

# 2023 EQUAL EMPLOYMENT OPPORTUNITY (EEO) PLAN



NC DEPARTMENT OF NATURAL AND CULTURAL RESOURCES (DNCR)

[WWW. NCDCR.GOV](http://WWW.NCDCR.GOV)

TEL 919-814-6800 • FAX 919-733-1564

LOCATION: 109 E. JONES STREET • RALEIGH, NC 27601

MAILING ADDRESS: 4601 MAIL SERVICE CENTER • RALEIGH, NC 27699

AN EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

## Table of Contents

<b>Equal Employment Opportunity/Affirmative Action Plan Certification Statement</b> .....	1
<b>The State of North Carolina EEO Policy</b> .....	2
<b>NC Department of Natural and Cultural Resources Overview</b> .....	4
Mission.....	4
Vision .....	4
Goals .....	5
<b>DNCR EEO Achievements and Best Practices</b> .....	5
<b>Assignment of Responsibility and Accountability</b> .....	8
Secretary, Department of Natural and Cultural Resources .....	8
Human Resources Director, Department of Natural and Cultural Resources .....	9
Equal Employment Opportunity Officer, Department of Natural and Cultural Resources .....	9
Division Directors, Managers and Supervisors, Department of Natural and Cultural Resources .....	10
Diversity, Equity, Accessibility, and Inclusion Office, Department of Natural and Cultural Resources .....	11
Diversity, Equity, Accessibility and Inclusion Committee, Department of Natural and Cultural Resources.....	11
<b>Dissemination Procedures</b> .....	12
Internal Dissemination .....	12
External Dissemination .....	13
<b>Program Activities and Action Steps</b> .....	13
Recruitment .....	14
Selection .....	15
Onboarding .....	15
Promotion .....	16
Training and Development.....	16
Compensation and Benefits.....	17
Performance Management .....	17
Transfers and/or Separations .....	17
Disciplinary Process and Implementation.....	18
Grievance Procedure.....	18
<b>Equal Employment Opportunity and Diversity Fundamentals (EEODF)</b> .....	19
<b>Employment First and Reasonable Accommodation</b> .....	19
<b>Program Evaluation and Reporting/Monitoring</b> .....	20
<b>Harassment Prevention Strategies</b> .....	20
<b>Reduction in Force (RIF) and Procedures</b> .....	22
<b>Pregnancy Workplace Adjustments</b> .....	22
<b>Prohibiting the Use of Salary History</b> .....	23
<b>Data Elements</b> .....	24
Workforce Availability .....	24

Occupational Classifications .....	24
Table 1: Standard Occupational Classification Categories of DNCR employees .....	25
Race and Ethnicity .....	25
Table 2: Comparison of DNCR Permanent Employee Demographics to NC Population .....	26
2023 Employment Objectives .....	26
Attainment of 2022 Employment Objectives .....	27
Table 3: 2022 Employment Objectives Analysis .....	27
Additional Areas of Evaluation .....	28
Table 4: 2021-2022 Performance Cycle Ratings .....	28
Table 5: 2022 Recruitment and Selection .....	29
Table 6: 2022 Promotions .....	29
Table 7: 2022 Discipline and Dismissal .....	29
Identification and Correction of Issues .....	29
Meaning and Limitation of Data Presented .....	29
<b>Appendices .....</b>	<b>1</b>
Appendix A: Additional DEAI Achievements in 2022 Supporting DNCR as an Employer of Choice .....	1
Appendix B: 2023 Diversity, Equity, Accessibility and Inclusion Committee Members .....	8
Appendix C: B0170 Job Opening Estimates Form Labor Force Standard by SOC Category as of 12/2022 Based on 2020 Census .....	9
Appendix D: DNCR EEO Quantitative Analysis .....	13

## Equal Employment Opportunity/Affirmative Action Plan Certification Statement

---

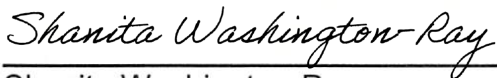
This certifies that the attached Equal Employment Opportunity Plan represents the Department of Natural and Cultural Resources commitment to provide equal employment opportunities to all applicants and employees. I attest that the Department of Natural and Cultural Resources follows the North Carolina 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

2/28/2023

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 [oshr.nc.gov/policies/eoo/equal-employment-opportunity-policy](https://oshr.nc.gov/policies/eoo/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 27 historic sites, seven history museums, two art museums, two science museums, three aquariums and Jennette's Pier, 41 state parks and recreation areas, the N.C. Zoo, the N.C. Symphony, the State Library, the State Archives, the N.C. Arts Council, the African American Heritage Commission, American Indian Heritage Commission, State Preservation Office, Office of State Archaeology, and Division of Land and Water Stewardship. 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 [2021-2023 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 a Diversity, Equity, Accessibility, and Inclusion (DEAI) 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 is a performance value of all employees on the 2022-2023 performance plan. This value is to continue awareness of inclusion for staff and to ensure fair treatment of all employees.

The agency continues to provide employees with tools to support diversity, equity, accessibility, and inclusion. DNCR's diversity and inclusion training continued in 2022 by assigning employees diversity and inclusion training modules to include: What Does Bias Look Like?, Why Is It Hard To Talk About Bias?, What Is Unconscious Bias?, The Science of Bias, How Does Bias Feel?, What Types of Bias Exist?, How Do I Identify My Biases?, and Key Triggers to Search for Unconscious Bias.

DNCR requires a diverse interview panel by a minimum of gender and race, and DNCR Human Resources staff expanded virtual career fair opportunities as well as implemented regional hiring processes for certain classifications to improve hiring timeframes and increase diversity.

In 2022, the agency's HBCU/MIHE Internship Program had the fourth cohort of students complete their summer internship in projects across the state. Twenty-three students completed the 2022 program, which increases the total number of students to participate in our program to ninety-eight.

Along with department-wide efforts, our divisions expanded their efforts in 2022 to include:

- The Division of State Historic Sites continued to make full use of the Department's annual summer HBCU/MIHE Internship Program as an important pipeline for recruiting talent to the division and career opportunities to traditionally underrepresented communities. The Division continued to expand True Inclusion which was initiated in 2020 and continued through 2022 to guide interpretive work and value diverse voices, experiences, and histories as well as emphasize education and awareness around accessibility.
- The Museum of Art made progress in hiring minority candidates in several position categories. The Division started reaching out to their African American Advisory Board

and their American Indian Advisory Board to notify them of open positions to share with potential applicants.

- The Museum of Natural Sciences completed its work with Cecile Shellman Consultants which included baseline assessments using psychometric tools including the "Implicit Association Test" measuring bias and the "Intercultural Development Inventory" measuring intercultural proficiency. Results were shared with staff in large groups as well as one-on-one sessions for individuals to be given specific feedback by the consultant on their test findings and how they could reduce bias and help to create a more welcoming atmosphere.
- Additionally, the Museum of Natural Sciences is participating for the second year with i-PAGE, and a group has formed within the museum to look to promulgate those learnings into improvements with DEAI efforts both for staff and visitors. NCMNS has increased its contacts with local HBCUs in search of interns and volunteers and offered a full day tour for guidance counselors and students to share information on museum opportunities. NCMNS is reaching out to HBCUs, 2-year colleges and other groups like Hispanic media to share open positions in the hope of seeking a more diverse candidate pool.
- The State Library division formed an internal DEIA committee in September 2002, with representation from all sections within the division. The library shared open positions with HBCUs across the state and with local programs supporting early career professionals with autism. All staff members were required to complete the Racial Equity in Libraries toolkit by the end of 2022. Library collections and digital projects are being assessed for diversity in perspectives, and new acquisitions are prioritized that reflect underrepresented perspectives.
- The Hometown Strong division worked with partners in rural areas to identify talent to feed into the state government pipeline including potential division vacancies.
- The NC Zoo formed a DEAI team in 2022 and completed many initiatives for both visitors and staff to include social posts highlighting DEAI topics; inclusion statement banners printed and publicly displayed in plazas and on their website; Spanish language IDs in the park; and DEAI lunch and learn programs for Zoo staff. Work has begun to focus on hiring practices to remove barriers and promote inclusion.
- The NC Aquariums' Diversity Equity, Access, and Inclusion Committee (DEAI), continued to provide guidance and assistance to the division in establishing, maintaining, and expanding diverse and equitable policies, and supporting and implementing projects that increase accessibility and belonging. Areas of focus include recruitment, hiring, and retention. Work accomplished includes creating a list of organizations and resources serving over-excluded groups as a starting point for collaboration opportunities, and creating a spreadsheet to track community partnerships as they are established.
- The NC Symphony successfully completed the second cohort year as a League of American Orchestra's Catalyst Fund grant recipient and budgeted for further D&I development as well as maintained partnership with a DEI consultant to aid in implementing a Tactical Plan across all administrative and artistic departments. The Symphony's D&I Task Force continued actionable steps to ensure D&I is part of organizational decisions. Two sessions were held, LGBTQ+ Workplace Inclusion and

Courageous Conversations on Diversity and Inclusion Education, to reinforce a safe and welcoming environment.

- The Historical Resources division hosted a number of interns and was able to hire several employees from underrepresented groups. The division participates in the agency Latino committee's efforts.
- Over the past two years, the Battleship had significant success in diversifying their permanent employees by an increase in minority hires.
- The Archives and Records division continues to use numerous means to widely disseminate vacancy announcements for professional positions both nationally and statewide including listservs for graduates of state library and information management programs, Society of North Carolina Archivists, national professional association listservs (like Society of American Archivists, Council of State Archivists) and the Roundtable on Ethnic and Minority Concerns (REMCO) of the NC Library Association.
- The Division of Land and Water Stewardship encouraged staff to engage in DE&I issues that matter to employees, the field of conservation, and communities served and provided coaching and training opportunities in DE&I to employees. The division hosted an HBCU intern with a project that promoted environmental justice by improving mapping of nature preserves within an area of the Coastal Plain that was identified as having low access to conservation and high social vulnerability.

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 Diversity, Equity, Accessibility, and Inclusion 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.

## Diversity, Equity, Accessibility, and Inclusion Office, Department of Natural and Cultural Resources

The Diversity, Equity, Accessibility, and Inclusion Office (DEAI) promotes and increases diversity, inclusion, and equity in DNCR's staff, substantive programming, and partnerships. The Deputy Secretary for Diversity, Equity, Accessibility, and Inclusion 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 DEAI 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.

## Diversity, Equity, Accessibility and Inclusion Committee, Department of Natural and Cultural Resources

The purpose of the DNCR Diversity, Equity, Accessibility, and Inclusion 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 Diversity, Equity, Accessibility, and Inclusion 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 every other month.

#### 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; 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, 18 females, and are representative of race by 10 white, 10 black, 2 American Indian, and 3 other minorities.


## 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 Diversity, Equity, Accessibility, and Inclusion 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 communication 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;
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 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 and Development

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 job requirements for job classes to identify 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 and 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, retirements plan, insurance programs, and other terms and conditions of employment. The EEO Officer will review and monitor the salary approval process 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 and/or Separations

DNCR requests completion of exit interviews by departing employees for determining the primary reasons for voluntary transfers and/or separations. The gathered information is



shared with the Employee Relations Manager, 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.

The Employee Relations Manager 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. 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.

## 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 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 priority reemployment policy. 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 EO 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 EO 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; 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.

## 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 2022 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 2022, in Appendix B, 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	53
MANAGEMENT RELATED	104
PROFESSIONALS	627
TECHNICIANS AND TECHNOLOGISTS	12
ADMINISTRATIVE SUPPORT	199
PROTECTIVE SERVICES	300
SERVICE	165
SKILLED CRAFT	251
<b>Total</b>	<b>1711</b>

## 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 B, 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 33% female employees, 67% male employees and 17% minority employees.

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

Category	Number	Percentage	NC Population (2020 Census)
White+ Male	768	44.9	31.5
White+ Female	705	41.2	31.6
Black Male	71	4.1	9.8
Black Female	87	5.1	11.1
Hispanic Male	15	.9	4.6
Hispanic Female	17	1.0	4.2
Asian+ Male	9	.5	1.5
Asian+ Female	8	.5	1.6
American Indian Male	6	.4	.5
American Indian Female	2	.1	.6
Native Hawaiian/Pacific Islander Male	1	.1	0
Native Hawaiian/Pacific Islander Female	2	.1	0
Two+ Races Male	8	.5	1.5
Two+ Races Female	12	.7	1.5
<b>Total</b>	<b>1711</b>	<b>100</b>	<b>100</b>
Veteran	53	3.1	Not Reported
Disability	78	4.6	9.3

## 2023 Employment Objectives

The B0170 report as of December 2022, 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 2023 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 3.1% 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 5.5% for veterans.

DNCR currently has a representation of 4.6% 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 2022 Employment Objectives

DNCR attained a significant number of the 2022 employment objectives through new hires and promotions. Table 3 shows the increase towards the 2022 employment objectives in the targeted underrepresented Standard Occupational Classifications (SOC).

Table 3: 2022 Employment Objectives Analysis

SOC Category	Increase Objective	Increase Result
OFFICIALS AND ADMINISTRATORS	1 Black Male 1 Black Female 1 Hispanic Male	3 Black Males 1 Black Female
MANAGEMENT RELATED	4 White Males 1 Hispanic Male 1 Asian+ Male	4 White Males 1 Asian+ Male
PROFESSIONALS	4 Black Males 5 Black Females 1 Hispanic Male 2 Hispanic Females 1 Asian+ Male 1 Asian+ Female 1 American Indian/ Alaska Native Male 1 American Indian/ Alaska Native Female	5 Black Females 2 Hispanic Males 2 Asian+ Males 1 Asian+ Female
TECHNICIANS AND TECHNOLOGISTS	1 Black Female 1 Asian+ Female	

ADMINISTRATIVE SUPPORT	4 White Males 3 Black Males 5 Black Females 1 Hispanic Female 1 American Indian/ Alaska Native Female	8 White Males  4 Black Females 3 Hispanic Females 1 American Indian/ Alaska Native Female
PROTECTIVE SERVICES	5 Black Males 4 Black Females 1 Hispanic Male	3 Black Males 2 Black Females 2 Hispanic Males
SERVICE	3 Black Males 4 Black Females 2 Hispanic Males 2 Hispanic Females 1 Asian+ Male 1 Asian+ Female	1 Black Male   2 Hispanic Females
SKILLED CRAFT	5 Black Males 3 Black Females 2 Hispanic Males 1 Asian+ Female 1 American Indian/ Alaska Native Male	2 Hispanic Males  1 American Indian/ Alaska Native Male

Appendix D compares the percentage of employees by demographics within each of the Standard Occupational Classifications for years 2021 and 2022 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, and American Indian or Alaska Native, Native Hawaiian or Pacific Islander, and Two+ Races are combined into a single group called “Other Minority.”

Table 4: 2021-2022 Performance Cycle Ratings

Overall Rating:	WM	WF	BM	BF	OMM	OMF	TOTAL
<b>Does Not Meet Expectations</b>	6 60%	4 40%	0 0%	0 0%	0 0%	0 0%	10
<b>Meets Expectations</b>	571 48%	484 40%	52 4.3%	57 4.7%	16 1.3%	21 1.7%	1201
<b>Exceeds Expectations</b>	135 39%	175 51%	8 2.3%	12 3.5%	4 1.2%	10 2.9%	344



Table 5: 2022 Recruitment and Selection

Applicant Pool	WM	WF	BM	BF	OMM	OMF	TOTAL*
<b>Applications Received</b>	6104 38%	5140 32%	803 5%	1927 12%	1124 7%	964 6%	16062
<b>Referred to Hiring Manager</b>	1492 34%	1792 41%	191 4%	429 10%	196 5%	221 5%	4356
<b>Hired</b>	79 36%	99 45%	9 4%	10 5%	13 6%	9 4%	219

Table 6: 2022 Promotions

Promotional Evaluation	WM	WF	BM	BF	OMM	OMF	TOTAL*
<b># of Promotions</b>	36	34	3	4	1	1	79
<b># of Employees</b>	784	728	73	90	39	40	1754
<b>Percentage</b>	5%	5%	4%	4%	3%	3%	5%

Table 7: 2022 Discipline and Dismissal

Disciplinaries	WM	WF	BM	BF	OMM	OMF	TOTAL
<b>Written Warning</b>	3 60%	2 40%	0	0	0	0	5 100%
<b>Suspension</b>	4 67%	2 33%	0	0	0	0	6 100%
<b>Demotion</b>	0	0	0	0	0	0	0
<b>Dismissal</b>	0	0	0	0	0	0	0


## Identification and Correction of Issues

2022 was a challenging year. While vacancies were high, the applicant pools were lower. Recruitment efforts continue to expand in 2023 to increase interest in our employment opportunities and the professional careers within DNCR. The December 2022, BO170 report continues to show under representation in some of the same Standard Occupational Classifications. These continued vacancies will allow for more recruitment opportunities to pursue applicant pools with expanded diversity. Additionally, funding is a recruitment barrier in promotional materials, attendance at job fairs, and needed recruitment staffing.

## 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 2022 Supporting DNCR as an Employer of Choice

#### ***Department Wide***

- **Diversity, Equity, Accessibility, and Inclusion Visitor Experience Assessment –** Completed Phase 1 of the assessment in June 2022. The project was a thorough and comprehensive assessment of visitor's experiences at six 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. Phase 2 is now underway with six additional sites and Marketing and Communications.
- **Outreach Diversification –** Translation of dozens of signs, handouts, and other guides into Spanish for multiple divisions across DNCR. Diversified media and marketing efforts to include Spanish speaking outlets, African American media partnerships, and statewide advertising to reach all 100 counties. Attended Hispanic Education Summit in Raleigh sharing DNCR information with 400+ middle and high school students from across NC. Sponsored and attended the Hispanic Fiesta in Siler City to celebrate Hispanic Heritage Month with over 5,000 residents.

#### ***NC Museum of Natural Sciences***

- **'RACE: Are We So Different?'** – What does the word "race" mean to you? A new, pilot exhibit, "RACE: Are We So Different?," opened on August 23, 2022, looks at race through the lens of science, history and personal experiences to promote a better understanding of human variation. Based on the large-scale exhibition of the same name, hosted by MNS in 2017, this smaller pilot exhibit includes more information specific to the southeastern U.S. and details the recent shift in how Americans view systemic issues related to race. The exhibit, which is also available at Museum satellites in Whiteville and Greenville, is free to the public.

#### ***NC Zoo***

- **DEAI Initiatives –** The Zoo formed a DEAI team in 2022, and completed many initiatives including Spanish language option for the Zoo's website and map; social posts highlighting DEAI topics; inclusion statement banners printed and publicly displayed in plazas and on their website; Spanish language IDs in the park; and outreach to underserved communities (e.g. tabling at the Pride festival in Charlotte). Marketing programs focusing on Hispanic (Univision) and Black audiences (Q-City) resulted in an increase in attendance in both audiences in 2022. In the 2021 Visitor Exit Survey, Black audiences surveyed at 6%, while in 2022 they rose to over 10%. In 2021, Hispanic audiences surveyed at 4%, rising to over 10% in 2022. The Zoo accepted three new AmeriCorps members, in addition to the two who completed service in 2022. The AmeriCorps positions are focused on bringing climate and outdoor education to underserved communities and expanding access to our natural areas.

## ***NC Aquariums***

- **Women in Science** – Women in Science, hosted by the Aquarium at Fort Fisher, continues to be a favorite event for exhibitors and visitors. Sixteen organizations participated with 70 exhibitors engaging with 2,100 visitors at the Aquarium during the event.
- **Diversity Equity, Access, and Inclusion Committee (DEAI)** – continued to provide guidance and assistance to the division in establishing, maintaining, and expanding diverse and equitable policies, and supporting and implementing projects that increase accessibility and belonging. Areas of focus includes community engagement and partnerships, and visitor interaction. Work accomplished includes:
  - Represented the NC Aquariums at the 2022 Rice Festival-Celebrating Gullah/Geechee cultural heritage.
  - Represented the NC Aquariums at the Hispanic Education Summit 2022 (will participate again March 2023).
  - Created a “How can we help?” survey for Title 1 Schools teachers and organizations serving populations that have been over-excluded at NC Aquariums.
  - Established a comprehensive spreadsheet of names and email addresses of NC Title 1 School Principals to which we can send our “How can we help?” survey.
  - Created a list of organizations and resources serving over-excluded groups as a starting point for collaboration opportunities.
  - Created a spreadsheet to track community partnerships as they are established to assess how well we are accomplishing our goals.

## ***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. Developing seven site-specific pop-up exhibits and web portal. Pop-up exhibits were installed during the spring and summer and the web portal launched in December. The project has been selected as a semi-finalist for the Z. Smith Reynolds Foundation’s Inclusive Public Art grant project. As a semi-finalist, the AAHC received a planning grant to prepare for presenting a full application to mark disembarkation sites with public art in collaboration with Black artists and stakeholders in and from disembarkation communities. If selected as a finalist, funds would enable the design of a public art piece commemorating enslaved people who disembarked in NC aboard vessels directly from Africa.
- **Juneteenth** –AAHC provided an abundance of Juneteenth resources to its constituency, including Juneteenth toolkits, sponsorships to local Juneteenth celebrations and programs across the state, and a Juneteenth Speakers Bureau.
- **North Carolina Civil Rights Trail** – Additional markers were awarded for Griggs v. Duke Power (Reidsville), James H. Jones (Jackson), MLK Jr. Visit (Montreat), Hargraves Community Center (Chapel Hill), Huber Arthur Eaton (Wilmington), Watts Grill (Chapel Hill), Slade’s Chapel (Morganton), Warren County Community Center (Warrenton), East Tarboro Citizens League (Tarboro), Fayetteville Protests (Fayetteville), and Magnolia House Hotel (Greensboro). To date, 25 of an eventual 50 markers have been awarded.

### ***American Indian Heritage Commission (AIHC)***

- **Establishment** – G.S. §143B-135.5 established this new Heritage Commission to advise and assist the Secretary in the preservation, interpretation, and promotion of American Indian history, arts, customs, and culture. The Director and Associate Director have been hired, and the Commissioners have been seated. An inaugural meeting was held on October 14, 2022, to begin the important work of amplifying the contributions of the American Indian Community. AIHC staff have actively engaged with stakeholders and community events since assuming their roles.
- **Oral History Project** – An inaugural project of the new AIHC, oral history interviews are being conducted with American Indians in NC with a focus on experiences in Indian schools. The first two interviews were conducted with two gentlemen from the Coharie and Lumbee tribes.

### ***NC State Library (SLNC)***

- **Racial Equity in Libraries Toolkit** – Launched in 2022, the Racial Equity in Libraries toolkit was collaboratively developed by SLNC and the North Carolina Library Association Roundtable on Ethnic and Minority Concerns to increase awareness and knowledge of structural racism within the library profession. Available through the SLNC Academy, this interactive toolkit has over 1,700 views, providing library staff training to better understand how organizational structures and personal bias perpetuate inequities along with resources to assess their own library's practices.

### ***NC Symphony***

- **Education Concerts and events** – A bilingual version of *Peter and the Wolf* was released with accompanying lesson plans targeting students in grades K-2.
- **Juneteenth Freedom Celebration** – Part of the UNC Health Summerfest series at Koka Booth Amphitheatre in Cary. The program featured the world premiere of a new commission from NCS Composer in Residence, Dr. Anthony Kelley, titled *Spirituals of Liberation*. Later that month, the Freedom Celebration program was repeated in free community concerts in Chapel Hill, New Bern, and Tarboro.
- **Partnerships and Initiatives** – Participation with Sphinx Organization and the National Alliance for Audition Support (NAAS) to remove barriers such as auditions for all musicians who submitted a resume rather than having initial screening and offering bilingual concern experiences that further promote representation and build community relationships.

### ***NC Arts Council (NCAC)***

- **NCAC DEAI** – Throughout 2022, NCAC continued assessing funding strategies to identify unbalanced grantmaking practices and defined ways to implement equitable methods. The agency hired additional staff of color in leadership positions and increased NCAC board membership diversity from four to 10 within the past five years. In FY2022, 62% of grant panelists and reviewers were from diverse backgrounds. In FY2022, NCAC partnered with the NC African American Heritage Commission and the McColl Center for Art + Innovation in Charlotte to present two virtual workshops for 96 NC BIPOC artists to advance diversity, equity, accessibility, and inclusion in the arts.

- **LEAD Scholarship Grant & Statewide Arts Accessibility Learning Cohort** – The LEAD Scholarship Grant & Statewide Arts Accessibility Learning Cohort provides professional development for arts administrators who are new to the field of arts accessibility and who are proactively developing inclusive arts programs and experiences for artists and audiences with disabilities in their communities. For FY2023, arts administrators from 25 arts nonprofit were selected to participate in the program through an application process. Participants received conference registration scholarships to attend the Kennedy Center for the Performing Arts’ national Leadership Exchange in Arts and Disabilities (LEAD) Conference which was held in Raleigh (August 2022). After attending the conference, the 25 arts administrators participated in a Statewide Arts Accessibility Learning Cohort program during Fall 2022. The program is facilitated in collaboration with Arts Access Inc. a Raleigh-based organization that provides statewide professional development programs and resources to support inclusive arts experiences. Cohort participants each received a \$2,500 FY2023 Technical Assistance Grant which supported their travel costs to attend the conference (per diem rate), and remaining funds may go toward implementing an accessibility initiative at their host organization.

#### ***North Carolina Museum of Art (NCMA)***

- **Collection** - The NCMA has reimagined the People's Collection and reopened its newly organized collection galleries to the public on October 8, 2022. This reimagining increased works on view by 25%; returned the African Collection to West Building; offers a mix of geographical and historical galleries alongside cross-collection thematic galleries; highlights the art of conservation science; features 30 newly acquired works, 5 site-based commissioned works including commissions from NC artists Elizabeth Alexander and JP Jermaine Powell, 78 new loans from both US and international institutions, and 100 collection objects on view for the first time in many years or ever; and includes a wealth of new digital and educational components, including interactive labels, maps, and activities and community voice labels, which invite community members to share their interpretations of 20 objects in the People’s Collection. All interactive elements were designed with inclusivity and accessibility in mind and with the support of NC DHHS. To celebrate its reopening, NCMA hosted a variety of events in advance of the grand reopening on October 8 including a community member and partner event, a teacher event, a member event, and a gala. From October 3 to October 9, the Museum welcomed over 14,000 people to its celebrations and the public celebration included a family day, Music at the Museum in partnership with Come Hear NC and PBS-NC, free access to special exhibition the Phillips Collection, Monster Drawing Rally, artist-led tours, performing arts programs, and more.

#### ***Tryon Palace***

- **Pathway to Freedom** – On May 21, 2022, Tryon Palace held Pathway to Freedom, a symposium on the Underground Railroad featuring academics whose research has revealed new understandings about the lesser-known maritime pathways to freedom. Topics covered included the maritime dimensions of the Underground Railroad, how pathways and destinations shifted from colonial times to the years leading up to the Civil

War, and the role of eastern NC's port cities. The keynote speaker was Dr. Timothy D. Walker, Professor of History at the University of Massachusetts Dartmouth. The symposium was sold out and received many accolades from attendees.

### ***Museum of History***

- **Museum of the Albemarle Exhibit Openings** – Guardians of the Land: Discovering Indigenous Americans (in collaboration with the Meherrin, Chowanoke, Roanoke-Hatteras Indian Tribes, as well as Chowan Discovery Group and Frisco Native American Museum); Reliving 1970s: Toy Edition; When the Computer Wore a Skirt (on loan from Hampton History Museum); Soybean Harvester (in collaboration with the NC Historical Markers Program); Votes for Women: Portraits of Persistence (on loan from the Smithsonian); Rock of the Eye: Boatbuilding Traditions Around the Albemarle Sound; Working Birds: Decoys and their Carvers; 1970s Back to Christmas. The storyline text for two of our major exhibitions Our Story: Life in the Albemarle and High on the Hog are now available in Spanish. Visitors can pick up a copy of the translations before entering the galleries.
- **Graveyard of the Atlantic Museum** – Completed an American Sign Language tour of the museum program. Uploaded Spanish translations for Grade 4 and Grade 8 maritime history lessons and hands-on activities that meet the NC Public Schools Essential Standards for Learning.
- **North Carolina Maritime Museum Southport** – Completed recertification as an Autism Center.

### ***Capital Projects:***

- **Design and Construction Contracts** – The last two fiscal years have proven to have strong minority participation by percentages and dollars spent for design and construction contracts.

### ***NC Historic Sites***

- **Accessibility** – Two major site projects, the installation of a new wheelchair lift at House in the Horseshoe and the installation of a rubberized trail surface at Duke Homestead, contributed to increasing physical accessibility. The staff at CSS Neuse Interpretive Center have proactively pursued many accessibility opportunities, providing a model of best practices for SHS. They offer a wide range of assistive equipment to meet visitors' diverse needs, including mobility aids; assistive listening devices; devices for magnification, lighting, and electronic reading; fidget and sensory items; and noise-cancelling headphones. They offer American Sign Language interpretation for all programming upon request. They are also pursuing video transcripts and closed captions, as well as collaborating with Lions Industries for the Blind to print their tour script in Braille and to create three tactile tours.
- **Juneteenth** – The State Capitol debuted a new special focus tour and exhibit, "Stories of Freedom"; Vance Birthplace partnered with the American Myth Center and the Mountain History and Culture Group to launch a new performance and discussion, "Leah and the Rabbit: A Conversation Around Resiliency and Reclaiming Narratives"; and Historic Stagville overcame a multi-day power outage to host two events, an open house



program with guided tours about emancipation and a private evening program for descendant families.

- **Charlotte Hawkins Brown Museum Dormitories** – The dormitory buildings of the Charlotte Hawkins Brown Museum at the Palmer Memorial Institute have been included on the 2022 list of America's 11 Most Endangered Historic Places. The list is compiled annually by the National Trust for Historic Preservation to raise awareness of the threats faced by some of our country's greatest treasures.
- **Cherokee Apples** – The Southern Heritage Apple Orchard at Horne Creek Farm is helping to bring three Cherokee apple varieties back to the Cherokee homeland. Junaluska, Cullasaga, and Nickajack trees grown at the Orchard will be planted on the Nikwasi Initiative's Barbra McRae Cherokee Heritage Apple Trail outside Franklin.
- **From Naming to Knowing: Uncovering Slavery at the North Carolina State Capitol** – State Capitol staff held the first in a series of listening sessions about their major research and digital humanities project recording the names and stories of enslaved workers who built the Capitol.
- **Golden and Ruth Frinks Freedom House** – In May, June, and July, community listening sessions for the Golden and Ruth Frinks Freedom House project were held in Edenton. These sessions collected community members' memories of the Frinks family and hopes for the future of the house. In May, staff gathered in Edenton for a facilitated conversational circle, discussing the project and level-setting shared values.
- **Harriet Jacobs Project** – A public art initiative planned for 2024 at Historic Edenton State Historic Site, was selected as a semifinalist in the Z. Smith Reynolds Inclusive Public Art initiative. This designation comes with a \$5,000 planning grant to support the creation of a full application for the project.
- **Historic Bath Permanent Exhibition** – The new permanent exhibition at Historic Bath State Historic Site, "On the Banks of Bath Creek: A Story of People and Place", opened on December 9. The exhibition traces the area's history through Algonquian-speaking American Indians who lived along the Pamlico River, the founders of NC's oldest European-settled town, eighteenth-century female ferry keepers, nineteenth-century freedom seekers, and the families who call the area home today.
- **Historic Stagville Honor** – Stagville was selected to participate in project funded by the Institute for Museum and Library Science with the International Coalition of Sites of Conscience. Staff will participate in a training cohort with nine other US sites to grow best practices for inclusive community engagement.
- **Native Songs of Southern Appalachia: Social Change and Cherokee Music Traditions** – In collaboration with the Mountain History and Culture Group, Vance Birthplace presented its annual lecture. This year's speaker, Dr. James Owen with Western Carolina University, presented a lecture titled "Native Songs of Southern Appalachia: Social Change and Cherokee Music Traditions."
- **Town Creek Indian Mound Grant** – Town Creek was selected for a highly competitive federal award from the Institute of Museum and Library Services, Museums for America. The \$147,000 award will support the "Artifact Exploration" multimedia exhibit, featuring new footage of modern-day American Indian tribal representatives discussing Mississippian artifacts and their relevance to modern American Indian cultures.

### ***Historical Resources***

- **Underrepresented Communities Grant** – North Carolina successfully applied for and was awarded a \$50,000 National Park Service Underrepresented Communities Grant to fund (1) survey field work for North Carolina Green Book properties as foundation for a Multiple Property Documentation Form; (2) preparation and completion of a statewide thematic Multiple Property Documentation Form (MPDF) for North Carolina's Green Book properties, informed by survey fieldwork and (3) an initial individual listing nomination for the Magnolia House, a Green Book tourist home, located in Greensboro, North Carolina, as a crucial step towards (1) recognizing the role of Black entrepreneurship and these "oasis spaces" during the Segregation era and (2) fostering greater preservation of extant examples of these properties, which represent locally and on a statewide basis both the fact of segregation and the resilience of North Carolinians living in such circumstances.

### ***Division of Land and Water Stewardship***

- **Environmental Equity and Nature Preserves Analysis** – Conducted by Natural Heritage Program and Duke University Nicholas Institute for Environmental Policy Solutions. Utilized an internship for a project to promote environmental justice by improving mapping of nature preserves within an area of the Coastal Plain that was identified as having low access to conservation and high social vulnerability.



## Appendix B: 2023 Diversity, Equity, Accessibility and Inclusion Committee Members

Division	Position	Member	Telephone
Diversity, Equity, Accessibility & Inclusion	Deputy Secretary	Tracey Burns	919.814.6758
Human Resources	EEO Officer/ER Manager	Shanita Washington-Ray	919.814.6682
Administration/Human Resources	Agency HR Manager II	Kimberley Sommerdorf	919-814.6677
African American Heritage Comm	Program Analyst I	Adrienne Nirde	919.814.6764
American Indian Heritage Commission	Program Analyst II	Kerry Bird	
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	Program Manager I	Tamara Brothers	919.814.6526
Capital Projects	Engineering Manager II	Erin Lawrence	919.814.6613
Diversity, Equity, Accessibility & Inclusion	Program Analyst I	Charles Graves	919-754-6708
Historic Sites/State Capitol	Museum Curator I	Kara Deadmon	919.715.3981
Historic Sites/State Capitol	Historic Interpreter III	Natalie Rodriguez	919.715.3962
Historic Sites/State Capitol	Historic Site Manager III	Terra Schramm	919.715.3961
<i>Historic Resources</i>		<i>Pending Member</i>	
Land and Water Stewardship	Program Coordinator II	Rodney Butler	919.707.8107
Marketing	Policy Development Analyst	Jason Diem	919.814.6638
Museum of Art	Associate Director	Katherine White	919.664.6914
Museum of History	Museum Curator II	Percia Swift	919.814.7044
<i>Museum of Natural Sciences</i>		<i>Pending Member</i>	
Parks and Recreation	Parks Regional Superintendent	Kristen Woodruff	919.676.1027
Parks/Human Resources	Program Coordinator II	Rodney Lovett	919.814.6740
<i>State Library</i>		<i>Pending Member</i>	
Symphony	Marketing Specialist I	Maria Ewing	919.733.2750
Symphony	Chief Executive Officer	Sandi Macdonald	919.733.2750
Tryon Palace	Program Coordinator II	Sharon Bryant	252.639.3592
Tryon Palace	Administrative Specialist II	Shenetta Fields	252.639.3500
Zoo	Zoo Educator	Kathy Osborne	336.879.7715

Note: Within the committee members, we have one member reporting disability status and no one reporting veteran status.

## Appendix C: B0170 Job Opening Estimates Form Labor Force Standard by SOC Category as of 12/2022 Based on 2020 Census

### SOC Category: OFFICIALS AND ADMINISTRATORS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																				
# Employed	27	17	4	5	0	0	0	0	0	0	0	0	0	0	53	22	9	4	1	0
% Employed	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	100.0	41.5	17.0	7.5	1.9	0.0
<b>Labor Force Standard</b>																				
# Difference	1	1	0	1	-2	-1	-1	-1	-1	-1	0	0	-1	-1		-1	-6	-1		
% Difference	3.1	2.2	1.8	2.2	-3.0	-1.7	-1.8	-1.0	-0.3	-0.3	0.0	0.0	-0.7	-0.6		1.4	-4.0	-1.8		
<b>Employment Objectives: Using SOC Category</b>																				
Planned # Increase					1			1											1	
Target Classifications	Natural Sciences Museum Director, Aquariums Director, NC Transportation Museum Director																			
Action Steps	Require diverse interview panels, broaden recruitment sources where diverse candidates may apply, apply veteran's preference policy, increase outreach through social media and websites, develop internship opportunities, virtual career seminars, continue division steps to broadly disseminate division openings to professional networks in the state and nation, promote recruitment at HBCUs																			

### SOC Category: MANAGEMENT RELATED

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																				
# Employed	20	47	11	15	0	2	1	2	2	0	0	0	1	3	104	69	37	5	5	0
% Employed	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	100.0	66.3	35.6	4.8	4.8	0.0
<b>Labor Force Standard</b>																				
# Difference	-19	8	5	3	-2	-1	-1	0	1	-1	-1	0	0	2		12	8	-5		
% Difference	-17.4	8.4	4.9	3.1	-1.7	-0.1	-0.9	0.0	1.7	-0.3	-0.1	0.0	0.3	2.1		14.0	10.6	-4.5		
<b>Employment Objectives: Using SOC Category</b>																				
Planned # Increase	2				1	1					1							1		
Target Classifications	Business Services Coordinator I, Program Coordinator II & III, Director of Guest Services & Operations RIFP, Information & Communication Specialist III, Program Analyst I, AAHC Director, Safety Consultant, HR Technician I, HR Technician II, Agency HR Consultant II & III																			
Action Steps	Require diverse interview panels, broaden recruitment sources where diverse candidates may apply, apply veteran's preference policy, increase outreach through social media and websites, develop internship opportunities, virtual career seminars, continue division steps to broadly disseminate division openings to professional networks in the state and nation, promote recruitment at HBCUs																			

### SOC Category: PROFESSIONALS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																				
# Employed	234	341	4	19	5	7	4	5	0	0	1	2	1	4	627	378	52	37	4	0
% Employed	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	100.0	60.3	8.3	5.9	0.6	0.0
<b>Labor Force Standard</b>																				
# Difference	45	67	-26	-48	-5	-7	-17	-9	-2	-4	1	2	-4	-3		5	-110	-22		
% Difference	7.3	10.8	-4.1	-7.6	-0.7	-1.0	-2.6	-1.4	-0.2	-0.5	0.2	0.3	-0.5	-0.4		1.3	16.7	-3.4		
<b>Employment Objectives: Using SOC Category</b>																				
Planned # Increase			11	9	3	3	2	3												
Target Classifications	Information & Communications Spec I & II, User Support Analyst, Museum Curator I & II, Museum Curator Supervisor I, Archivist II, Research Historian, Librarian I & II, Associate Director (Director of Campus Planning), Art Museum Curator, Media & Communications Manager, Photographer																			
Action Steps	Require diverse interview panels, broaden recruitment sources where diverse candidates may apply, apply veteran's preference policy, increase outreach through social media and websites, develop internship opportunities, virtual career seminars, continue division steps to broadly disseminate division openings to professional networks in the state and nation, promote recruitment at HBCUs																			

### SOC Category: TECHNICIANS AND TECHNOLOGISTS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																				
# Employed	4	7	1	0	0	0	0	0	0	0	0	0	0	0	12	7	1	0	2	0
% Employed	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	100.0	58.3	8.3	0.0	16.7	0.0
<b>Labor Force Standard</b>																				
# Difference	1	1	0	-3	-1	-1	-1	-1	-1	-1	0	0	-1	-1		-5	-9	-2		
% Difference	9.5	15.7	2.0	-17.9	-1.6	-2.2	-1.2	-1.7	-0.3	-0.6	0.0	0.0	-0.6	-1.1		-6.7	23.5	-9.3		
<b>Employment Objectives: Using SOC Category</b>																				
Planned # Increase				1																
Target Classifications																				
Action Steps	Require diverse interview panels, broaden recruitment sources where diverse candidates may apply, apply veteran's preference policy, increase outreach through social media and websites, develop internship opportunities, virtual career seminars, promote recruitment at HBCUs																			

### SOC Category: ADMINISTRATIVE SUPPORT

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																				
# Employed	32	122	6	26	1	4	2	1	0	1	0	0	1	3	199	157	45	11	6	0
% Employed	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	100.0	78.9	22.6	5.5	3.0	0.0
<b>Labor Force Standard</b>																				
# Difference	1	20	-7	-10	-2	-4	1	-2	-1	-1	0	-1	0	0		6	-22	-8		
% Difference	0.7	10.1	-3.1	-4.9	-1.0	-1.7	0.5	-0.6	-0.1	-0.1	0.0	-0.1	0.1	0.3		4.3	-9.0	-3.8		
<b>Employment Objectives: Using SOC Category</b>																				
Planned # Increase			7	3	1	4														
Target Classifications	Administrative Specialist I & II, Administrative Associate II, Accounting Technician II																			
Action Steps	Require diverse interview panels, broaden recruitment sources where diverse candidates may apply, apply veteran's preference policy, increase outreach through social media and websites, develop internship opportunities, virtual career seminars, promote recruitment at HBCUs																			

### SOC Category: PROTECTIVE SERVICES

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																				
# Employed	185	65	25	12	4	1	2	0	2	0	0	0	4	0	300	78	50	6	18	0
% Employed	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	100.0	26.0	16.7	2.0	6.0	0.0
<b>Labor Force Standard</b>																				
# Difference	17	29	-25	-12	-6	-2	-1	-1	-1	-2	0	-1	0	-2		12	-46	-22		
% Difference	6.0	9.9	-8.2	-3.9	-1.9	-0.7	0.0	-0.2	-0.3	-0.4	0.0	-0.1	0.1	-0.6		4.7	14.2	-7.3		
<b>Employment Objectives: Using SOC Category</b>																				
Planned # Increase			12	4	2	1	1	1												
Target Classifications	Security Guard																			
Action Steps	Require diverse interview panels, broaden recruitment sources where diverse candidates may apply, apply veteran's preference policy, increase outreach through social media and websites, develop internship opportunities, virtual career seminars, promote recruitment at HBCUs																			

**SOC Category: SERVICE**

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																				
# Employed	62	84	8	6	2	3	0	0	0	0	0	0	0	0	165	93	19	6	3	0
% Employed	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	100.0	56.4	11.5	3.6	1.8	0.0
<b>Labor Force Standard</b>																				
# Difference	28	29	-9	-23	-8	-9	-2	-3	-1	-2	0	0	-2	-3		-8	-57	-10		
% Difference	17.3	17.8	-5.3	-13.8	-4.6	-5.1	-1.1	-1.7	-0.4	-0.8	0.0	0.0	-0.9	-1.4		-3.5	32.7	-5.7		
<b>Employment Objectives: Using SOC Category</b>																				
Planned # Increase				1	1	2	1													
Target Classifications	Historic Sites Manager I, Housekeepers, Grounds Worker II																			
Action Steps	Require diverse interview panels, broaden recruitment sources where diverse candidates may apply, apply veteran's preference policy, increase outreach through social media and websites, develop internship opportunities, virtual career seminars, promote recruitment at HBCUs.																			

**SOC Category: SKILLED CRAFT**

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																				
# Employed	204	22	12	4	3	0	0	0	2	1	0	0	1	2	251	29	25	9	14	0
% Employed	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	100.0	11.6	10.0	3.6	5.6	0.0
<b>Labor Force Standard</b>																				
# Difference	83	1	-32	-12	-29	-8	-4	-2	-1	0	0	0	-2	1		-19	-85	-15		
% Difference	33.4	0.5	-12.6	-4.6	11.2	-3.1	-1.3	-0.7	-0.2	0.2	0.0	0.0	-0.7	0.6		-6.9	32.3	-5.7		
<b>Employment Objectives: Using SOC Category</b>																				
Planned # Increase			8	2	6	2														
Target Classifications	Diving Safety Officer, Maint./Construction Tech I, II & III, General Utility Worker, Maintenance/Construction Supervisor I & II, Museum Technician II																			
Action Steps	Require diverse interview panels, broaden recruitment sources where diverse candidates may apply, apply veteran's preference policy, increase outreach through social media and websites, develop internship opportunities, virtual career seminars, promote recruitment at HBCUs																			

## 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	2021	51.9	33.3	5.6	9.3	0	0	0	0	0	0	N/A	N/A	N/A	N/A
	2022	50.9	32.1	7.5	9.4	0	0	0	0	0	0	0	0	0	0
Management Related	2021	20.4	49.5	8.6	16.1	0	2.2	1.1	2.2	0	0	N/A	N/A	N/A	N/A
	2022	19.2	45.2	10.6	14.4	0	1.9	1	1.9	1.9	0	0	0	1	2.9
Professional Specialty	2021	39.9	54.1	0.8	2.4	0.5	0.9	0.5	0.9	0	0	N/A	N/A	N/A	N/A
	2022	37.3	54.4	0.6	3	0.8	1.1	0.6	0.8	0	0	0.2	0.3	0.2	0.6
Technicians & Technologists	2021	30.8	53.8	7.7	7.7	0	0	0	0	0	0	N/A	N/A	N/A	N/A
	2022	33.3	58.3	8.3	0	0	0	0	0	0	0	0	0	0	0
Administrative Support	2021	14.7	67.6	3.4	11.8	0.5	1	0	0.5	0	0.5	N/A	N/A	N/A	N/A
	2022	16.1	61.3	3	13.1	0.5	2	1	0.5	0	0.5	0	0	0.5	1.5
Protective Services	2021	64.9	22.2	6.9	3.8	1	0.3	0.3	0	0.3	0	N/A	N/A	N/A	N/A
	2022	61.7	21.7	8.3	4	1.3	0.3	0.7	0	0.7	0	0	0	1.3	0
Service	2021	39.6	49.7	4.7	3	1.2	1.2	0.6	0	0	0	N/A	N/A	N/A	N/A
	2022	37.6	50.9	4.8	3.6	1.2	1.8	0	0	0	0	0	0	0	0
Skilled Crafts	2021	81.9	9.7	5	1.5	0.8	0	0	0	0.8	0.4	N/A	N/A	N/A	N/A
	2022	81.3	8.8	4.8	1.6	1.2	0	0	0	0.8	0.4	0	0	0.4	0.8
TOTAL EMPLOYEES	2021	46.7	42.3	3.8	4.7	0.6	0.8	0.3	0.5	0.2	0.1	N/A	N/A	N/A	N/A
	2022	44.9	41.2	4.1	5.1	0.9	1	0.5	0.5	0.4	0.1	0.1	0.1	0.5	0.7