

2024 EQUAL EMPLOYMENT OPPORTUNITY (EEO) PLAN



NC DEPARTMENT OF NATURAL AND CULTURAL RESOURCES (DNCR)
UPDATED JULY 2024

[www. DNCR.NC.GOV](http://www.DNCR.NC.gov)

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AN EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

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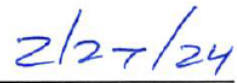
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Equal Employment Opportunity/Affirmative Action Plan Certification Statement

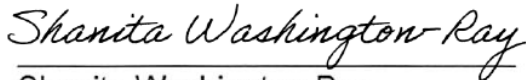
This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents the Department of Natural and Cultural Resources commitment to provide equal employment opportunities to all applicants and employees. I attest that the Department of Natural and Cultural Resources follows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




D. Reid Wilson
Secretary, Department of Natural and Cultural Resources



Date



Shanita Washington-Ray
EEO Officer



Date

The State of North Carolina EEO 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.

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

DNCR adheres to the state's Equal Employment Opportunity Policy, which is located in the State Human Resources Manual at <https://oshr.nc.gov/policies/eo/equal-employment-opportunity-policy>

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.

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 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.

NC Department of Natural and Cultural Resources Overview

The Department of Natural and Cultural Resources (DNCR) manages, promotes, and enhances the things that people love in North Carolina – preserving, enhancing, and celebrating the state’s rich history, diverse arts and culture, and spectacular natural areas.

The department oversees the state’s resources for the arts, history, libraries and nature and is home to 28 historic sites, eight history museums, two art museums, five science museums, three aquariums and Jennette's Pier, 41 state parks and recreation areas, the N.C. Zoo, the State Library, the State Archives, the N.C. Arts Council, the African American Heritage Commission, American Indian Heritage Commission, State Historic Preservation Office, Office of State Archaeology, the Highway Historical Markers program, the N.C Land and Water Fund and the Natural Heritage Program. DNCR manages the treasures of the state. These things unite North Carolinians, create a shared identity, and provide common ground.

Learn more about the department in the [2024-2025 Strategic Plan](#).

Mission

To improve the quality of life in North Carolina by creating opportunities to experience excellence in the arts, history, libraries, and nature by stimulating learning, inspiring creativity, preserving the state's history, conserving the state's natural heritage, encouraging recreation and cultural tourism, and promoting economic development.

Vision

To be the leader in using the state's natural and cultural resources to build the social, cultural, educational, and economic future of North Carolina. Every day, DNCR’s places, programs, and ideas strengthen education, improve public health, enhance quality of life, and support robust economic growth across North Carolina.

Goals

1. Expand educational opportunities for children and families by increasing access to the state's innovative, interactive, and inspirational natural and cultural sites, programs, and services.
2. Boost economic growth through the "Hometown Strong" initiative to support rural communities, and other efforts.
3. Preserve, enhance, and expand North Carolina's natural and cultural resources in an effective, efficient, collaborative, and customer-friendly manner.
4. Promote diversity, equity, accessibility, and cultural inclusion in departmental programs, recruitment, administration, and community engagement.
5. Evaluate the impact of climate change and integrate climate change mitigation, adaptation, education, and resiliency practices into DNCR programs and operations.

DNCR EEO Achievements and Best Practices

The North Carolina Department of Natural and Cultural Resources is committed to providing a climate and culture that fosters, promotes, and encourages social interactions that support, appreciate, and celebrate our differences. By supporting diversity and inclusion, the department strives to enhance cross-cultural understanding, break down racial and gender-based stereotypes, and create a diverse and productive workforce.

DNCR maintains diversity as one of the top agency goals. DNCR has Program Outreach and Engagement office dedicated to expansion of diversity, equity, accessibility, and inclusion efforts as well as management of the department's internship programs, including the Historically Black Colleges and Universities/Minority Institutions of Higher Education (HBCU/MIHE) internship program. DNCR maintains processes to ensure that all terms and conditions of employment are fair and accessible and that employment decisions are made without regard to 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.

For performance cycle 2022-2023, Division Directors were required to include a specific performance goal and tasks for DEAI initiatives in their performance plans to include:

GOAL: Develop and maintain a work environment that is diverse, equitable, accessible, and inclusive by expanding engagement with diverse individuals and communities through programs and recruitment and ensuring fairness, respect, and consistent treatment for all employees.

TASKS:

1. **Awareness:** Enhance understanding of diversity and inclusion issues by participating in a minimum of 2 professional activities, discussions and/or trainings that would specifically enhance cultural competency. Provide subordinate staff the opportunity to attend a minimum of two (2) cultural inclusive activities.
2. **Recruitment and Hiring:** Develop effective strategies to recruit and attract a more diverse applicant pool for position vacancies. Establish recruitment connections with

a minimum of one (1) HBCU/MIHE to expand internships, mentorships and/or job fair opportunities.

3. **Engagement:** Develop, improve, and/or modify promotional materials so they are culturally sensitive and accessible to all target groups. Evaluate and modify as needed websites, documents, forms, etc. to ensure ADA compliance and accessibility to all users.
4. **Inclusion:** Promote diversity and inclusion in the workplace through development and advancement of underrepresented groups in the division. Actively create a productive work environment to reduce potential harassment or bullying. Assess current policies, practices, and procedures to ensure they are inclusive and sensitive to various cultures, as well as promote policies, practices, and procedures that are inclusive and sensitive to various cultures.

Diversity and Inclusion was a performance value of all employees on the 2022-2023 performance plan and continues to be a performance value for all employees on the 2023-2024 performance plan as well. This value is to continue awareness of inclusion for staff and to ensure fair treatment of all employees.

The agency continues to support diversity, equity, accessibility, and inclusion through recruitment processes and employment opportunities. DNCR requires a diverse interview panel by a minimum of gender and race and utilizes regional hiring processes for certain classifications to improve hiring timeframes and increase diversity. DNCR Human Resources staff attended virtual and in-person career fair opportunities throughout 2023. In 2023, the agency's HBCU/MIHE Internship Program had the fifth cohort of students complete their summer internship in projects across the state.

Along with department-wide efforts, our divisions expanded their efforts in 2023 to include:

- Archives and Records - The division utilized numerous means to widely disseminate vacancy announcements nationally and statewide for professional positions to include listservs for graduates of state library and information management programs, Society of North Carolina Archivists, national professional association listservs for Society of American Archivists and Council of State Archivists, Archives Gig, and the Roundtable on Ethnic and Minority Concerns (REMCO) of the NC Library Association.
- Historical Resources – The division participated in internship programs by hosting several interns, as well as the division participates in the agency Latino committee's efforts. The division has been able to enhance diversity by several under-represented categories.
- Museum of Art division – The Museum held programs and activities that encouraged employees to interact and become acquainted with each other across racial, gender, age, disability, religious, ethnicity, or other boundaries. The Museum expanded its outreach to colleges and universities, including HBCUs, to increase internship opportunities and make students aware of career opportunities. The Museum's Audience Engagement and Outreach department increased the number of paid internships through new grants to promote the recruitment of students who may be financially unable to accept an unpaid internship, reaching students from historically

underrepresented communities. The Museum shared job postings via diverse websites including Museum Hue and the Association of African American Museums to help reach a broader and more diverse applicant pool. The Museum's own Inclusion, Diversity, Equity, and Accessibility (IDEA) committee continued to meet monthly in 2023 to address challenges presented by the 2023 staff survey and continue to improve upon how the Museum can be an inclusive work and cultural environment.

- Museum of History division – The Museum boasted several efforts and accomplishments regarding diversity and inclusion. The division has been able to enhance diversity by several under-represented categories. The Museum shared job postings with both African American and American Indian advisory councils, as well as internally with the African American Heritage Commission and American Indian Heritage Commission, to ensure wider dissemination within their respective networks to encourage candidates from those groups to apply for open positions.
- Museum of Natural Sciences division – The Museum participated for the second year in a row with i-PAGE, which is the Science Museum of Minnesota's leadership program for informal STEM institution (ISI) professionals. The program is dedicated to supporting diversity, promoting inclusion, increasing access, and achieving equity and is designed to help leaders bring about meaningful and lasting institutional change. Participating staff attended a gathering of i-PAGE consorts to review ideas and discuss actions taken. A JEDAI group was formed within the museum to look for ways to make improvements with DEAI efforts both for staff and visitors. A Career Pathways group was also formed to look at the opportunities available for existing staff for advancement, training, and general career growth. The Museum increased contact with local HBCUs and offered a full day tour for guidance counselors and students to share information on museum opportunities. The Museum shared open job opportunities with HBCUs, 2-year colleges and other groups like Hispanic media to seek more diverse candidate pools.
- State Library of North Carolina (SLNC) – The Library demonstrated proactive engagement where supervisors successfully undertook self-paced Inclusive Leadership training, completed by February 2023. The SLNC DEIA committee organized a comprehensive Racial Equity Toolkit debrief session for all staff in late February 2023 in which the toolkit was mandatory for all staff to complete by end of 2022. Additionally, all staff members fulfilled requirements of bias training supporting a collective commitment to fostering a bias-free workplace.
- Battleship NC – The Battleship had an increase in HBCU engagement through promotion of open job opportunities with local HBCUs.
- Arts Council – The division continued to make progress on DEAI efforts and was able to enhance diversity.
- NC Symphony – The Symphony is a private nonprofit organization that DNCR supports, including by placing some state employees at the Symphony to assist with administrative matters. The Symphony's state employees participated in DEI training/learning practicums, and interns were hosted through various internship programs to encourage interest in employment.

- Division of Land and Water Stewardship – The division encouraged staff to engage in DE&I issues that matter to employees, the field of conservation, and the communities we serve. The division provided coaching and training opportunities in DE&I to employees and strive to be change agents and role models, inspiring others. Job opportunities were emailed to all NC HBCU's and 2 industry-focused listservs.
- NC Aquariums – The Aquariums' own Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee continued to support a culture of diversity, inclusion, and accessible practices. The committee increased partnerships with diversity organizations, HBCUs, HSMIs, and HSIs.
- State Historic Sites - Site staff began taking a more active and intentional role in distributing job, volunteer, and internship opportunities to HBCUs/MIHE to recruit a more diverse workforce. The Division continues to participate in the Department's annual summer HBCU/MIHE Internship Program, which serves as an important pipeline for recruiting talent to Historic Sites and promotes career opportunities to traditionally underrepresented communities.
- NC Zoo – The Zoo increased advertising for employees in additional markets such as Statewide radio (La Ley (Hispanic), Urban radio stations (African American) local billboards, INDEED, Digital media, Pride Parade, Hispanic Festival, Zoo Files and the Zoo website. The Zoo's DEAI team provided staff with "Lunch and Learn" opportunities on various topics. These include Juneteenth, accessibility, divergent thinking, gender pronouns, and Native American Heritage Month. Staff represented the Zoo at the two-day August Pride Festival in Charlotte and the Hispanic Heritage Festival in Siler City.

Our divisions have expanded recruitment efforts to share job opportunities with professional organizations and at conferences. Several divisions have enhanced their diversity training for employees, and many divisions have expanded their programming to provide a full range of our state's history.


Additionally, Appendix A provides overall DNCR achievements toward the agency's goal of diversity, equity, accessibility and inclusion beyond our applicants and employees to support North Carolina and our visitors. These efforts also create an inclusion that supports making DNCR an employer of choice.

Assignment of Responsibility and Accountability

Secretary, Department of Natural and Cultural Resources

The Secretary of DNCR is responsible for providing executive leadership and oversight to ensure that the department adheres to the policies and programs that have been adopted by the State Human Resources Commission and approved by the governor and takes actions as necessary to achieve and implement the plan's goals and objectives.

The Chief Deputy Secretary, Deputy Secretaries, and Division Directors shall ensure that objectives of the program are accepted and that opportunities for employment comply with the intent of the Secretary's policy for equal employment opportunities for all persons. They



are to ensure that all employment practices and all aspects of the employment function within DNCR are implemented in a manner which is equitable for all applicants and employees.

The Secretary, Chief Deputy Secretary, Deputy Secretaries, and Division Directors support equal employment opportunity and diversity through:

- Adhering to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor;
- Ensuring 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;
- Designating a management-level official responsible to oversee the EEO program;
- Survey the organizational climate and employee attitudes and evaluate the resultant data;
- Communicating the agency's commitment to EEO to all employees, applicants and the public;
- Providing necessary resources to ensure the successful implementation of the EEO program;
- Ensuring the development and implementation of HR policies, procedures, and programs necessary to achieve a diverse workforce in each occupational category; and
- Taking measures to ensure the work environment is consistent with the intent of this policy and supports equal opportunity.

Human Resources Director, Department of Natural and Cultural Resources

The Human Resources Director is responsible for the general administration of the plan and will review all personnel policies, employment practices and procedures and make recommendations on steps to ensure equal employment opportunity.

Equal Employment Opportunity Officer, Department of Natural and Cultural Resources

The duties of the equal employment opportunity officer shall include, but not be limited to, the following:

- Interpret and apply Federal laws, state statutes, and policies related to equal employment opportunity;
- Ensure the EEO Plan is submitted by March 1 annually in accordance with the EEO Instruction and Format Guide as specified by the Office of State Human Resources;
- Ensure hiring recommendations are reviewed for compliance with EEO program objectives prior to the final agency hiring decision;
- Ensure all employees are made aware of the EEO policy including the annual EEO Plan, EEO Policy, Reasonable Accommodation Policy, and Unlawful Workplace Harassment Policy and develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;

- Maintain and analyze data on workforce utilization and employment practices, including records of all complaints and grievances alleging discriminatory practices;
- Advise management of the EEO program's impact and effectiveness;
- Provide or coordinate EEO training for management and employees;
- Provide confidential consultation for management and employees in matters involving EEO concerns;
- Ensure 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;
- Establish and maintain effective working relations with groups concerned with EEO and Diversity & Inclusion;
- Coordinate programs to achieve program objectives;
- Present information on the EEO plan and program to management and employees on a regular basis; and
- Ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with N.C.G.S. 126-16.1.

The EEO Officer is located in the Human Resources Office, 3rd Floor, Suite 321, Archives & History/State Library Building, 109 East Jones Street, Raleigh (919) 814.6682.

Division Directors, Managers and Supervisors, Department of Natural and Cultural Resources

Each Division Director shall communicate to all management and supervisory staff, the intent of the equal employment opportunity program and require that they inform all of their employees. The Division Directors shall assure that all supervisory and management personnel within their divisions fully understand and support the Secretary's policy concerning equal employment opportunity for all individuals in DNCR. In addition, the directors shall appoint a representative to serve on the Engagement, Accessibility, and Opportunity Committee, with the responsibility to ensure that the overall objectives of the program are being met.

Managers and supervisors at all levels shall be held accountable for the progress of the department's EEO program and will be evaluated annually through the performance evaluation process to ascertain results produced within the respective sections.

The specific responsibilities of managers and supervisors include, but are not limited to, the following:

- Assist in the development and implementation of the EEO plan and program and establish program objectives;
- Maintain a diverse workforce for the department, division, work unit, or section;
- Assist the EEO officer in periodic evaluations to determine the effectiveness of the EEO program; and
- Provide a work environment and management practices which support equal opportunity in all terms and conditions of employment.

Office of Program Outreach and Engagement, Department of Natural and Cultural Resources

The Office of Program Outreach and Engagement promotes and increases diversity, inclusion, and equity in DNCR's staff, substantive programming, and partnerships. The Deputy Secretary for Cultural Engagement provides strategic direction for DNCR's statewide diversity, equity, accessibility, and inclusion initiatives. This section directs and coordinates the day-to-day statewide effort in these areas. The Program Outreach and Engagement section coordinates with other managerial, professional and support staff in the delivery of divisional inclusion services in the assigned units and program areas. In addition, this office plans and implements diversity projects and initiatives that have regional and statewide impact; works inter-departmentally and across all divisions as a primary consultant regarding diversity initiatives; and partners with Historically Black Colleges and Universities (HBCUs) and other resource agencies. This office evaluates census data to increase programming reflective of state demographics and to meet needs such as aging, African American, Asian, and Hispanic populations. While focused on the goal of diversity, equity accessibility, and inclusion, this office evaluates and plans programming and efforts to expand and ensure our educational opportunities and economic development continue to expand our Department's diversity.

Engagement, Accessibility and Opportunity Committee, Department of Natural and Cultural Resources

The purpose of the DNCR Engagement, Accessibility and Opportunity Committee is to ensure that all elements of the department value and increase diversity and cultural inclusion in four areas: diversity of staff, boards, commissions, and friends groups; engagement with a wide array of diverse stakeholder groups and communities; development, expansion, and promotion of content, exhibits, and programs that reflect our state's diverse population; and increased use of historically underutilized businesses (HUB) in capital projects, procurement, and repair and renovation projects. The committee will look across the department to identify areas where sound practices are already in place, as well as aspects that need improvement, and will suggest steps to address those issues. The committee will also support the department's Equal Employment Opportunity program and will seek to ensure that all employees are valued, respected, and treated fairly, and that diversity is appreciated in the workplace.

Working collaboratively with other divisions, the committee will have the following goals:

1. To achieve a workforce that reflects the state's demographic composition;
2. To be inclusive and affirming of diversity among employees;
3. To promote fair and equitable treatment and opportunities for advancement;
4. To promote awareness regarding diversity and inclusion topics;
5. To host listening sessions, lecture series and cultural events;
6. To encourage spending with minority contractors and vendors;
7. To ensure the department engages with a broad array of constituent groups and communities;
8. To ensure that the department's educational and outreach programs and materials reflect the state's culture, history, and demographics;

9. To promote department activities and attract new visitors through targeted marketing with minority serving agencies, institutions, social media and newspapers.

Committee membership shall be composed of at least one representative from each DNCR division. Committee members will be appointed by division directors with approval by the DNCR Secretary. Membership shall have representation from across varying job categories and reflect the staffing diversity within the department. The Deputy Secretary for Cultural Engagement and the Department's Equal Employment Opportunity Officer shall serve as ex-officio members of the committee, and the Deputy Secretary shall chair the committee. Members will serve two-year renewable terms. The committee shall elect a secretary to serve a two-year renewable term. Meetings will be held quarterly.

Action Steps:

- Serve as a communication link between managers and employees and the EEO staff on aspects of the EEO Plan and Program;
- Review and evaluate the equal employment opportunity plan and program;
- Review workforce representation data in each occupational category;
- Survey the organizational climate and employee attitudes and evaluate the resultant data;
- Meet with the Secretary in conjunction with the EEO Officer to discuss EEO Programs, report employees' concerns, and recommend changes or additions to the EEO Policy, Plan or Program;
- Identify recruitment resources and other activities designed to strengthen the EEO Program;
- Meet quarterly to remain engaged and active; and
- Members shall attend the EEODF training, if they have not already completed the course.

Appendix B provides the current committee members to include their division, name, and contact information. The committee members consist of 7 males, 20 females, and are representative of race by 13 white, 9 black, 1 American Indian, 1 Hispanic, 1 Asian, and 2 Two+ races. Within the committee members, we have 2 members reporting disability status and no one reporting veteran status.

Dissemination Procedures

Internal Dissemination

All DNCR employees will have access to the NCDNCR EEO Plan. EEO information will be disseminated in the following ways:

- The EEO plan will be distributed to deputy secretaries, leadership team, and division directors following approval by the Office of State Human Resources;
- Division Directors will be asked to distribute the plan to their managers and supervisors;
- The EEO Policy statement shall be posted on bulletin boards in common areas and other areas where employees and/or the public may congregate;
- Newsletters and other in-house publications are used to communicate information

- about the EEO Plan, programs and policy on a regular basis;
- The entire Plan will be available electronically through employee-accessed SharePoint;
- The EEO policy statement signed by the Secretary and EEO Officer will be distributed to all employees via email to include providing the name and address for the EEO Officer, a statement of the purpose of the Engagement, Accessibility, and Opportunity Committee with names and phone numbers of committee, and a link to the full EEO plan and the EEO Informal Inquiry Complaint procedures through employee-accessed SharePoint;
- During new employee orientation, each employee will be provided information regarding the EEO policy and EEO Plan;
- EEO training will be provided regularly to managers and supervisors; and
- Input encouraged from all employees regarding the Department's Diversity and Inclusion opportunities, EEO Plan, Policy, and Program.

External Dissemination

The public will be informed of the department's position on equal opportunities as follows:

- The Department will post the EEO Plan on its website;
- Provide a copy of the Agency vacancy list, job announcements and any other pertinent material to the appropriate recruitment resource(s);
- General contract terms and conditions include a section on non-discrimination compliance for vendors to take affirmative action to comply with State and Federal laws regarding fair employment and treatment of employees without regard to discrimination; and
- The Department will include the statement, "An Equal Opportunity Employer" on all job advertisements, and any other recruitment material.

Program Activities and Action Steps

DNCR will adhere to the Equal Employment Opportunity Plan by doing the following:

- Reaffirm the department's commitment to equal opportunity and diversity and inclusion in its employment practices, program operations, and service delivery systems.
- Our goals include:
 - Attract a diverse pool of applicants to each occupational category, including veterans and persons with disabilities;
 - Follow the State's recruitment and selection guidelines and ensure that all steps in the selection process are non-discriminatory and job-related;
 - Provide the same level of orientation to all new employees, to ensure their understanding of the agency's organizational structure and their role;
 - Enhance upward mobility and fully utilize the skills of the existing workforce in a non-discriminatory manner;

- Enhance employee development and advancement opportunities to be demographically inclusive at all levels;
- Ensure that all employees receive compensation and benefits without discrimination by analyzing practices to determine patterns and trends;
- Hold managers and supervisors accountable for the progress of the agency's EEO Program by including it as an expectation in their performance evaluations;
- Ensure performance management system, including employee performance standards, are free from bias;
- Identify trends and measure impact on underutilized groups;
- Provide equitable treatment for all employees in accordance with the Employee Disciplinary, Appeal and Grievance policy; and
- Ensure fair and equitable review of complaints in accordance with the State Employee Grievance policy.

Recruitment

The department is committed to increasing diversity and inclusion within the workforce by attracting a diverse pool of applicants to each occupational category, including veterans and persons with disabilities. Increasing inclusion among employees of differing identities and backgrounds to promote a welcoming and productive workforce that responds to the needs of a diverse community. Hiring objectives are identified on the B0170 report, in Appendix B, and additional data and actions are presented below.

Action Steps:

1. Reviewing and monitoring recruitment procedures to abolish any discriminatory practices which may exist;
2. Reviewing all recruitment literature to ensure that it includes and is relevant to all employees;
3. Instituting measures that will improve the recruitment process as it relates to the established program objectives;
4. Actively recruiting underutilized groups, using known resources and utilizing recruitment programs offered by the Office of State Human Resources;
5. Specifying measures for maintaining contact with recruitment resources and informing those resources of employment opportunities, particularly in management, professional and technical level position;
6. Identifying efforts to actively recruit veterans;
7. Strengthening existing alliances with public and private universities in North Carolina, especially the Historically Black Colleges and Universities (HBCUs), and college and university programs which promote educating and employing individuals with disabilities;
8. When possible, participating in career fairs and advertising in publications targeted at under-represented groups;
9. Supporting goals and objectives of the Employment First initiative by actively recruiting and retaining qualified employees with disabilities; and

10. Continuing HBCU and Minority Institutions of Higher Education summer internship program to allow internship opportunities across the agency to encourage and promote a diverse pipeline of talent.

Selection

The department is committed to follow the State's recruitment and selection guidelines and ensure that all steps in the selection process are non-discriminatory and job-related. Hiring objectives are identified on the B0170 report, in Appendix B, and additional data and actions are presented below.

Action steps include:

1. Ensuring that job analyses are conducted to establish job-related qualifications statements, selection criteria, training needs, and career ladders or to initiate any other selection procedure;
2. Analyzing the flow of applicants through the selection and appointment processes, determining reasons for the rejection of qualified applicants from underutilized groups in areas where program objectives have been set or underrepresentation exists, and monitoring the employment of individuals to ensure the assignment of work and workplace is nondiscriminatory;
3. Cooperating with the Office of State Human Resources or other trained resources on the review and validation of written tests, interviews or other selection devices;
4. Training all employees who screen applications and interview applicants for employment in proper techniques to eliminate any potential bias;
5. Establishing sign-off procedure to ensure that the selection process in underrepresented occupations reflects established program objectives and timetables;
6. Ensuring that testing and interviewing processes are accessible to persons with disabilities; and
7. Developing and implementing structured interview procedures that are documented, and reviewed by the EEO Officer.

Onboarding

The department is committed to provide the same level of orientation to all new employees, to ensure their understanding of the agency's organizational structure and their role. All new employees participate in an online new hire orientation that provides each employee with information regarding state government, the department, as well as HR and Safety policies and benefits.

Action Steps:

1. Ensuring each employee receives a written employment letter outlining the terms and conditions of employment; and
2. Informing employees about the Agency EEO Plan and Program.

Promotion

Employees who are interested in a promotional opportunity must apply through the State of North Carolina electronic application process (NEOGOV) which is subject to fair and valid selection criteria as outlined in the OSHR recruitment policy. All promotions within the Department of Natural and Cultural Resources are subject to all federal and state equal employment laws and policies. DNCR Human Resource Managers review and analyze the selection criteria to ensure they are equitable.

Action Steps:

- Informing all employees of the NEOGOV system and encouraging employees to register for the job alert option within the system for notifications of promotional opportunities within the Department;
- Enhancing upward mobility and fully utilizing the skills of the existing workforce;
- Reviewing and analyzing promotion processes, procedures and selections;
- Encouraging employees to apply for promotional opportunities for which they are qualified;
- Providing employee's information to enhance understanding of necessary information on an application for it to be complete; and
- Exploring additional ways to actively support and enhance career development and succession planning initiatives.

Training

The Department will provide opportunities for career development and advancement for all employees on a non-discriminatory basis and will identify barriers and challenges to diversity and inclusion and remove them or develop solutions.

Employee Training

All DNCR employees are encouraged to use the Learning Management System (LMS) to request training. Various training opportunities are also available through the state Employee Assistance Program vendor portal and are released on a monthly basis to all employees.

Management Training

DNCR complies with NCGS 126-16.1, which requires the department to enroll each newly appointed supervisor and manager in the Equal Employment Opportunity – Diversity Fundamental (EEO/DF) training within one (1) year of their initial appointment. Managers and supervisors will be provided information and training on their role in employment decisions and their EEO responsibilities. Training will include:

- The definition of equal employment opportunity;
- The legal basis for EEO;
- Interpreting and applying EEO policies and guidelines;
- The guidelines for valid and legal selection procedures;
- Identifying and eliminating artificial barriers which can lead to discrimination;
- Implementing the EEO Program; and
- Managing diversity in the workplace.

DNCR has two certified EEO/DF Instructors to provide training to employees in addition to the statewide courses through the Office of State Human Resources.

Action Steps:

1. Analyzing the performance requirements for all job classes in which underutilization exists for identifying the Department training needs; and
2. Ensuring that training opportunities are accessible to all employees and that all employees are notified of all training opportunities for which they qualify.

Compensation and Benefits

The Department of Natural and Cultural Resources aligns with the State of North Carolina's compensation system and salary administration policies. The Department utilizes a structured procedure for the fair and equitable administration of compensation and benefits. This process includes a systematic method to determine salaries, including, but not limited to evaluating related education, training, experience, and pay factors, as well as the salaries of current employees performing similar duties and responsibilities.

Appropriate analysis processes are in place to ensure that all benefits and conditions of employment are equally available without discrimination to all employees. This includes leave policies, retirement plans, insurance programs, and other terms, conditions and privileges of employment. The EEO Officer will review and monitor the salary approval process to help the Department monitor salary recommendations to identify trends and address concerns with management to minimize inequities.

Action Steps:

- Analyzing practices to determine patterns and trends to ensure all employees receive compensation and benefits without discrimination; and
- Conducting analysis of current compensation by race, gender, and occupational categories and developing a plan for addressing any disparities in compensation.

Performance Management

DNCR utilizes the State's performance management system known as N.C Valuing Individual Performance (NCVIP) within the LMS automated tool. The performance management system shall be administered without bias, and free from discrimination and requires that all covered employees' work performance be evaluated annually.

Action Steps:

- Reviewing managers and supervisor's performance in accomplishing the EEO goals in their respective areas;
- Monitoring performance ratings of all covered employees for trends and patterns; and
- Conducting annual analysis of performance ratings by race and gender and developing a plan for addressing any disparities.

Transfers, Separations, RIF

DNCR requests completion of exit interviews by departing employees for determining the primary reasons for voluntary transfers, separations and/or RIF. The gathered information is submitted to the Employee Relations section, in the Central Human Resources office, to alert management of any conditions that need immediate attention.

Action Steps:

- Creating an online exit interview form for ease of anonymous submittal and increased trend analysis designed to identify patterns and trends, and measure impact on underutilized groups.

Disciplinary Process and Implementation

The Department of Natural and Cultural Resources disciplinary process and implementation are designed to be fair and equitable and without regard to biases. The Employee Relations section of Human Resources monitors and implements the disciplinary process. All written warnings, demotions, suspensions, and dismissals are included in the disciplinary process and are subject to the state and federal laws governing equal employment opportunity.

An Employee Relations Consultant is available to provide guidance to employees, supervisors, and managers to ensure disciplinary actions are for just cause and provide fair and equitable corrective actions for improving unsatisfactory job performance and to assist management with handling unacceptable personal conduct. Employee Relations and Human Resources Managers work in concert to ensure equal practices and fairness are in accordance with the Disciplinary Actions Policy.

Action Steps:

- Providing equitable treatment for all employees in accordance with the Disciplinary Actions policy; and
- Conducting an annual analysis of disciplinary actions by race and gender and developing a plan for addressing any disparities.

Grievance Procedure

The grievance procedure is the administrative process designed to ensure fair and equitable review of employment complaints. The Employee Relations section of Human Resources, which includes the EEO Officer, manages the internal complaint/grievance and EEO Informal Inquiry process. The department's grievance procedure is designed to be fair and resolve issues in a prompt and equitable manner. The EEO Officer has the authority to informally examine the situation with the employee, discuss the employee's concerns, offer sound advice, suggest solutions, and/or recommend others to the appropriate authority, and offer sound advice. DNCR follows the state-wide employee grievance policy and prohibits retaliation against individuals who file a grievance or participate in the grievance process.

Action Steps:

- Ensuring the grievance process is administered equitably and without bias;
- Prohibiting retaliation against employees and applicants who file complaints or participates in a grievance procedure; and

- Reviewing and monitoring program data to identify trends and patterns.

Equal Employment Opportunity and Diversity Fundamentals (EEODF)

Equal Employment Opportunity and Diversity Fundamentals (EEODF), formerly known as Equal Employment Opportunity Institute (EEOI).

Managers and supervisors hired, promoted, or appointed on or after July 1, 1991, are required to participate in the EEODF 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 EEODF as a refresher, since many laws and policies have changed over time.

The Equal Employment Opportunity & Diversity Fundamentals (EEODF) program is intended to provide state government executives, managers and supervisors with practical training that will assist them in becoming more effective managers and supervisors of an increasingly diverse workforce. The EEODF is intended to increase understanding among managers and supervisors of their roles and responsibilities in managing employees from different backgrounds and cultures, and the corresponding laws, policies, and employment practices and techniques complementing this purpose.

DNCR complies with NCGS 126-16.1, which requires the department to enroll each newly appointed supervisor and manager within one (1) year of their initial appointment into the Equal Employment Opportunity – Diversity Fundamental (EEODF) training. All DNCR supervisors are automatically assigned the training through the Learning Management System (LMS) upon being placed in a supervisory position. Individuals shall complete online modules as pre-requisites to the instructor-led portion of the course.

EEODF has updates to DEI language/information in ref. to: SB364 (<https://ncleg.gov/Sessions/2023/Bills/Senate/PDF/S364v3.pdf>)

Employment First and Reasonable Accommodation

In March 2019, Governor Roy Cooper signed [Executive Order \(EO\) #92 \(Employment First for North Carolinians with Disabilities\)](#). The EO makes Employment First the policy of state agencies to reflect the state's goals to be a leader in recruiting workers with disabilities and making an inclusive job climate for those workers.

The Department of Natural and Cultural Resources complies with Federal and State Laws governing reasonable accommodations. This includes but is not limited to ADA, ADAAA, and Title VII of the Civil Rights Act as amended. DNCR provides reasonable accommodations to applicants and employees, unless the request causes undue hardship and continues to improve recruitment and outreach efforts to attract qualified individuals with disabilities. Requests for accommodations are submitted to the EEO Officer for review

and approval. DNCR encourages employees annually to complete the Voluntary Self-Identification of Disability form in the Integrated HR/Payroll System annually.

Program Evaluation and Reporting/Monitoring

Evaluation and reporting mechanisms are designed to assess overall EEO Program effectiveness and to determine the achievement of agency EEO objectives. These mechanisms will provide management, on a regular basis throughout the year, with data on the various program activities, workforce trends, and progress towards achievement of program objectives.

The Department regularly assesses the EEO program by the following:

- Reviewing recruitment practices to ensure vacancy announcements are disseminated to a diverse network of job recruiters;
- Reviewing hiring and promotion practices to ensure decisions are based on job-related abilities using standardized processes;
- Reviewing discipline, grievance, compensation, and performance management data to evaluate any trends and to ensure that bias is not a factor in decision-making;
- Analyzing data collected in the exit interview program to identify trends and share with senior management; and
- Encouraging employees to provide feedback on their workplace environment.

The EEO Officer is responsible for making reports to senior leadership and to the Office of State Human Resources, as requested. These reports will be used to ensure that the agency 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 by race, sex, age, and disability status, when available:

- NEOGOV applicant tracking data;
- Business Objects (BOBJ) transactional reports for compensation, hiring, separations, promotions, and other employee actions;
- NCVIP data for performance management ratings; and
- Internal tracking reports such as selection/decision logs, adverse impact analysis form, or other related information.

Harassment Prevention Strategies

DNCR strictly prohibits all types of unlawful workplace harassment which is defined as unwelcome or unsolicited speech or conduct that creates a hostile work environment or circumstances involving quid pro quo 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.

A hostile work environment is defined as an environment that both a reasonable person would find hostile or abusive and one that the person who is the object of the harassment

perceives to be hostile or abusive. The DNCR EEO Officer will investigate complaints of unlawful workplace harassment in accordance with the statewide grievance policy.

The EEO Officer will provide counseling to managers and supervisors on prevention and correction of Unlawful Workplace Harassment. New hire orientation includes information on unlawful workplace harassment, and other workplace harassment classes are available in the Learning Management System (LMS).

DNCR has established strategies to ensure that the work environment is free of unlawful workplace harassment, including sexual harassment, discrimination, and 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 (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability.

These strategies include, but are not limited to:

- Commitment by the agency to the prohibition of unlawful workplace harassment, sexual harassment, and retaliation.
- Training and other methods to prevent harassing actions.
- A process for disseminating information prohibiting unlawful workplace harassment and retaliation to all employees.

The EEO Officer receives and evaluates complaints from employees. Employees may also utilize division HR Managers to discuss and obtain available options for submitting complaints. 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, division HR manager, or HR Director. 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.


Action Steps:

- Requiring online training curriculum regarding promoting respect in the workplace and unlawful harassment every other year;
- Communicating a commitment by the agency to the prohibition of unlawful workplace harassment, sexual harassment, and retaliation; and
- Distributing information to all agency employees regarding the policy on prohibiting unlawful workplace harassment.

DNCR adheres to the state's Unlawful Workplace Harassment Policy, which is located in the State Human Resources Manual at

[https://files.nc.gov/ncoshr/documents/files/Unlawful Workplace Harassment Policy update d.pdf](https://files.nc.gov/ncoshr/documents/files/Unlawful_Workplace_Harassment_Policy_update_d.pdf)

Reduction in Force (RIF) and Procedures



The Department of Natural and Cultural Resources (DNCR) 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. DNCR 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 workforce
- Length of service

The Department of Natural and Cultural Resources (DNCR) 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 N.C.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.

DNCR adheres to the state's Reduction in Force Policy, which is located in the State Human Resources Manual at <https://oshr.nc.gov/policies-forms/separation/reduction-in-force-policy>

Pregnancy Workplace Adjustments

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 this Executive Order. This notice must be physically displayed in a conspicuous area in each office maintained by the agency;
- Collect and compile information regarding efforts to educate management and staff of their obligations and employee rights under OSHR policies and Executive Order; and
- Provide OSHR information in the annual EEO Plan 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.

DNCR communicated information regarding the requirements of the Executive Order with all divisions to include the notice of rights afforded to pregnant state employees provided by OSHR. This notice is required to be posted at all DNCR locations in common areas in which all employees have access.

Action Steps:

- The inclusion of this requirement in new employee orientation materials;
- Include information on the rights of pregnant state employees on the DNCR internal SharePoint site; and
- Communicate a reminder of the requirement for posting the notice at all locations.

Prohibiting the Use of Salary History

In April 2019, [Executive Order #93 \(Prohibiting the Use of Salary History in the State Hiring Process\)](#) was issued by Governor Roy Cooper. This Executive Order prohibited state agencies from requesting salary history from applicants or relying on previously obtained prior salary information in determining an applicant's salary. OSHR was required to remove the employment history fields from the state application.

This Order specifically required that state agencies:

- Collect and compile information regarding their efforts to educate relevant staff about this Executive Order.
- Provide this information to OSHR in their annual EEO Plan.

DNCR communicated information regarding the requirements of the Executive Order with all divisions to include OSHR's removal of the salary information from the state application, the revisions to the salary administration guidelines, and our commitment to pay equity. DNCR HR staff are responsible for ensuring the previous salary of candidates are not part of the salary decision.

Action Steps:

- Monitor forms, hiring documentation, and processes to ensure salary history is not utilized in salary determination;
- Include information of the Executive Order on the DNCR internal SharePoint site; and

- As referenced in the Compensation and Benefits section, conduct an analysis of current compensation by race, gender, and occupational categories and develop a plan for addressing any disparities in compensation.

Recognizing the Value of Experience in State Government Hiring

Effective June 1, 2023, [Executive Order #278 \(Recognizing the value of Experience in State Government Hiring\)](#) was issued by Governor Roy Cooper. This Executive Order directs the NC Office of State Human Resources (OSHR) to create processes to identify job classifications that do not require academic degrees and train agency human resources (HR) personnel on how to properly screen applications to broaden access to career opportunities in state government. This will help agencies address ongoing challenges in recruiting and retaining the skilled workforce essential to ensuring North Carolinians have safe, effective and efficient government programs and services. It will also help agencies continue active recruitment of qualified candidates who can apply directly related knowledge and skills from prior jobs and experiences to positions across state government.

This Order specifically required that state agencies:

- All Cabinet agencies add the following language to all job postings:
“equivalent combination of education and experience.” If that language appears below, then you may qualify through EITHER years of education OR years of directly related experience, OR a combination of both.” (See oshr.nc.gov/experience-guide for details).

DNCR communicated information regarding the requirements of the Executive Order with all divisions to include OSHR’s language to Agency job postings. Including this statement will boost the recruitment of qualified candidates to relieve the persistently high rate of vacancies throughout the Agency and across State Government.

Data Elements

Workforce Availability

Workforce availability for DNCR was determined using the Labor Force Analysis method. This section presents data on the race and gender of the department’s permanent employee workforce as of December 2023 by occupational categories. This section also identifies over and under-represented groups by comparing the department’s total number of permanent employees by race, gender, disability, and veteran status to the 2020 census data. This comparison allows evaluation of whether our workforce is reflective of the individuals employed or seeking employment in these occupational categories.

The B0170 report as of December 2023, in Appendix C, illustrates the number of DNCR permanent employees in each of the Standard Occupational Classes (SOC) by race, gender, disability and veteran status. The report further uses the Labor Force Standard from census data of individuals employed or seeking employment within those SOC

categories to evaluate the number of permanent employees we have in each category as to what the expected number should be and the resulting number and percentage difference.

Occupational Classifications

The Standard Occupational Classification (SOC) system is used by the State of North Carolina when evaluating workforce availability. Occupations are grouped together into the SOC system by similar job duties, and in some cases skills, education, and/or training.

The eight (8) major categories used in the State of North Carolina are below:

1. **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.
2. **Management Related** – Occupations which support the internal operations of an agency, department, or facility.
3. **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.
4. **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.
5. **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.
6. **Law Enforcement** – Occupations in which workers are entrusted with public safety, security, and protection from destructive forces.
7. **Service and Maintenance** – Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.
8. **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 other formal training programs.

DNCR has employees in each of the eight categories. Table 1 illustrates the number of permanent DNCR employees within each SOC category.

Table 1: Standard Occupational Classification Categories of DNCR employees

Category	Number
OFFICIALS AND ADMINISTRATORS	55
MANAGEMENT RELATED	114
PROFESSIONALS	632
TECHNICIANS AND TECHNOLOGISTS	7

ADMINISTRATIVE SUPPORT	196
PROTECTIVE SERVICES	296
SERVICE	164
SKILLED CRAFT	255
Total	1719

Race and Ethnicity

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

1. **White (Non-Hispanic or Latino)** – All persons having origins in any of the original peoples of Europe, North Africa or the Middle East.
2. **Black or African American (Non-Hispanic or Latino)** – A person having origins in any of the black racial groups of Africa.
3. **Hispanic or Latino** – A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
4. **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.
5. **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.
6. **Native Hawaiian or Pacific Islander** – A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
7. **Two or More Races** – A person having origins in more than one of the above categories.

In addition to the Labor Force Standard evaluation seen on the B0170 report in Appendix C, the below Table 2 compares the DNCR permanent employee demographics to the North Carolina population in which we serve. DNCR's leadership team is comprised of 36.4% female employees, 63.6% male employees and 18.2% minority employees.

Table 2: Comparison of DNCR Permanent Employee Demographics to NC Population

Category	Number	Percentage	NC Population (2020 Census)
White+ Male	761	44.3	31.5
White+ Female	719	41.9	31.6
Black Male	74	4.3	9.8
Black Female	84	4.9	11.1
Hispanic Male	18	1.0	4.6
Hispanic Female	18	1.0	4.2
Asian+ Male	9	.5	1.5
Asian+ Female	8	.5	1.6

American Indian Male	7	.4	.5
American Indian Female	3	.2	.6
Native Hawaiian/Pacific Islander Male	0	0	0
Native Hawaiian/Pacific Islander Female	2	.1	0
Two+ Races Male	6	.3	1.5
Two+ Races Female	10	.6	1.5
Total	1719	100	100
Veteran	50	2.9	Not Reported
Disability	93	5.4	9.3

2024 Employment Objectives

The B0170 report as of December 2023, in Appendix C, illustrates the number of DNCR permanent employees in each of the SOC categories by race, gender, disability and veteran status, evaluates the difference from expected numbers and percentages based on 2020 NC census data, and outlines DNCR's 2024 EEO employment objectives. DNCR has established objectives for specific race/gender groups in occupations in which underutilization is identified for categories of five (5) or more employees.

DNCR currently has a representation of 2.9% of veteran employees. The agency will continue to support veterans by ensuring that these valuable individuals are fairly represented in our workforce. North Carolina State Government uses employment objectives that are consistent with federal standards for veterans. Consistent with federal standards, DNCR has an overall employment objective of 5.4% for veterans.

DNCR currently has a representation of 5.4% of employees reporting a disability. The agency will continue to emphasize the employment of persons with disabilities and support the Employment First policy of the state (EO #92). To support and encourage individuals with disabilities to find employment, DNCR will focus on expanding recruitment strategies targeted at individuals with disabilities. Additionally, HR will encourage voluntarily disclosing disability information upon employment, remind new hires of the voluntary disability self-identification within the HR/Payroll system, and send current employees reminder communication regarding the importance of voluntary self-identification within the HR/payroll system.

Attainment of 2023 Employment Objectives

DNCR attained a significant number of the 2023 employment objectives through new hires and promotions. Table 3 shows the increase towards the 2023 employment objectives in the targeted underrepresented Standard Occupational Classifications (SOC).

Table 3: 2023 Employment Objectives Analysis

SOC Category	Increase Objective	Increase Result
OFFICIALS AND ADMINISTRATORS	1 Hispanic Male 1 Asian+ Female	1 Black Male
MANAGEMENT	2 White Males	1 White Male

RELATED	1 Hispanic Male 1 Hispanic Female 1 Native Hawaiian/Pacific Islander Male	3 Black Males 2 American Indian Males 1 Two+ Races Male 3 Two+ Races Females
PROFESSIONALS	11 Black Males 9 Black Females 3 Hispanic Males 3 Hispanic Females 2 Asian+ Males 3 Asian+ Females	4 Black Females 2 Hispanic Males 1 Hispanic Female 1 Asian+ Male 1 Native Hawaiian/Pacific Islander Male 2 Native Hawaiian/Pacific Islander Females 1 Two+ Races Male 4 Two+ Races Females
TECHNICIANS AND TECHNOLOGISTS	1 Black Female	
ADMINISTRATIVE SUPPORT	7 Black Males 3 Black Females 1 Hispanic Male 4 Hispanic Females	2 Black Females 2 Hispanic Females 2 Asian+ Males 1 Two+ Races Male 3 Two+ Races Females
PROTECTIVE SERVICES	12 Black Males 4 Black Females 2 Hispanic Males 1 Hispanic Female 1 Asian+ Male 1 Asian+ Female	5 Black Males 1 Black Female 1 Hispanic Male 1 Asian+ Male 1 American Indian Male 4 Two+ Races Males
SERVICE	1 Black Female 1 Hispanic Male 2 Hispanic Females 1 Asian+ Male	1 Black Female 1 Hispanic Female
SKILLED CRAFT	8 Black Males 2 Black Females 6 Hispanic Males 2 Hispanic Females	1 Hispanic Male 1 Two+ Races Male 2 Two+ Races Females

Appendix D compares the percentage of employees by demographics within each of the Standard Occupational Classifications for years 2022 and 2023 to illustrate the percentage of increase in underrepresented demographics.

Additional Areas of Evaluation

To provide further analysis of diversity and fairness within the DNCR workforce, the areas of performance management, recruitment and selection, promotions, and discipline were analyzed and are shown below. In these data sets, Hispanic, Asian,

American Indian or Alaska Native, Native Hawaiian or Pacific Islander, and Two+ Races are combined into a single group called “Other Minority.”

Table 4: 2022-2023 Performance Cycle Ratings

Overall Rating:	WM	WF	BM	BF	OMM	OMF	TOTAL
Does Not Meet Expectations	3 42.86%	3 42.86%	0 0%	0 0%	0 0%	1 14.29%	7
Meets Expectations	565 47.64%	463 39.04%	51 4.3%	57 4.81%	25 2.11%	25 2.11%	1186
Exceeds Expectations	120 35.71%	179 53.27%	13 3.87%	7 2.08%	9 2.68%	8 2.38%	336

Table 5: 2023 Recruitment and Selection

Applicant Pool	WM	WF	BM	BF	OMM	OMF	TOTAL*
Applications Received	6433 33%	7639 39%	1117 6%	2089 11%	970 5%	1361 7%	19609
Referred to Hiring Manager	1748 37%	1958 41%	212 4%	364 8%	202 4%	266 6%	4750
Hired	147 37%	178 45%	11 3%	18 5%	15 4%	24 6%	393

Table 6: 2023 Promotions


Promotional Evaluation	WM	WF	BM	BF	OMM	OMF	TOTAL*
# of Promotions	37	38	3	2	3	5	88
# of Employees	761	719	74	84	40	41	1719
Percentage	5%	5%	4%	2%	8%	12%	5%

Table 7: 2023 Discipline and Dismissal

Disciplinaries	WM	WF	BM	BF	OMM	OMF	TOTAL
Written Warning	0	3 60%	1 20%	0	0	1 20%	5
Suspension	1 100%	0	0	0	0	0	1
Demotion	0	0	0	0	0	0	0
Dismissal	0	0	0	0	0	0	0

Identification and Correction of Issues

DNCR’s number of vacant positions continued to be high in 2023 but applicant pools remained lower than normal. The December 2023, BO170 report continues to show under representation in some of the same Standard Occupational Classifications. Our vacant



positions will allow for more recruitment opportunities to pursue applicant pools with expanded diversity. Additionally, resources to adequately staff job fair opportunities and analysis of effective recruitment events remains a shortfall. DNCR is currently recruiting for a recruitment manager to further support analysis and attendance at more in person opportunities.

Meaning and Limitation of Data Presented

In reviewing the above data and attachments to this report, it is important to understand the meaning of and limitations on the data presented. The report compares the percentage of persons working various job categories in the Department of Natural and Cultural Resources at a particular point in time with percentages of persons reported in various census statistics that reflects the population statewide from ages 16 - 64. Thus, the report's comparisons are only hypothetical comparisons. They do not include comparisons to percentages of applications received by the Department nor to the subset of these applications actually qualified for hire by the Department. Therefore, this report and any findings of "under-utilization" as to job category does not mean, and is not intended to mean, that there are any problems with the Department's hiring practices or that recruitment or hiring into that job category is illegal or "discriminatory." Rather, the identification of hypothetical "under-utilization" as to a particular job category merely serves to identify that category as one where the department should seek to ensure that potential candidates are being recruited, encouraged to apply for employment, and considered for employment.

Any setting of hiring "objectives" required by the report is again intended only as a tool to facilitate and focus recruitment efforts and is not intended as a quota, or mandate for hiring particular individuals regardless of qualifications. Further, the setting of such objectives is also hypothetical in that it requires a projection of both the numbers of vacancies and qualified applicants, neither of which may occur. The failure to achieve any of these "objectives" does not mean that "discrimination" has occurred. In sum, the report is intended solely as an aid to facilitate the Department's ongoing efforts to recruit and hire a diversified workforce.

Appendices

Appendix A: Additional DEAI Achievements in 2023 Supporting DNCR as an Employer of Choice

Department Wide

- **Diversity, Equity, Accessibility, and Inclusion Visitor Experience Assessment –** This project continued for a thorough and comprehensive assessment of visitors' experiences at departmental sites. The objective of the assessment was to develop a thorough assessment, realistic recommendations, and a toolkit of visitor experience strategies. This is a basis to promote equity and inclusion and develop programming to reflect and celebrate North Carolina's diverse population, communities, culture, and history. In 2023, phase 2 included six additional sites and Marketing and Communications.
- **Outreach Diversification –** Translation into Spanish continued for various materials across DNCR. Diversified media and marketing efforts continued to Spanish speaking outlets, African American media partnerships, and statewide advertising to reach all 100 counties.

NC Museum of Natural Sciences

- Through community listening and feedback, the Museum's inclusion team advanced several initiatives to make the Museum a more welcoming space for all, signaling that science is for everyone. These initiatives include sensory-friendly events; Spanish language programming, tours, website pages, and advertising; ASL, sighted guides, and personal guides upon request; and creating a "quiet space" during the Museum's large events.

NC Zoo

- The Zoo's three AmeriCorps Members and Zoo Educators led after-school programs for local communities. The Zoo offered Zoo visits, nature walks, education programs, and conservation projects in their communities. These programs make environmental education, specifically climate education, more accessible to diverse audiences through collaborations with surrounding underserved communities and institutions.

Battleship North Carolina

- Veterans Events – In March the Battleship North Carolina hosted the largest participation of Vietnam Veterans in the State to commemorate the 50th anniversary of the ending of the Vietnam War. In May the Battleship's annual Memorial Day Remembrance hosted the largest Memorial Day audience in the state.

NC Aquariums

- The Aquariums' Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee continued to support an inclusive, accessible, equitable, and diverse environment for visitors. The committee increased community engagement through partnerships with local and diverse community groups to increase representation of community members in programs and reach over-excluded groups.

NC State Parks and Recreation

- The division strived to diversify interpretation and education offerings for park visitors in 2023. Over the summer, division designers worked on providing Spanish-language

versions of wayside panels and exhibits at Fort Fisher State Recreation Area; staff plan to continue expanding to other parks as resources allow. At Lake James State Park, park staff offered bilingual and Spanish-language hikes and table talks to visitors; the park also hosted the “Mi Familia Camina” special event in August planned by the Friends of Fonta Flora State Trail and Centro Unido Latino-Americano. Lake James staff also offered the division’s first interpretation and education programs advertised as sensory-friendly in September; these programs were intended to provide a welcoming space for neurodivergent learners and were led by a state park ranger who is working on a master’s degree specializing in these accommodations. Division staff continued outreach and collaboration with several organizations geared toward diverse communities to welcome underrepresented groups in the outdoors; these organizations include Black Girls Camp, Outdoor Afro, Black Folks Camp Too, and Latinos Aventureros.

African American Heritage Commission (AAHC)

- Africa to Carolina – AAHC initiative which seeks to identify, mark, and develop resources around the primary sites in NC where enslaved Africans disembarked. The project has been selected as a finalist for the Z. Smith Reynolds Foundation’s Inclusive Public Art grant project. The 24-month planning grant will enable the design of a public art piece commemorating enslaved people who disembarked in NC aboard vessels directly from Africa. This work is being completed in collaboration with Black artists and stakeholders in and from disembarkation communities.
- Black History Month – Governor Cooper proclaimed February as Black History Month to remind us of our responsibility to honor the contributions and achievements of African Americans and their pivotal role in shaping our state and nation. In collaboration with Governor Cooper’s Office of Public Engagement, the AAHC honored leaders in the legal profession. The AAHC provided Black History Month resources to its constituency including a Black History Month Toolkit, and several programs and presentations across the state.
- Juneteenth – Governor Cooper proclaimed June 19 as Juneteenth Day, an opportunity to celebrate Black freedom while progress toward Black liberation is being achieved. The AAHC provided an abundance of Juneteenth resources to its constituency, including a Juneteenth toolkit, sponsorships to local Juneteenth celebrations and programs across the state, and a Juneteenth Speakers Bureau.
- North Carolina Freedom Park – August 2023 marked the grand opening celebration of North Carolina Freedom Park. AAHC staff in collaboration with the NC Freedom Park Board and DNCR planned the celebration. As the first park in North Carolina dedicated to honoring the African American struggle for freedom, it stands as a beacon of hope and a reminder that the ideals of perseverance, equality, and freedom are universal aspirations that can unite us all.
- Community Engagement – In 2023, AAHC supported or sponsored a number of statewide and national events including the Association of African American Museums Annual Conference in Nashville, the NC Rice Festival, and the Ocean City Jazz Festival. These events provided AAHC with speaking opportunities in addition to connection with constituents and colleagues across the state and nation.

American Indian Heritage Commission (AIHC)

- American Indian Heritage Month – In collaboration with the Commission of Indian Affairs, a proclamation was made by Governor Cooper for the designation of November as American Indian Heritage Month. Developed an American Indian Heritage Month toolkit which was disseminated to tribes, urban Indian organizations, Indian education programs, and public schools across the state.
- American Indian Heritage Celebration - The AIHC assisted the Museum of History with the 28th Annual American Indian Heritage Celebration on November 18. The event included representatives from the eight tribes and four urban Indian organizations along with spectators from all races to observe Native arts, storytelling, educational activities, dancing, and drumming.

NC State Library (SLNC)

- Eastern North Carolina Braille Challenge – The 2023 Braille Challenge was hosted by SLNC Accessible Books and Library Services on February 11. Secretary Reid Wilson spoke at the opening ceremony. The Braille Challenge is part of a national competition with the Braille Institute in California, and it is the only academic competition held in January through March each year for students who are blind or visually impaired.

NC Arts Council (NCAC)

- Federal relief funds allowed the Arts Council to make significantly more grants than normal; which were intentionally used to expand reach to attract more diverse applications for the grants. The efforts have proven effective. One example of the success was the additional ARPA funds for the Grassroots Arts Program, where in FY22-23 a total of 415 additional subgrants were awarded around the state. Of those 415, 37% were awarded to new beneficiaries who had not previously received funding. Of the new beneficiaries, 50% identified as organizations of color.

North Carolina Museum of Art (NCMA)

- The Museum of Art continued to experience success in diversifying the People's Collection. In FY23, the People's Collection grew to 4,353 objects, and of the 32 acquired works of art, 24% were created by female artists, 9% by Indigenous Peoples of the Americas, 15% by Latino artists, and 27% by Black or African American artists.
- Building on previous successes, the Museum of Art continued to provide sensory tours, American Sign Language tours, and programs for individuals living with autism. The Museum continued to develop programs and educational resources that are representative of North Carolina's diverse and multigenerational population, including outreach programs that match local artists with K-12 students and teachers as well as retirees.
- The Museum of Art's Inclusion, Diversity, Equity, and Accessibility (IDEA) committee continued to meet monthly in 2023 to address challenges presented by incoming feedback from visitors and continue to improve upon how the Museum can be a cultural environment meeting all visitors and content users where they are and across their diverse lived experiences.

Tryon Palace

- Palace Scholars Outreach Program – With funding from the Anonymous Trust, a new Educational Outreach Program was developed and launched. The Palace Scholars Outreach Program brings costumed interpreters and customized lessons directly into the

classrooms of Title I public schools for an educational experience that supports the Standard Course of Study and delivers an exciting approach to learning about colonial North Carolina history.

Museum of History

- The 22nd Annual African American Cultural Celebration was held in person for the first time in three years. Over 5,300 attended the celebration, the annual kick-off to Black History Month. Over 22,600 students and participants tuned in from 62 counties, six states, and the UK for the AACC Virtual Education Day. The American Indian Heritage Celebration welcomed over 4,700 visitors to the museum.

Capital Projects

- DNCR's annual MWBE (HUB) construction participation for FY2022/2023 was 55.38%, which is higher than the State's target of 10% MWBE participation. DNCR continues to lead all Cabinet Agencies in WMBE participation and construction dollars spent on MWBE construction firms.

NC Historic Sites

- CSS Neuse – The site received a grant for accessibility initiatives.
- Duke Homestead – Site staff improved accessibility by creating a new self-guided brochure in Mandarin with the help of a language teacher at the North Carolina School of Science and Math. They also added subtitles to the site's orientation film.
- True Inclusion Cataloging Project – Launched by the Historic Sites Collections Branch with an informational, departmentwide Lunch and Learn on May 23. The project worked to implement reparative redescrptions in catalog records, as well as publicly address the harmful images and attitudes that artifacts convey. The Collections Branch produced an inclusive terminology glossary for use by Historic Sites staff who participate in cataloging artifacts and content warnings to appear on the public interface of the Historic Sites collections database.

NC Symphony

- Free Community Concerts – Highlighted the Symphony's community outreach with a reprise of Dr. Anthony Kelley's work *Spirituals of Liberation*.

State Archives

- America250 Commemoration Resources – As the commemoration of the 250th anniversary of the founding of the United State approaches, the State Archives started developing several resources related to the major thematic frameworks DNCR commemoration leaders developed. These include "Revolutionary NC" to highlight the history of the period, and "When Are We US?" to highlight themes of the ongoing fight for freedom, civic engagement, and how we continue to pursue the ideals of the Revolution. New resources in 2023 included:
 - "Celebrations of Freedom: Emancipation Day in North Carolina" video which introduced the history of Emancipation Day celebrations in North Carolina.
 - "The People of North Carolina in the American Revolution" symposium hosted in partnership with the State Library the NC Genealogical Society.
 - Constitution Day "One-Day Wonder" featuring constitutional materials (state and federal), the 13th Amendment to the U.S. Constitution, and the original copy of John Adams' letter to William Hooper that later became the basis for the famous "Thoughts on Government" pamphlet.

- Additional A250 resources in production include a detailed research guide drafted by the Friends of the Archives' summer intern. It contains item-level descriptions of records in the Revolutionary War period General Assembly session records featuring stories of women, religious minorities, enslaved and free people of color, and American Indians.

Historical Resources

- Certified Local Government Grants – The SHPO awarded \$132,200 in federal grant funds to six local governments with active local historic preservation commissions for projects including restoration planning, architectural survey publication, roof repair, and National Register nominations or nomination updates. Of note are the National Register nomination for Elizabeth City's Old Oak Grove Cemetery, for which we provided CLG funding previously for a ground penetrating radar project to map unmarked graves in this African American cemetery, and the Statesville project to nominate the African American Garfield/Green Street neighborhood to the National Register.
- American Indian Dugout Canoe – In cooperation with the Waccamaw Siouan Tribe, State Parks, and the American Indian Heritage Commission, OSA led efforts to recover a 900+ year old, 28-foot American Indian dugout canoe from Lake Waccamaw on April 12. The canoe had been discovered by teenagers swimming in 2021, and its location marked until it could be safely removed. Following recovery, OSA's conservation lab in Greenville will conserve the canoe to prevent rot and degradation so that it may be stewarded and shared with the public in perpetuity.
- Collaboration on Road to Freedom project – The HPO along with the Historical Research Office and the African American Heritage Commission consulted with the American Battlefield Trust on their Road to Freedom project. The Road to Freedom is a digital and physical history initiative supporting education and heritage tourism centered on historic sites located throughout North Carolina that tell little-known histories of African American contributions and agency in the cause of freedom during the Civil War-era.

Appendix B: 2024 Engagement, Accessibility, and Opportunity Committee Members

Division	Position	Member	Telephone
Secretary's Office	Deputy Secretary	Tracey Burns	919.814.6758
Human Resources	EEO Officer/ER Manager	Shanita Washington-Ray	919.814.6682
Admin & Education	Policy Development Analyst	Jason Diem	919.814.6638
African American Heritage Comm	Program Analyst II	Adrienne Nirde	919.814.6764
American Indian Heritage Commission	Program Analyst I	Quinn Godwin	919-814-2000
Aquariums	Museum Curator Supervisor	Christin Brown	252.255.1501
Archives & Records	Archivist II	Francesca Evans	919.814.6918
Arts Council	Information & Comm Spec III	Diana Pineda	919.814.6517
Capital Projects	Engineering Manager II	Erin Lawrence	919.814.6613
Historic Sites/State Capitol	Historic Site Manager III	Karen Hayes	252.797.4560
Historic Sites/State Capitol	Historic Site Manager III	Terra Schramm	919.715.3961
Historical Resources	Research Historian Supervisor	Ansley Wegner	919.814.6620
Human Resources	Agency HR Manager II	Kimberley Sommerdorf	919-814.6677
<i>Land and Water Stewardship</i>		<i>Pending Member</i>	
Museum of Art	Associate Director	Katherine White	919.664.6914
Museum of Art	Art Museum Curator	Felicia Ingram	919.664.6836
Museum of Art	Associate Director	Moses Green	919.664.6832
Museum of History	Museum Curator II	Percia Swift	919.814.7044
Museum of Natural Sciences	Museum Curator II	Kellie Lewis	910.914.4185
Museum of Natural Sciences	Business Manager I	Mike Sagar	919.707.9981
Parks and Recreation	Parks Regional Superintendent	Kristen Woodruff	919.676.1027
Parks/Human Resources	Program Coordinator II	Rodney Lovett	919.814.6740
State Library	Library Manager	Tiwanne Nevels	919.814.6786
State Library	Library Manager	Sarah Gransee	919.814.6830
Symphony	Marketing Specialist I	Maria Ewing	919.733.2750
Tryon Palace	Administrative Specialist II	Shenetta Fields	252.639.3500
Tryon Palace	Museum Curator I	Shane Mason	252.639.3587
Zoo	Zoo Educator	Kathy Osborne	336.879.7715

Appendix C: B0170 Job Opening Estimates Form Labor Force Standard by SOC Category as of 12/2023 Based on 2020 Census

SOC Category: OFFICIALS AND ADMINISTRATORS

	White Male	White Fem	Black Male	Black Fem	His p Male	His p Fem	Asian Male	Asian Fem	AIA N Male	AIA N Fem	NHP I Male	NHP I Fem	Two + Male	Two + Fem	Total	Tot Fem	Tot Mnr t	Disa b	Vet s	Nat Guard
Agency Data																				
# Employed	28	20	2	5	0	0	0	0	0	0	0	0	0	0	55	25	7	5	2	0
% Employed	50.9	36.4	3.6	9.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	45.5	12.7	9.1	3.6	0.0
Labor Force Standard																				
# Difference	1	3	-2	1	-2	-1	-1	-1	-1	-1	0	0	-1	-1		1	-8	-1		
% Difference	3.1	6.5	-2.1	1.9	-3.0	-1.7	-1.8	-1.0	-0.3	-0.3	0.0	0.0	-0.7	-0.6		5.4	-8.3	-0.2		
Employment Objectives: Using SOC Category																				
Planned # Increase			1	1																
Planned % Increase																				
Target Classifications	Aquarium Director, Aquarium Assistant Director, State Museum of History Director, Agency HR Manager I																			
Action Steps	Broad job postings across national, state, and regional job sites aimed to attract a diverse applicant pool, including Association of Zoos and Aquariums (AZA) website, LinkedIn, HBCUs, listsevs, and social media.																			

SOC Category: MANAGEMENT RELATED

	White Male	White Fem	Black Male	Black Fem	His p Male	His p Fem	Asian Male	Asian Fem	AIA N Male	AIA N Fem	NHP I Male	NHP I Fem	Two + Male	Two + Fem	Total	Tot Fem	Tot Mnr t	Disa b	Vet s	Nat Guard
Agency Data																				
# Employed	25	50	9	15	1	3	1	3	2	0	0	1	1	3	114	75	39	5	5	0
% Employed	21.9	43.9	7.9	13.2	0.9	2.6	0.9	2.6	1.8	0.0	0.0	0.9	0.9	2.6	100.0	65.8	34.2	4.4	4.4	0.0
Labor Force Standard																				
# Difference	-17	8	2	2	-1	0	-2	0	1	-1	-1	1	0	2		13	6	-6		
% Difference	-14.7	7.1	2.2	1.9	-0.8	0.6	-1.0	0.7	1.6	-0.3	-0.1	0.9	0.2	1.8		13.5	9.2	-4.9		
Employment Objectives: Using SOC Category																				

Planned # Increase	2				1		1			1									1	
Planned % Increase																				
Target Classifications	Program Coordinator II and III, Program Supervisor II, Arts Program Administrator, Business Officer I and II, Business Specialist II, Business Systems Analyst I, Program Analyst I and II, Agency HR Consultant III, HR Technician III, Procurement Specialist II, Accountant III																			
Action Steps	Broad job postings across national, state, and regional job sites and organizations aimed to attract a diverse applicant pool, including Association of Zoos and Aquariums (AZA) website, network of arts professionals, LinkedIn, HBCUs, job boards in the arts, listservs, and social media. Provide veterans with fair opportunity and utilize Veteran's Preference policy. Utilize diverse interview panels and virtual career seminars.																			

SOC Category: PROFESSIONALS

	White Male	White Fem	Black Male	Black Fem	His p Male	His p Fem	Asian Male	Asian Fem	AIA N Male	AIA N Fem	NHP I Male	NHP I Fem	Two + Male	Two + Fem	Total	Tot Fem	Tot Mnr t	Disa b	Vet s	Nat Guard
Agency Data																				
# Employed	228	346	9	20	5	8	5	4	1	0	0	1	1	4	632	383	58	44	3	0
% Employed	36.1	54.7	1.4	3.2	0.8	1.3	0.8	0.6	0.2	0.0	0.0	0.2	0.2	0.6	100.0	60.6	9.2	7.0	0.5	0.0
Labor Force Standard																				
# Difference	39	70	-21	-47	-5	-6	-16	-10	-1	-4	0	1	-4	-3		8	104	-15		
% Difference	6.2	11.1	-3.3	-7.4	-0.7	-0.8	-2.4	-1.6	0.0	-0.5	0.0	0.2	-0.5	-0.4		1.6	15.8	-2.3		
Employment Objectives: Using SOC Category																				
Planned # Increase			3	5		1	2	1										2		
Planned % Increase																				
Target Classifications	Archivist I, Program Coordinator II, Program Manager, Museum Curator Supervisor, Museum Curator I and II, Museum Technician II and III, Diving Safety Officer, Architect II, Environmental Specialist I and II, State Archives and History Regional Supervisor, Art Museum Curator, Photographer, Information and Communication Specialist II, Parks District Interpretation & Ed Spec, Librarian II, Library Technicians I and II, Historic Interpreter I, Natural Science Research Curator I, Zoo Educator, Zoo General Curator																			
Action Steps	Broad job postings across national, state, and regional job sites aimed to attract a diverse applicant pool, including Association of Zoos and Aquariums (AZA) website, LinkedIn, HBCUs, listsevs, and social media.																			

SOC Category: TECHNICIANS AND TECHNOLOGISTS

	White Male	White Fem	Black Male	Black Fem	His p Male	His p Fem	Asian Male	Asian Fem	AIA N Male	AIA N Fem	NHP I Male	NHP I Fem	Two + Male	Two + Fem	Total	Tot Fem	Tot Mnr t	Disa b	Vet s	Nat Guard
Agency Data																				
# Employed	1	6	0	0	0	0	0	0	0	0	0	0	0	0	7	6	0	0	0	0
% Employed	14.3	85.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	85.7	0.0	0.0	0.0	0.0
Labor Force Standard																				
# Difference	-1	3	-1	-2	-1	-1	-1	-1	-1	-1	0	0	-1	-1		-2	-9	-1		
% Difference	-9.5	43.1	-6.3	-17.9	-1.6	-2.2	-1.2	-1.7	-0.3	-0.6	0.0	0.0	-0.6	-1.1		20.7	-31.8	-9.3		
Employment Objectives: Using SOC Category																				
Planned # Increase				1																
Planned % Increase																				
Target Classifications	Veterinarian Technician, Engineering Technician II																			
Action Steps	Leadership will work with DNCR DEAI staff and DEAI Committee to develop a strategy to expand our recruitment efforts in under-represented markets to include social media posts, HBCU career fairs, etc.																			

SOC Category: ADMINISTRATIVE SUPPORT

	White Male	White Fem	Black Male	Black Fem	His p Male	His p Fem	Asian Male	Asian Fem	AIA N Male	AIA N Fem	NHP I Male	NHP I Fem	Two + Male	Two + Fem	Total	Tot Fem	Tot Mnr t	Disa b	Vet s	Nat Guard
Agency Data																				
# Employed	34	121	8	23	0	2	2	1	0	2	0	0	1	2	196	151	41	10	6	0
% Employed	17.3	61.7	4.1	11.7	0.0	1.0	1.0	0.5	0.0	1.0	0.0	0.0	0.5	1.0	100.0	77.0	20.9	5.1	3.1	0.0
Labor Force Standard																				
# Difference	3	20	-4	-13	-3	-6	1	-2	-1	0	0	-1	0	-1		1	-25	-9		
% Difference	1.9	10.5	-2.0	-6.3	-1.5	-2.7	0.5	-0.6	-0.1	0.4	0.0	-0.1	0.1	-0.2		2.4	10.7	-4.2		
Employment Objectives: Using SOC Category																				
Planned # Increase			1	2	1	1														
Planned % Increase																				

Target Classifications	Library Technician, Administrative Supervisor, Administrative Associate I and II, Administrative Specialist I, Accounting Technician I and II
Action Steps	Broad job postings across state and regional job sites aimed to attract a diverse applicant pool, including LinkedIn, HBCUs, listsevs, and social media.

SOC Category: PROTECTIVE SERVICES

	White Male	White Fem	Black Male	Black Fem	His p Male	His p Fem	Asian Male	Asian Fem	AIA N Male	AIA N Fem	NHP I Male	NHP I Fem	Two + Male	Two + Fem	Total	Tot Fem	Tot Mnr t	Disa b	Vet s	Nat Guard
Agency Data																				
# Employed	178	69	26	11	6	1	1	0	2	0	0	0	2	0	296	80	49	9	16	0
% Employed	60.1	23.3	8.8	3.7	2.0	0.3	0.3	0.0	0.7	0.0	0.0	0.0	0.7	0.0	100.0	27.0	16.6	3.0	5.4	0.0
Labor Force Standard																				
# Difference	13	33	-23	-13	-4	-2	-2	-1	-1	-2	0	-1	-2	-2		15	-46	-19		
% Difference	4.4	11.2	-7.7	-4.2	-1.2	-0.7	-0.4	-0.2	-0.3	-0.4	0.0	-0.1	-0.5	-0.6		5.7	14.3	-6.3		
Employment Objectives: Using SOC Category																				
Planned # Increase			4	2	1	1	1													
Planned % Increase																				
Target Classifications	Security Guard, Security Supervisor, Security Coordinator, Park Ranger I and II																			
Action Steps	Broad job postings across state and regional job sites aimed to attract a diverse applicant pool, including LinkedIn, HBCUs, listsevs, and social media.																			

SOC Category: SERVICE

	White Male	White Fem	Black Male	Black Fem	His p Male	His p Fem	Asian Male	Asian Fem	AIA N Male	AIA N Fem	NHP I Male	NHP I Fem	Two + Male	Two + Fem	Total	Tot Fem	Tot Mnr t	Disa b	Vet s	Nat Guard
Agency Data																				
# Employed	61	82	8	6	3	4	0	0	0	0	0	0	0	0	164	92	21	7	3	0
% Employed	37.2	50.0	4.9	3.7	1.8	2.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	56.1	12.8	4.3	1.8	0.0
Labor Force Standard																				
# Difference	27	27	-9	-23	-7	-8	-2	-3	-1	-2	0	0	-2	-3		-9	-55	-9		

% Difference	16.9	16.9	-5.2	-13.7	-4.0	-4.5	-1.1	-1.7	-0.4	-0.8	0.0	0.0	-0.9	-1.4		-3.8	31.4	-5.0		
Employment Objectives: Using SOC Category																				
Planned # Increase			1	3	1	1														
Planned % Increase																				
Target Classification	Historic Site Manager I, Housekeeper, Groundswoker II, Housekeeping Supervisor I, Cook, Zookeeper, Food Service Assistant																			
Action Steps	Broad job postings across state and regional job sites aimed to attract a diverse applicant pool, including LinkedIn, HBCUs, listsevs, Museum Hue and social media and promote vacancy at career opportunities for Latinos																			

SOC Category: SKILLED CRAFT

	White Male	White Fem	Black Male	Black Fem	His p Male	His p Fem	Asian Male	Asian Fem	AIA N Male	AIA N Fem	NHP I Male	NHP I Fem	Two + Male	Two + Fem	Total	Tot Fem	Tot Mnr t	Disa b	Vet s	Nat Guard
Agency Data																				
# Employed	206	25	12	4	3	0	0	0	2	1	0	0	1	1	255	31	24	13	15	0
% Employed	80.8	9.8	4.7	1.6	1.2	0.0	0.0	0.0	0.8	0.4	0.0	0.0	0.4	0.4	100.0	12.2	9.4	5.1	5.9	0.0
Labor Force Standard																				
# Difference	83	3	-33	-12	-29	-8	-4	-2	-1	0	0	0	-2	0		-18	-87	-11		
% Difference	32.9	1.5	-12.7	-4.6	11.2	-3.1	-1.3	-0.7	-0.2	0.2	0.0	0.0	-0.7	0.2		-6.3	32.9	-4.2		
Employment Objectives: Using SOC Category																				
Planned # Increase			5	2	4	1	1												1	
Planned % Increase																				
Target Classification	General Utility Worker, Maintenance Construction Technician I, II and III, Maintenance Construction Supervisor II, Vehicle/Equipment Repair Technician II																			
Action Steps	Broad job postings across national, state, and regional job sites aimed to attract a diverse applicant pool, including Association of Zoos and Aquariums (AZA) website, LinkedIn, HBCUs, listsevs, and social media.																			

Appendix D: DNCR EEO Quantitative Analysis

SOC Category	Year	White Males	White Fem	Black Males	Black Fem	Hisp Males	Hisp Fem	Asian Males	Asian Fem	AIAN Males	AIAN Fem	NHPI Males	MHPI Fem	Two+ Males	Two+ Fem
Officials & Administrators	2022	51.9	33.3	5.6	9.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	2023	50.9	32.1	7.5	9.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Management Related	2022	20.4	49.5	8.6	16.1	0.0	2.2	1.1	2.2	0.0	0.0	0.0	0.0	0.0	0.0
	2023	19.2	45.2	10.6	14.4	0.0	1.9	1.0	1.9	1.9	0.0	0.0	0.0	1.0	2.9
Professional Specialty	2022	39.9	54.1	0.8	2.4	0.5	0.9	0.5	0.9	0.0	0.0	0.0	0.0	0.0	0.0
	2023	37.3	54.4	0.6	3.0	0.8	1.1	0.6	0.8	0.0	0.0	0.2	0.3	0.2	0.6
Technicians & Technologists	2022	30.8	53.8	7.7	7.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	2023	33.3	58.3	8.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Support	2022	14.7	67.6	3.4	11.8	0.5	1.0	0.0	0.5	0.0	0.5	0.0	0.0	0.0	0.0
	2023	16.1	61.3	3.0	13.1	0.5	2.0	1.0	0.5	0.0	0.5	0.0	0.0	0.5	1.5
Protective Services	2022	64.9	22.2	6.9	3.8	1.0	0.3	0.3	0.0	0.3	0.0	0.0	0.0	0.0	0.0
	2023	61.7	21.7	8.3	4.0	1.3	0.3	0.7	0.0	0.7	0.0	0.0	0.0	1.3	0.0
Service	2022	39.6	49.7	4.7	3.0	1.2	1.2	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	2023	37.6	50.9	4.8	3.6	1.2	1.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Skilled Crafts	2022	81.9	9.7	5.0	1.5	0.8	0.0	0.0	0.0	0.8	0.4	0.0	0.0	0.0	0.0
	2023	81.3	8.8	4.8	1.6	1.2	0.0	0.0	0.0	0.8	0.4	0.0	0.0	0.4	0.8
TOTAL EMPLOYEES	2022	46.7	42.3	3.8	4.7	0.6	0.8	0.3	0.5	0.2	0.1	0.0	0.0	0.0	0.0
	2023	44.9	41.2	4.1	5.1	0.9	1.0	0.5	0.5	0.4	0.1	0.1	0.1	0.5	0.7