
2022 EQUAL EMPLOYMENT OPPORTUNITY (EEO) PLAN



NC DEPARTMENT OF NATURAL AND CULTURAL RESOURCES (DNCR)

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AN EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

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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.



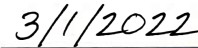
D. Reid Wilson
Secretary, Department of Natural and Cultural Resources



Date



Shanita Washington-Ray
EEO Officer



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

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, 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, adaption, education, and resiliency practices into DNCR programs and operations.

DNCR EEO Achievements

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.

In 2021, two executive leaders completed Diversity and Inclusion Certification from Cornell University to continue our leadership’s efforts to gain skills to expand DNCR’s culture. Additionally, Human Resources staff continued to support recruitment and hiring initiatives through virtual job fairs and university partnership collaboration.

For performance cycle 2021-2022, 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.

The agency continues to provide employees with tools to support diversity, equity, accessibility, and inclusion. In March 2021, DNCR released an email signature standard to employees which encouraged the optional use of gender pronouns in the email signature as further commitment to an inclusive and respectful work environment. DNCR's diversity and inclusion training plan continued in 2021 by assigning employees a series of diversity and inclusion training modules purchased through Skillsoft to include Global Diversity, Bridging the Diversity Gap, and Your Role in Workplace Diversity.

Diversity and Inclusion is a performance value of all employees on the 2020-2021 performance plan. This value is to increase awareness of inclusion for staff and to ensure fair treatment of all employees.

Along with department-wide efforts, our divisions expanded their efforts in 2021 to include:

- The Museum of History began sharing open position opportunities with the African American Advisory Board and the American Indian Advisory Board to collaborate in expanding recruitment to minority applicants.
- The Historical Resources division participated in the agency Latino committee's efforts.
- The Division of State Historic Sites and Properties continued their True Inclusion Committee which first convened in 2020 and continued work in 2021 to internally lay the foundation for more impactful work across the division including an outside facilitator assessing needs and creating goals around achieving a truly inclusive work environment. Historic Sites broadened community relationships and offered programming and exhibits that broaden the narrative and tell more inclusive stories. Sites debuted *Healing on the Land* in 2021 to explore some of the ways North Carolinians of all races and ethnicities have endeavored to take on the challenges of health and healing over the course of history.
- The Museum of Natural Sciences modified position working titles to show a clear career path for internal candidates to follow. By encouraging internal candidates to apply for positions, several diverse hires were made to include temporary staff to permanent positions. Additionally, a vacant position was repurposed to develop a Head of Inclusive Programs. This position manages, directs, and participates in the collaborative development and delivery of educational programs, outreach initiatives, and digital and written resources designed to engage multilingual and multicultural audiences as well as facilitate professional development for staff to increase their capacities to incorporate multilingual and multicultural awareness and competencies into their program areas.



Additionally, the Museum of Natural Sciences has engaged Cecile Shellman Consultants to engage the Museum, following on from listening sessions led by Director Eric Dorfman in Summer of 2020. Work, currently underway, includes baseline assessments using psychometric tools to include the "Implicit Association Test" measuring bias and the "Intercultural Development Inventory" measuring intercultural proficiency. Following this, several listening sessions, large-group, and small-group workshops and discussions will be used to teach and strengthen skills that influence the science museum sector, centering DEAI and providing opportunities for facilitated conversations that encourage staff and leadership to have a shared sense of understanding and values.

- The State Library division has expanded communication channels, adjusted job posting language to attract diverse candidates, and advertised positions more broadly including minority focused library job boards. The State Library utilized outreach efforts to diverse populations to raise general awareness of the State Library.
- The NC Symphony was awarded a grant for the second year through the League of American Orchestra's Catalyst Fund to allow for the continued partnership with a DEI consultant to aid in refining the framework for DEI to be rooted throughout the division's strategic plan. The Symphony continues the staff-led Diversity and Inclusion Taskforce to amplify the diverse voices and inclusive centered facets of employee wellbeing and organizational success. The Symphony held two D&I education sessions for the orchestra and staff addressing Recognizing and Mitigating Biases and Anti-Racism. Additionally, the Symphony's external work included ongoing partnership and participation with Sphinx Organization and the National Alliance for Audition Support to interconnect groups dedicated to transforming lives through the power of diversity in the arts.
- The Museum of Art's Audience Engagement and Outreach section worked to increase the number of internships paid through grants with a focus on seeking students that could not otherwise accept free internship opportunities, focusing on historically underrepresented communities. The museum also acquired diverse artwork collections from minorities and women. Of the 32 new acquisitions in the past year, 22% were by women artists and 28% were by Black artists. Additionally, the museum offers sensory tours and American Sign Language tours. The museum's IDEA committee meets monthly to address challenges and discusses how to make the museum more equitable in staffing as well as welcoming to all visitors.

Additionally, 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. Our divisions have expanded recruitment efforts to share job opportunities with organizations that support diversity.

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;
- Share information with the Secretary in conjunction with the EEO Officer on EEO Programs, report employees' concerns, and recommend changes or additions to the EEO Plan or programs;
- 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 A provides the current committee members to include their division, name, and contact information. The committee members consist of 6 males, 21 females, and are representative of race by 14 white, 10 black, 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. Collaborating with the Office of State Human Resources and other resources on the review of interview and selection components;
4. Providing 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;
6. Ensuring that selection processes are accessible to persons with disabilities; and
7. Developing and implementing structured interview procedures that are documented, including interview panels diverse with respect to race/ethnicity and gender.

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 his/her employment; and
2. Informing employees about the Agency/University 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.

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;
- 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 (EO #82)

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 (EO #93)

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 2021 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

2010 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 2021, 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	54
MANAGEMENT RELATED	93
PROFESSIONALS	636
TECHNICIANS AND TECHNOLOGISTS	13
ADMINISTRATIVE SUPPORT	204
PROTECTIVE SERVICES	288
SERVICE	169
SKILLED CRAFT	259
Total	1716

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.

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 (2010 Census)
White+ Male	801	46.7	32.7
White+ Female	726	42.3	34.3
Black Male	65	3.8	9.9
Black Female	80	4.7	11.3
Hispanic Male	11	.6	4.5
Hispanic Female	13	.8	3.9

Asian+ Male	6	.3	1.0
Asian+ Female	9	.5	1.1
American Indian Male	3	.2	.6
American Indian Female	2	.1	.6
Total	1716	100	100
Veteran	51	3.0	Not Reported
Disability	61	3.6	11.6

NOTE: The White+ ethnicity group also includes the 'Two or More' designation from the HR/Payroll system since the current Census data does not contain the 'Two or More' demographic. The Asian+ ethnicity group also includes the 'Native Hawaiian or Pacific Islander' designation from the HR/Payroll system since the current Census data does not contain the 'Native Hawaiian or Pacific Islander' demographic.

2022 Employment Objectives

The B0170 report as of December 2021, in Appendix B, 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 2010 NC census data, and outlines DNCR's 2022 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 3.0% 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 5.6% for veterans.

DNCR currently has a representation of 3.6% 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 2021 Employment Objectives

DNCR attained a significant number of the 2021 employment objectives through new hires and promotions. Table 3 shows the increase towards the 2021 employment objectives in the targeted underrepresented Standard Occupational Classifications (SOC).

Table 3: 2021 Employment Objectives Analysis

SOC Category	Increase Objective	Increase Result
OFFICIALS AND ADMINISTRATORS	1 Black Male 1 Black Female 1 Hispanic Male	2 Black Males 1 Black Female

MANAGEMENT RELATED	2 White Males 1 Hispanic Female 1 Asian+ Male	3 White Males 1 Hispanic Female 1 Asian Male
PROFESSIONALS	3 Black Males 6 Black Females 1 Hispanic Male 1 Hispanic Female 1 Asian+ Male 1 Asian+ Female	1 Black Female 1 Asian+ Male 2 Asian+ Females
TECHNICIANS AND TECHNOLOGISTS	1 Asian+ Male	
ADMINISTRATIVE SUPPORT	1 White Male 2 Black Females	6 White Males 2 Black Females
PROTECTIVE SERVICES	5 Black Males 4 Black Females 1 Hispanic Male 1 American Indian/ Alaska Native Male	1 Black Female 1 Hispanic Male
SERVICE	1 Black Male 2 Black Female 1 Hispanic Male 1 Hispanic Female	1 Black Male 1 Hispanic Female
SKILLED CRAFT	2 Black Males 1 Black Female 2 Hispanic Males 1 Hispanic Female	1 Hispanic Male

Appendix C compares the percentage of employees by demographics within each of the Standard Occupational Classifications for years 2020 and 2021 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 are combined into a single group called “Other Minority.”

Table 4: 2020-2021 Performance Cycle Ratings

Overall Rating:	WM	WF	BM	BF	OMM	OMF	TOTAL
Does Not Meet Expectations	6 67%	2 22%	0 0%	1 11%	0 0%	0 0%	9
Meets Expectations	611 49%	501 40%	47 3.8%	57 4.6%	12 1.0%	16 1.3%	1244

Exceeds Expectations	125 40%	164 53%	4 1.3%	11 3.6%	3 1.0%	2 .6%	309
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NOTE: The White+ ethnicity group also includes the 'Two or More' designation from the HR/Payroll.

Table 5: 2021 Recruitment and Selection

Applicant Pool	WM	WF	BM	BF	OMM	OMF	TOTAL*
Applications Received	3413 34%	3729 37%	735 7%	1029 10%	473 5%	521 5%	10000
Referred to Hiring Manager	1697 36%	1851 39%	293 6%	439 9%	233 5%	208 4%	4721
Hired	102 39%	119 45%	13 5%	9 3%	10 4%	11 4%	264

NOTE: Total includes applicants that did not indicate race/gender.

Table 6: 2021 Promotions

Promotional Evaluation	WM	WF	BM	BF	OMM	OMF	TOTAL*
# of Promotions	38	24	5	4	2	1	74
# of Employees	815	742	68	80	23	35	1763
Percentage	4.7%	3.2%	7.4%	5.0%	8.7%	2.9%	4.2%

NOTE: Total includes employees that did not indicate race/gender.

Table 7: 2021 Discipline and Dismissal

Disciplinaries	WM	WF	BM	BF	OMM	OMF	TOTAL
Written Warning	2 67%	1 33%	0	0	0	0	3 100%
Suspension	1 100%	0	0	0	0	0	1 100%
Demotion	0	0	0	0	0	0	0
Dismissal	0	1 100%	0	0	0	0	1 100%

Identification and Correction of Issues

2021 was a challenging year. While vacancies were high, the applicant pools were lower. Recruitment efforts will need to be expanded in 2022 to increase interest in our employment opportunities and the professional careers within DNCR. The December 2021, 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. However, DNCR Human Resources staff expanded virtual career fair opportunities and is exploring regional hiring processes in 2022 for certain classifications to improve hiring timeframes and increase diversity.

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: 2022 Diversity, Equity, 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
African American Heritage Comm	Program Analyst I	Angela Thorpe	919.814.6511
Aquariums	Museum Curator Supervisor	Christin Brown	252.255.1501
Archives & Records	Historic Publications Editor	Dr. Joseph Beatty	919.814.6623
Arts Council	Program Manager I	Tamara Brothers	919.814.6526
Arts Council	Program Supervisor II	Carly Jones	919.814.6531
Capital Projects	Engineering Manager II	Erin Lawrence	919.814.6613
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
Human Resources	Accounting Technician I	Rodney Lovett	919.814.6740
Human Resources	Agency HR Manager II	Kimberley Sommerdorf	919-814.6677
Land and Water Stewardship	Program Coordinator II	Rodney Butler	919.707.8107
Marketing & Education	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
Museum of Natural Sciences	Info & Comm Specialist III	Eileen Miller-Murphy	919.707.9823
Museum of Natural Sciences	Museum Curator I	Jessica Rassau	919.707.9823
Parks and Recreation	Parks Regional Superintendent	Kristen Woodruff	919.676.1027
State Library	Librarian II	Francesca Evans	919.814.6858
State Library	Library Manager	Carl Keehn	919.715.6663
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 B: B0170 Job Opening Estimates Form Labor Force Standard by SOC Category as of 12/2021 Based on 2010 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	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	28	18	1	4	0	0	0	0	0	0	0	51	22	5	4	2
% Employed	54.9	35.3	2.0	7.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	43.1	9.8	7.8	3.9
Labor Force Standard																
# Difference	1	2	-2	0	-2	-1	-1	-1	-1	-1			-1	-9	-2	
% Difference	2.4	5.3	-3.4	1.5	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3			4.6	-7.8	-3.8	
Employment Objectives: Using SOC Category																
Planned # Increase			1	1	1										1	1
Target Classification(s)	Division or Section Director through retirement, Maint/Construction Project Manager II															
Action Steps	Diverse interview panels, expand recruitment with community outreach, HBCUs and job boards, utilize internal diversity committee to identify resources and opportunities.															

SOC Category: MANAGEMENT RELATED

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	16	43	5	15	0	1	0	3	0	0	0	83	62	24	4	2
% Employed	19.3	51.8	6.0	18.1	0.0	1.2	0.0	3.6	0.0	0.0	0.0	100.0	74.7	28.9	4.8	2.4
Labor Force Standard																
# Difference	-16	11	0	5	-2	-1	-1	2	-1	-1			16	1	-6	
% Difference	-18.8	13.3	0.3	6.7	-1.6	-0.9	-0.9	2.6	-0.2	-0.4			21.3	5.6	-6.8	
Employment Objectives: Using SOC Category																
Planned # Increase	4				1		1								1	
Target Classification(s)	Program Coordinators, Budget Analyst III, Program Analyst I, Procurement Specialists, Accountant I, Historic Site Manager, Admin Officer, Program Development Coordinator															
Action Steps	More expansive recruitment, attend career fairs, community outreach, expand recruitment with HBCUs and job boards that target diverse applicants, outreach to professional contacts for recommended applicant sources, diverse interview panels															

SOC Category: PROFESSIONALS

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	256	347	5	14	3	7	2	4	0	0	7	645	372	40	16	2
% Employed	39.7	53.8	0.8	2.2	0.5	1.1	0.3	0.6	0.0	0.0	1.1	100.0	57.7	6.2	2.5	0.3
Labor Force Standard																
# Difference	81	22	-28	-69	-9	-12	-13	-11	-8	-10			-80	-155	-62	
% Difference	14.5	7.0	-3.9	-9.7	-2.2	-1.6	-1.9	-1.6	-1.2	-1.4			-7.3	-21.9	-8.7	
Employment Objectives: Using SOC Category																
Planned # Increase			4	5	1	2	1	1	1	1						
Target Classification(s)	Museum Curators, Art Museum Curators, Museum Technicians, Director of Graphic Design, Information and Communication Specialists, Art Handler, Archivists, Environmental Specialist, Librarian, Archives and History Regional Supervisor, HR Technician, Safety Consultant, and various other anticipated vacancies															
Action Steps	Attend career fairs, community outreach, broadly disseminate opportunities through social media and with professional networks both in state and nationally, expand recruitment with HBCUs, diverse interview panels															

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	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	6	7	1	1	0	0	0	0	0	0	0	15	8	2	0	3
% Employed	40.0	46.7	6.7	6.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	53.3	13.3	0.0	20.0
Labor Force Standard																
# Difference	2	-1	0	-2	-1	-1	-1	-1	-1	-1			-6	-8	-2	
% Difference	14.2	-0.6	0.9	-8.6	-0.7	-1.7	-1.0	-1.2	-0.2	-0.8			-13.0	-13.4	-11.6	
Employment Objectives: Using SOC Category																
Planned # Increase				1				1								
Target Classification(s)	Veterinarian, Engineering Tech II															
Action Steps	Attend career fairs, community outreach, diverse interview panels															

SOC Category: ADMINISTRATIVE SUPPORT

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	24	145	8	22	1	1	1	1	0	0	4	207	169	35	11	9
% Employed	11.6	70.0	3.9	10.6	0.5	0.5	0.5	0.5	0.0	0.0	1.9	100.0	81.6	16.9	5.3	4.3
Labor Force Standard																
# Difference	-11	32	-7	-12	-2	-5	-1	-2	-1	-2			11	-31	-14	
% Difference	-5.3	15.7	-2.9	-5.5	-0.7	-2.1	0.0	-0.5	-0.2	-0.5			7.1	-12.0	-6.3	
Employment Objectives: Using SOC Category																
Planned # Increase	4		3	5		1				1						
Target Classification(s)	Administrative Specialists, Administrative Associates, Accounting Technician, Inventory Assistant															
Action Steps	Attend career fairs, community outreach, expand recruitment with HBCUs and job boards that target diverse applicants, diverse interview panels															

SOC Category: PROTECTIVE SERVICES

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	198	63	22	10	2	1	1	0	1	0	3	301	74	38	5	17
% Employed	65.8	20.9	7.3	3.3	0.7	0.3	0.3	0.0	0.3	0.0	1.0	100.0	24.6	12.6	1.7	5.6
Labor Force Standard																
# Difference	25	24	-27	-20	-5	-2	-1	-1	-1	-1			0	-57	-30	
% Difference	8.6	8.2	-8.9	-6.5	-1.3	-0.5	-0.1	-0.1	-0.3	-0.2			1.0	-17.5	-9.9	
Employment Objectives: Using SOC Category																
Planned # Increase			5	4	1											
Target Classification(s)	Security Coordinator, Security Guards															
Action Steps	Attend career fairs, community outreach, diverse interview panels															

SOC Category: SERVICE

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	64	87	7	6	2	1	0	0	0	0	1	168	94	16	2	3
% Employed	38.1	51.8	4.2	3.6	1.2	0.6	0.0	0.0	0.0	0.0	0.6	100.0	56.0	9.5	1.2	1.8
Labor Force Standard																
# Difference	29	27	-11	-27	-8	-8	-2	-3	-1	-2			-13	-62	-18	
% Difference	17.6	16.4	-6.5	-15.5	-4.2	-4.7	-1.0	-1.3	-0.3	-0.9			-6.0	-34.5	-10.4	
Employment Objectives: Using SOC Category																
Planned # Increase			3	4	2	2	1	1								
Target Classification(s)	Housekeeper, Grounds Worker, General Utility Worker, Zookeeper															
Action Steps	Expand opportunity outreach through social media, promote vacancies at Latino career events, distribute opportunities to community colleges, diverse interview panels															

SOC Category: SKILLED CRAFT

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	210	21	13	5	1	0	0	0	1	1	0	252	27	21	7	18
% Employed	83.3	8.3	5.2	2.0	0.4	0.0	0.0	0.0	0.4	0.4	0.0	100.0	10.7	8.3	2.8	7.1
Labor Force Standard																
# Difference	77	0	-28	-8	-32	-7	-3	-2	-2	0			-17	-82	-23	
% Difference	30.6	0.0	-10.7	-2.9	-12.6	-2.6	-0.9	-0.5	-0.7	0.2			-5.8	-30.8	-8.8	
Employment Objectives: Using SOC Category																
Planned # Increase			5	3	2			1	1							
Target Classification(s)	Electrician, Plumber, Maintenance/Construction Supervisors, Maintenance/Construction Technicians, HVAC Technician I															
Action Steps	Attend career fairs, community outreach, promote vacancies at Latino career events, diverse interview panels															

Appendix C: DNCR EEO Quantitative Analysis

SOC Category	White Males		White Females		Black Males		Black Females		Other Minority Males		Other Minority Females	
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
Officials & Administrators	54.9%	51.9%	35.3%	33.3%	2.0%	5.6%	7.8%	9.3%	0	0	0	0
Management Related	19.3%	20.4%	51.8%	49.5%	6.0%	8.6%	18.1%	16.1%	0	1.1%	4.8%	4.4%
Professional Specialty	39.7%	39.9%	53.8%	54.1%	.8%	.8%	2.2%	2.4%	.8%	1.0%	1.7%	1.8%
Technicians & Technologists	40.0%	30.8%	46.7%	53.8%	6.7%	7.7%	6.7%	7.7%	0	0	0	0
Administrative Support	11.6%	14.7%	70.1%	67.6%	3.8%	3.4%	10.6%	11.8%	1.0%	.5%	1.0%	0
Protective Services	65.78%	64.9%	20.93%	22.2%	7.31%	6.9%	3.32%	3.8%	1.33%	1.6%	.33%	.3%
Service	38.10%	39.6%	51.79%	49.7%	4.17%	4.7%	3.57%	3.0%	1.19%	1.8%	.60%	1.2%
Skilled Crafts	83.33%	81.9%	8.33%	9.7%	5.16%	5.0%	1.98%	1.5%	.79%	1.6%	.40%	.4%
TOTAL EMPLOYEES	46.57%	46.7%	42.45%	42.3%	3.60%	3.8%	4.47%	4.7%	.87%	1.1%	1.16%	1.4%