Minority Females	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Officials & Administrators	33	33	26	23	5	6	2	3	0	0	2	1
Management Related	158	157	206	209	53	53	123	123	19	17	27	30
Professional Specialty	52	54	33	36	13	16	19	25	8	9	9	8
Technicians & Technologists	1	1	0	0	0	0	1	0	0	0	0	0
Administrative Support	22	25	127	117	29	29	257	245	8	8	40	38
Protective Services	13	14	6	5	0	2	1	2	1	1	0	1
Skilled Crafts	2	2	0	0	0	0	0	0	1	2	0	0
Service	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EMPLOYEES	281	286	398	390	100	106	403	398	37	37	78	78

Officials and Administrators: NCDOR set goals for 3 race/gender groups in this category: Black Males, Black Females and Hispanic Males. Although **NCDOR did achieve its goal of promoting/hiring 1 black male**, the Department did not reach or exceed goals set for Black Females or Hispanic Males.

Professionals: NCDOR set goals for 9 race/gender groups in this category: White Males, White Females, Hispanic Males, Hispanic Females, Asian Males, and Asian Females. In the Computer & Mathematical Occupations subcategory, the Department did not reach or exceed the goals it set for any race/gender group. In the Community, Social Service and Religious Occupations subcategory, the Department did not reach or exceed the goals it set for any race/gender group. In the Legal Occupations subcategory, the Agency did not reach or exceed the goals it set for any race/gender group.

Management Related: NCDOR set goals for 6 race/gender groups in this category: White Males, White Females, Black Males, Hispanic Females, Asian Males and Asian Females. In the *Business Specialists* subcategory, **NCDOR exceeded its goal for obtaining hires of White females** but did not reach or exceed its goals White Males, Hispanic Females, Asian Males or Asian Females. In the *HR, Training & Labor Relations Specialists* subcategory, **NCDOR met its goal for obtaining hires of White Males**, but did not reach or exceed its goal for hiring Black Males. In the *Finance Specialist* subcategory, the Department **increased representation of White Females**, but did not meet exceed the goals it set for race/gender group.

Administrative Support: NCDOR set goals for 4 race/gender groups in this category: White Males, White Females, Black Males and Hispanic Males. The Department **increased representation of White Males**, but made no progress on representation of Black or Hispanic Males. White Females lost representation.

Protective Services: NC DOR set goals for 2 race/gender groups in this category: Black Males and Black Females. In the *Protect Services Occupations* subcategory, **NCDOR exceeded its goal for representation of Black Males**, but made no progress on representation of Black Males. In the Protective Services Supervisors subcategory, the Department made no progress on representation of either Black Males or Black Females.

Employment objectives for 2021 are included in the BO170 job openings report in Section D.

Additional Areas of Statistical Evaluation

Performance Management

Overall Rating FY 2019-2020	WM	WF	BM	BF	HM	HF	AM	AF	AIANM	AIANF	NHPIM	NHPIF	2+M	2+F	Ethn Unk	TOT
Does not meet expectations	0	2	2	3	1	0	1	0	0	0	0	0	0	0	0	9
Meets Expectations	240	317	91	362	12	36	15	21	3	3	0	1	2	5	18	1126
Exceeds Expectations	34	55	6	15	0	0	2	4	0	0	0	0	0	0	0	116

Recruitment and Selection

01/2020-12/2020	WM	WF	BM	BF	HM	HF	ASM	ASF	AIANM	AIANF	NHPIM	NHPIF	2+M	2+F	Ethn Unk	TOT	TOT MNRT	TOT FEM	DISB
Employees	286	390	106	398	13	42	19	26	2	4		1	2	5	20	1314	618	866	38
% Represented	21.77	29.68	8.067	30.29	0.99	3.2	1.45	1.98	0.152	0.304		0.076	0.15	0.38	1.52	100	47.03196	65.90563	2.891933
New Hires	10	9	6	11		3	1	1						1		42	23	25	1
% Represented	23.81	21.43	14.29	26.19		7.14	2.38	2.38						2.38		100	54.7619	59.52381	2.380952
Promotions	7	12	3	13	1	2		1		2			1		1	43	23	30	1
% Represented	16.28	27.91	6.977	30.23	2.33	4.65		2.33		4.651			2.33		2.33	100	53.48837	69.76744	2.325581

Discipline and Dismissal

01/2020-12/2020	WM	WF	BM	BF	OMM	OMF	Total
Written Warning	1	1	4	8	0	0	14
Second Written Warning	0	0	1	1	0	0	2
Suspended	0	0	0	0	0	0	0
Demoted	0	0	0	0	0	0	0
Dismissed	0	1	1	2	0	0	4
Probationary Dismissal	0	0	1	0	1	1	3

Note: All dismissals of career status employees were separations due to unavailability

Identification and Correction of Issues

NCDOR has identified underrepresented groups with current vacancies and will put forth a good faith effort to focus and enhance recruitment in these areas, including for women, minorities, veterans, and persons with disabilities.

We will continue to work toward narrowing all gaps and focus on our recruitment efforts. To increase representation among all underrepresented groups, NCDOR will participate in relevant college and community career development events; work with diversity resources and job listing services such as the Association of Hispanic Professionals, the National Association of Asian-American Professionals, Professional Diversity Network, Dice, Hispanic Alliance for Career Enhancement, DiversityInc. And National Association of Black Accountants Inc.

We will continue our recruiting efforts at North Carolina's Historically Black Colleges and Universities, as well as other colleges and universities with minority representation and take advantage of recruitment and speaking opportunities before organizations representing minorities, females, veterans and disabled individuals.

The Equal Employment Opportunity Plan will be updated annually and as State and Federal laws, regulations, and guidelines change. Other opportunities to revise the plan will be taken into consideration to reflect management and employee philosophies resulting from their interactions and work with the plan.

EEO Plan Requirements Checklist

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3. Agency/University Overview
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 - b. Mission
 - c. Vision
4. Agency/University EEO Achievements
5. Assignment of Responsibility and Accountability
 - a. Agency Head/University Chancellor
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6. Dissemination Procedures
 - a. Internal
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7. Program Activities
 - a. Recruitment
 - b. Selection
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8. Equal Employment Opportunity and Diversity Fundamentals (EEO/DF)
9. Employment First and Reasonable Accommodation
10. Program Evaluation and Reporting
11. Harassment Prevention Strategies
12. Reduction in Force Procedures
13. Pregnancy Workplace Adjustments (EO #82)
14. Prohibiting the Use of Salary History (EO #93)

C. Data Elements

1. Workforce Availability
2. Agency/University Occupational Classifications
3. Program/Employment Objectives
4. Attainment of Employment Objectives
5. Additional Areas of Statistical Evaluation
 - a. EEO Quantitative Analysis Form
 - b. Performance Management
 - c. Recruitment and Selection
 - d. Discipline and Dismissal
 - e. Identification and Correction of Issues

D. Attachments

1. BO170: Labor Force Standard and Job Openings Report
2. BO031: Staffing by Occupational Category Report
2. State of North Carolina EEO Policy

B0170: Job Opening Estimates Form Labor Force Standard by SOC Subcategory as of DEC 2020 Based on 2010 Census

Execution Date : 2/2/21

Revenue

SOC Category: OFFICIALS AND ADMINISTRATORS ===== Subcategory: OFFICIALS AND ADMINISTRATORS

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	33	23	6	3	0	0	0	1	0	0	0	66	27	10	2	0
% Employed	50.0	34.8	9.1	4.5	0.0	0.0	0.0	1.5	0.0	0.0	0.0	100.0	40.9	15.2	3.0	0.0
Labor Force Standard																
# Difference	-2	3	2	-2	-2	-1	-1	0	-1	-1			-1	-6	-6	
% Difference	-2.5	4.8	3.7	-1.8	-2.0	-1.1	-1.3	0.7	-0.4	-0.3			2.4	-2.4	-8.6	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase				2	2							4	3	4		
Planned % Increase																
Target Classification(s)	Revenue Field Audit Supervisor, Program Manager, Revenue Tax Administrator, Revenue Tax Assistant Administrator, Revenue Audit Manager, Revenue Audit Director															
Action Steps	Participate in relevant college and community career development events; work with diversity resources such as National Employment Minority Network, Outreach to job listing services such as the Association of Hispanic Professionals															

SOC Category: MANAGEMENT RELATED ===== Subcategory: BUSINESS SPECIALISTS, INCL PURCHASING

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	10	10	4	15	0	0	0	1	0	1	0	41	27	21	4	5
% Employed	24.4	24.4	9.8	36.6	0.0	0.0	0.0	2.4	0.0	2.4	0.0	100.0	65.9	51.2	9.8	12.2
Labor Force Standard																
# Difference	-7	-7	1	11	-1	-1	-1	0	-1	0			3	8	-1	
% Difference	-16.8	-15.2	4.8	27.2	-1.2	-1.0	-1.3	1.5	-0.1	2.1			14.7	32.0	-1.8	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	1	1			1	1	1					5	2	3		
Planned % Increase																
Target Classification(s)	Program Coordinator, Human Resources Business Partner, Business Systems Analyst															
Action Steps	Outreach to job listing services such as the Association of Hispanic Professionals and the National Association of Asian-American Professionals.															

SOC Category: MANAGEMENT RELATED ===== Subcategory: HR, TRAINING AND LABOR RELATIONS SPEC

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	1	11	0	9	0	0	0	0	0	0	0	21	20	9	0	1
% Employed	4.8	52.4	0.0	42.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	95.2	42.9	0.0	4.8
Labor Force Standard																
# Difference	-4	1	-2	5	-1	-1	-1	-1	-1	-1			3	-3	-3	
% Difference	-16.5	5.5	-6.4	24.2	-1.6	-3.6	-0.3	-0.7	-0.2	-0.4			24.9	11.0	-11.6	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	1		1									2	0	1		
Planned % Increase																
Target Classification(s)	Agency HR Consultant, HR Technician, Staff Development Coordinator, Staff Development Specialist															
Action Steps	Participate in career fairs; post positions with online job boards															

SOC Category: MANAGEMENT RELATED ==== Subcategory: FINANCE SPECIALISTS

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	146	190	49	99	10	19	7	6	0	1	4	531	315	193	11	17
% Employed	27.5	35.8	9.2	18.6	1.9	3.6	1.3	1.1	0.0	0.2	0.8	100.0	59.3	36.3	2.1	3.2
Labor Force Standard																
# Difference	-32	-58	25	41	6	12	2	-3	-1	-1			-9	83	-51	
% Difference	-6.0	-10.9	4.8	7.7	1.2	2.4	0.5	-0.5	-0.1	0.0			-1.3	16.4	-9.5	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	15	6						3	1			25	9	4		
Planned % Increase																
Target Classification(s)	Revenue Tax Auditor, Revenue Field Auditor, Revenue Administration Officer, Revenue Officer, Revenue Officer Manager															
Action Steps	Participate in relevant college or community career fairs; market positions broadly in online job boards and internally at DOR for promotional opportunities															

SOC Category: PROFESSIONALS ==== Subcategory: COMPUTER AND MATHEMATICAL OCCUPATIONS

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	45	27	16	20	0	0	9	7	0	0	2	126	54	52	2	10
% Employed	35.7	21.4	12.7	15.9	0.0	0.0	7.1	5.6	0.0	0.0	1.6	100.0	42.9	41.3	1.6	7.9

Labor Force Standard															
# Difference	-22	1	7	13	-3	-2	-2	2	-1	-1			13	13	-13
% Difference	-17.2	0.9	6.2	10.8	-2.2	-0.8	-1.5	2.4	-0.1	-0.1			13.2	14.7	-10.0
Employment Objectives: Using SOC Subcategory															
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.															
Planned # Increase	3				1	1	1						6	1	3
Planned % Increase															
Target Classification(s)	Applications System Analyst, IT Business Specialist, Applications System Manager, IT Project Manager, User Support Manager														
Action Steps	Participate in relevant college and community career development events; work with diversity resources such as National Employment Minority Network, Outreach to job listing services such as the Association of Hispanic Professionals and the National Association of Asian-American Professionals														

SOC Category: PROFESSIONALS ===== Subcategory: LIFE, PHYSICAL AND SOCIAL SCIENCE OCCUP

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	1	2	0	0	0	0	0	1	0	0	0	4	3	1	0	0
% Employed	25.0	50.0	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0	100.0	75.0	25.0	0.0	0.0
Labor Force Standard																
# Difference	-1	0	-1	-1	-1	-1	-1	0	-1	-1			-3	-7	-1	
% Difference	-13.1	17.1	-7.2	-12.7	-1.1	-1.7	-2.6	22.3	-0.9	-0.2			24.8	-4.1	-11.6	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase																
Planned % Increase																
Target Classification(s)	There are currently only 4 positions in this category at DOR.															
Action Steps																

SOC Category: PROFESSIONALS ===== Subcategory: COMMUNITY, SOC SERV AND RELIGIOUS OCCUP

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	0	3	0	4	0	0	0	0	0	0	0	7	7	4	0	0
% Employed	0.0	42.9	0.0	57.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	57.1	0.0	0.0
Labor Force Standard																
# Difference	-2	0	-1	2	-1	-1	-1	-1	-1	-1			-1	-5	-1	
% Difference	-26.7	4.8	-9.9	36.9	-1.5	-1.9	-0.7	-0.4	-0.1	-0.5			38.9	21.9	-11.6	
Employment Objectives: Using SOC Subcategory																

Target Classification(s)	Currently there are only 2 positions in this category at DOR.
Action Steps	

SOC Category: PROFESSIONALS ==== Subcategory: ARTS, DESIGN, ENTERTAIN AND MEDIA OCCUP

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AJAN Male	AJAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	3	2	0	0	0	0	0	0	0	0	0	5	2	0	0	1
% Employed	60.0	40.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	40.0	0.0	0.0	20.0
Labor Force Standard																
# Difference	0	-1	-1	-1	-1	-1	-1	-1	-1	-1			-5	-8	-1	
% Difference	18.4	-1.4	-5.7	-3.5	-1.8	-3.3	-1.1	-1.0	-0.3	-0.3			-9.5	-17.0	-11.6	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase																
Planned % Increase																
Target Classification(s)	Currently there are only 5 positions in this category at DOR.															
Action Steps																

SOC Category: TECHNICIANS AND TECHNOLOGISTS ==== Subcategory: LIFE, PHYSICAL & SOCIAL SCIENCE TECHNOL

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AJAN Male	AJAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
% Employed	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0
Labor Force Standard																
# Difference	0	-1	-1	-1	-1	-1	-1	-1	-1	-1			-5	-8	-1	
% Difference	61.9	-32.9	-7.2	-12.7	-1.1	-1.7	-2.6	-2.7	-0.9	-0.2			-50.2	-29.1	-11.6	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase																
Planned % Increase																
Target Classification(s)	Currently there are only 2 positions in this category at DOR.															
Action Steps																

SOC Category: ADMINISTRATIVE SUPPORT ==== Subcategory: ADMINISTRATIVE SUPPORT OCCUPATIONS

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	27	120	29	245	2	22	3	11	1	2	14	476	400	320	19	17
% Employed	5.7	25.2	6.1	51.5	0.4	4.6	0.6	2.3	0.2	0.4	2.9	100.0	84.0	67.2	4.0	3.6
Labor Force Standard																
# Difference	-50	-140	-4	166	-4	9	0	6	0	-1			40	177	-37	
% Difference	-10.3	-29.4	-0.7	35.1	-0.8	1.9	0.1	1.3	0.0	-0.1			8.8	37.9	-7.6	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	20	35	4		4					1		63	35	9		
Planned % Increase																
Target Classification(s)	Accounting Technician, Administrative Associate, Administrative Specialist, Revenue Tax Technician, Administrative Lead															
Action Steps	Attending relevant community job fairs, posting positions with relevant job listing services.															

SOC Category: PROTECTIVE SERVICES ==== Subcategory: PROTECTIVE SERVICES SUPERVISORS

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	2	1	0	0	0	0	0	0	0	0	0	3	1	0	0	0
% Employed	66.7	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	33.3	0.0	0.0	0.0
Labor Force Standard																
# Difference	0	0	-1	-1	-1	-1	-1	0	-1	0			-2	-6	-1	
% Difference	4.0	23.6	-15.3	-10.3	-1.2	-0.2	-0.2	0.0	-0.5	0.0			13.1	-27.7	-11.6	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase			1	1								2	1	2		
Planned % Increase																
Target Classification(s)	Revenue Law Enforcement Supervisor															
Action Steps	Participate in BLET program job boards; outreach to law enforcement recruiting interests as well as HBCUs nationally.															

SOC Category: PROTECTIVE SERVICES ===== Subcategory: PROTECTIVE SERVICES OCCUPATIONS

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AJAN Male	AJAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	12	4	2	2	0	1	0	0	1	0	0	22	7	6	0	1
% Employed	54.5	18.2	9.1	9.1	0.0	4.5	0.0	0.0	4.5	0.0	0.0	100.0	31.8	27.3	0.0	4.5
Labor Force Standard																
# Difference	-1	1	-2	-1	-1	0	-1	-1	0	-1			-2	-7	-3	
% Difference	-2.0	5.1	-7.2	-0.6	-2.1	3.6	-0.5	-0.1	3.9	-0.2			7.8	-3.1	-11.6	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase		1	1									2	1	1		
Planned % Increase																
Target Classification(s)	Revenue Law Enforcement Agent															
Action Steps	Participate in BLET program job boards; outreach to law enforcement recruiting interests as well as HBCUs nationally.															

SOC Category: SKILLED CRAFT ===== Subcategory: SKILLED CRAFT SUPERVISORS

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AJAN Male	AJAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	1	0	0	0	1	0	0	0	0	0	0	2	0	1	0	0
% Employed	50.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	50.0	0.0	0.0
Labor Force Standard																
# Difference	-1	-1	-1	-1	0	-1	-1	-1	-1	-1			-5	-7	-1	
% Difference	-18.7	-8.8	-11.1	-3.3	44.4	-0.6	-0.7	-0.3	-0.9	-0.1			-13.1	27.4	-11.6	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase																
Planned % Increase																
Target Classification(s)	Currently there are only 2 positions in this category at DOR.															
Action Steps																

SOC Category: SKILLED CRAFT ===== Subcategory: PRODUCTION OCCUPATIONS

	White+ Male	White+ Fem	Black Male	Black Fem	Hispanic Male	Hispanic Fem	Asian+ Male	Asian+ Fem	AJAN Male	AJAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
% Employed	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0

Labor Force Standard																
# Difference	0	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-5	-8	-1
% Difference	64.2	-18.8	-14.4	-11.6	-8.6	-6.6	-1.7	-1.6	-0.5	-0.5				-39.1	-45.5	-11.6
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase																
Planned % Increase																
Target Classification(s)	Currently there is only 1 position in this category at DOR.															
Action Steps																

B0031: Staffing by Occupational Category

ate : 2/3/21

Calendar Month/Year: 01/2020 - 12/2020

Personnel Area	State SOC Category		WM	WF	BM	BF	HM	HF	ASM	ASF	AIM	AIF	NHOPI Male	NHOPI Fem	Two+ Male	Two+ Fem	Ethn Unk	TOT	TOT MNRT	TOT FEM	DISB	
Revenue	OFFICIALS AND ADMINISTRATORS	Employees	33	23	6	3				1								66	10	27	2	
		% Represented	50.000	34.848	9.091	4.545				1.515									100.000	15.152	40.909	3.030
		New Hires																	1	1	1	
		% Represented				100.000													100.000	100.000	100.000	
	Promotions	1	2	1														4	1	2	1	
	% Represented	25.000	50.000	25.000														100.000	25.000	50.000	25.000	
	MANAGEMENT RELATED	Employees	157	209	53	123	10	19	7	7			2				2	4	593	223	362	15
		% Represented	26.476	35.245	8.938	20.742	1.686	3.204	1.180	1.180			0.337				0.337	0.675	100.000	37.605	61.046	2.530
		New Hires	5	6	1	1											1		14	3	8	
		% Represented	35.714	42.857	7.143	7.143											7.143		100.000	21.429	57.143	
	Promotions	3	6	1	6	1	2					2						1	22	12	16	
	% Represented	13.636	27.273	4.545	27.273	4.545	9.091					9.091						4.545	100.000	54.545	72.727	
	PROFESSIONALS	Employees	54	36	16	25				9	8							2	150	58	69	2
		% Represented	36.000	24.000	10.667	16.667				6.000	5.333							1.333	100.000	38.667	46.000	1.333
		New Hires	1	1	2	2				1	1								8	6	4	
		% Represented	12.500	12.500	25.000	25.000				12.500	12.500								100.000	75.000	50.000	
	Promotions	3			2														5	2	2	
	% Represented	60.000			40.000														100.000	40.000	40.000	
	TECHNICIANS AND TECHNOLOGISTS	Employees	1																1			
		% Represented	100.000																100.000			
		New Hires																				
		% Represented																				
	ADMINISTRATIVE SUPPORT	Employees	25	117	29	245	2	22	3	10	1	2			1	2	3	14	476	320	400	19
		% Represented	5.252	24.580	6.092	51.471	0.420	4.622	0.630	2.101	0.210	0.420			0.210	0.420	0.630	2.941	100.000	67.227	84.034	3.992
		New Hires	2	2	2	7		2											15	11	11	1
		% Represented	13.333	13.333	13.333	46.667		13.333											100.000	73.333	73.333	6.667
	Promotions		4	1	5				1						1				12	8	10	
	% Represented		33.333	8.333	41.667				8.333						8.333				100.000	66.667	83.333	
PROTECTIVE SERVICES	Employees	14	5	2	2		1				1							25	6	8		
	% Represented	56.000	20.000	8.000	8.000		4.000				4.000							100.000	24.000	32.000		
	New Hires	2		1			1											4	2	1		
	% Represented	50.000		25.000			25.000											100.000	50.000	25.000		
Promotions																						
% Represented																						
SKILLED CRAFT	Employees	2				1												3	1			
	% Represented	66.667				33.333												100.000	33.333			
	New Hires																					
	% Represented																					
Promotions																						
% Represented																						
Total		Employees	286	390	106	398	13	42	19	26	2	4		1	2	5	20	1,314	618	866	38	
		% Represented	21.766	29.680	8.067	30.289	0.989	3.196	1.446	1.979	0.152	0.304		0.076	0.152	0.381	1.522	100.000	47.032	65.906	2.892	
		New Hires	10	9	6	11		3	1	1						1		42	23	25	1	
		% Represented	23.810	21.429	14.286	26.190		7.143	2.381	2.381						2.381		100.000	54.762	59.524	2.381	
		Promotions	7	12	3	13	1	2				2				1		43	23	30	1	
		% Represented	16.279	27.907	6.977	30.233	2.326	4.651		2.326		4.651			2.326		2.326	100.000	53.488	69.767	2.326	

EQUAL EMPLOYMENT OPPORTUNITY POLICY

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Policy

The State of North Carolina provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination, harassment or retaliation based on race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. The State also recognizes that an effective and efficient government requires the talents, skills and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of State government's workforce through equal employment opportunity (EEO) workforce planning initiatives.

The State is committed to ensuring the administration and implementation of all human resources policies, practices and programs are fair and equitable. State agencies, departments and universities shall be accountable for administering all aspects of employment, including hiring, dismissal, compensation, job assignment, classification, promotion, reduction-in-force, training, benefits and any other terms and conditions of employment in accordance with federal and State EEO laws and policies.

Employees shall not engage in harassing conduct, and if harassing conduct does occur, it should be reported. Managers and supervisors maintain a critical role and responsibility in preventing and eliminating harassing conduct in our workplace. See the Unlawful Workplace Harassment policy of the State Human Resources Manual for provisions related to unlawful harassment, including sexual harassment.

EQUAL EMPLOYMENT OPPORTUNITY POLICY

Acts of retaliation against an employee who engages in protected activity or the exercise of any appeal or grievance right provided by law will not be tolerated in our workplace.

Coverage

Individuals protected by provisions of this policy are:

1. current employees;
2. former employees; and
3. job applicants

Veterans

Job discrimination of veterans shall be prohibited, and affirmative action shall be undertaken to employ and advance in employment eligible veterans in accordance with Article 13 of G.S. 126 and G.S. 128-15.

See the Veteran's Preference policy in the State Human Resources Manual for provisions related to veteran's preference including the employment and advancement of protected veterans.

Office of State Human Resources Responsibilities

The Office of State Human Resources (OSHR) shall:

1. establish the EEO Plan Requirements and Program Guidelines in accordance with federal and state laws to be followed by all agencies, departments and universities, to ensure commitment to and accountability for equal employment opportunity throughout State government;
2. review, approve and monitor all EEO plans and updates;
3. provide services of EEO technical assistance, training, oversight, monitoring, evaluation, support programs, and reporting to ensure that State government's work force is diverse at all occupational levels;
4. develop and promote EEO programs and best practices to encourage consistent and fair treatment of all State employees; and
5. meet with agency heads, department heads, and university chancellors, Human Resources Directors and EEO Directors/Officers annually to discuss the progress made toward reaching program goals.

EQUAL EMPLOYMENT OPPORTUNITY POLICY

Agency, Department and University Responsibilities:

Each Agency Head, Department Head and University Chancellor shall:

1. adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor;
2. ensure the agency, department or university's commitment to EEO is clearly communicated to all employees;
3. ensure that Human Resources policies and employment practices are implemented consistently and fairly;
4. designate an EEO Officer/Director who has access to the agency head, department head or university chancellor to be responsible for the operation and implementation of the EEO Plan;
5. provide the necessary resources to ensure the successful implementation of the EEO Program;
6. ensure each manager and supervisor has, as a part of his or her performance plan, the responsibility to comply with EEO laws and policies, and assist in achieving EEO goals established by the agency, department or university;
7. ensure the EEO Plan is designed in accordance with the EEO Plan Requirements and Program Guidelines as specified by the Office of State Human Resources;
8. ensure the EEO Plan is submitted by March 1st of each year to the Office of State Human Resources for review and approval as required by G.S. 126-19;
9. ensure all employees are made aware of the EEO policy including the Unlawful Workplace Harassment Policy found in the State Human Resources Manual;
10. develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
11. ensure required employee notices describing Federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
12. maintain records of all complaints and grievances alleging discriminatory practices; and
13. ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1. See the Equal Employment Opportunity Diversity Fundamentals policy located in the State Human

EQUAL EMPLOYMENT OPPORTUNITY POLICY

Resources Manual for information related to EEO training.

Complaint Process

An individual covered by this policy who is alleging unlawful discrimination, harassment or retaliation may file a complaint following the process outlined in the Employee Grievance Policy located in the State Human Resources Manual. For the purpose of this policy, political affiliation is not a protected classification under federal EEO law but may be grieved pursuant to G.S. 126-34.02 as a contested case after completion of the agency grievance procedure and the Office of State Human Resources review.
