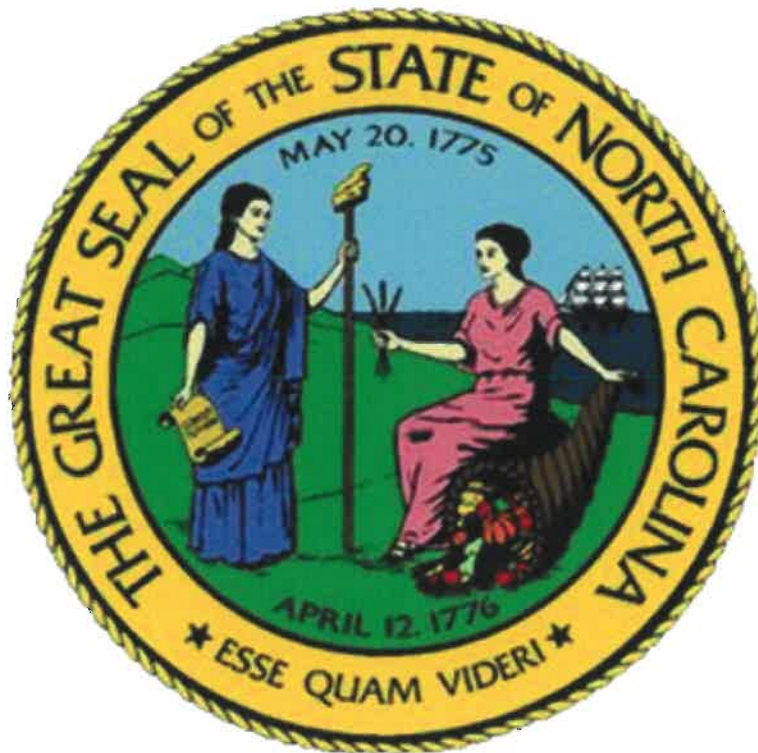


North Carolina Department of Administration



Equal Employment Opportunity Plan

March 1, 2021

Mark Edwards, Acting Secretary

Equal Employment Opportunity Plan 2021

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SECTION 1: INTRODUCTION

INTRODUCTION

The State of North Carolina is committed to fostering a diverse workforce and inclusive work environment free from discrimination, unlawful workplace harassment, retaliation, and without barriers to equal employment opportunity (EEO). With this mind, the Office of State Human Resources developed the Equal Employment Opportunity (EEO) Instruction and Format Guide to assist state agencies and universities in the preparation of their annual EEO Plan.

This guide outlines the program and data elements required in each annual agency/university EEO Plan. Each agency and university is advised to follow the order of this guide when preparing their EEO Plan. The guide includes helpful examples of the requirements needed for the development of the EEO Plan.

SECTION II: PROGRAM ELEMENTS

Equal Employment Opportunity/Affirmative Action Plan

Certification Statement

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



Mark Edwards, Acting Secretary
Department of Administration

2021/02/26

Date



Monique Edwards, ER/EEO Officer
Department of Administration

26 Feb 2021

Date

STATE OF NORTH CAROLINA EEO POLICY STATEMENT

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

The above reflects only a portion of the State EEO Policy. The entire policy can be found on the Office of State Human Resources (OSHR) website at: <https://oshr.nc.gov/policies-forms/eoo/equal-employment-opportunity-policy>.

AGENCY OVERVIEW

DEPARTMENT OF ADMINISTRATION PURPOSE

The Department of Administration advances and provides innovative leadership for the effective management, efficient operation, and fair conduct of State government operations. The department provides for the delivery of administrative and auxiliary services to State government agencies to allow them to efficiently render services to the public and provides opportunities for citizen advocacy efforts within and outside state government. The department oversees government operations such as building constructions; purchasing and contracting for goods and services; sale of state and federal surplus property; maintenance of state-owned building and grounds; managing state vehicles; acquiring and disposing of real property; processing USPS, Courier, and interoffice mail for State Government agencies. Also housed in the Department of Administration are groups that advocate for various segments of the State's population that have been traditionally underserved such as the Commission of Indian Affairs, Youth Advocacy, and the Council for Women. The Secretary's Office provides direction for the management of all divisions of the department, plus research assistance for the Governor's Office. In addition, the Ethics Commission was assigned to the Secretary for the purpose of providing administrative support. Though the Ethics Commission is its own entity, the Department will monitor hiring and diversity efforts of the Commission as part of the administrative support provided to the Commission.

DEPARTMENT OF ADMINISTRATION MISSION

Provide high quality services effectively, efficiently, and economically for our customers who are the citizens, agencies, and communities of our state.

DEPARTMENT OF ADMINISTRATION VISION

Excellence in all we do: People, processes, and systems.

DEPARTMENT OF ADMINISTRATION PURPOSE

The Department of Administration is a critical component within State of NC Government. It ensures efficient and effective ways to improve service that creates value to the taxpayer because of enhanced employee engagement, innovation, inclusion and diversity and outstanding customer service.

STATEMENT OF THE DEPARTMENT OF ADMINISTRATION

The Department of Administration is fully committed to equal and fair personnel practices, including, but not limited to, the recruitment, hiring, promotion, and retention of its employees. All agency selection decisions will be based on valid job-related requirements and consistent with the performance of essential job functions. This Equal Employment Opportunity Plan is intended to promote equal access to employment opportunities and discourage all

forms of unlawful discrimination, harassment, and retaliation. Department of Administration Equal Employment Opportunity efforts are both positive and proactive at all levels of responsibility within the agency, and we use all available resources to eliminate any barriers that may prevent those efforts.

This EEO Plan defines areas of concern to Department of Administration regarding equitable employment practices and proper utilization of existing staff. While this Plan focuses on all qualified individuals, the stated mission clearly indicates a positive direction by Department of Administration of increasing staff representation from underutilized groups across all occupational areas and ensuring that available labor force resources are fully applied for the recruitment of these individuals in meeting our workforce demands for the Year 2020.

Though this EEO Plan fulfills a legal requirement to document policy and project goals for equal employment opportunity, we recognize that the spirit of the Plan extends beyond the letter of the law. Efforts will be made to encourage each employee to become familiar with the Plan and its components, comply to the fullest extent possible, with the requirements, and demonstrate good faith in carrying out its provisions.

AGENCY ACHIEVEMENTS

The agency has worked 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. To support this mandate, the agency has appointed a diverse management team, including:

The Department of Administration (DOA) maintains diversity as a critical element of its organizational priority. The Department of Administration has identified among the three imperatives established by the Department Executive Leadership a goal to create an environment that promotes and encourages employee engagement, openness, and inclusion. The three imperatives are identified as:

1. Explore new or improved ways to deliver effective and efficient services to create value for taxpayers.
2. Provide Superior Customer Service
3. Create a culture of trust through enhanced employee engagement openness, and inclusiveness.

The Department Executive Leadership Team is diverse and comprised of 54% minority team members, 46% non-minority team members, 63% female team members, and 37% male team members. Division Director positions filled by 57% minority employees, 50% females, and 50% males. Included in the Division Director statistics is one American Indian male and one Hispanic male. Executive Management Team members have attended Diversity and Inclusion Training as

prescribed to emphasize the value of the program with the Department. Diversity and Inclusion Training has been regularly emphasized for eligible staff.

The Department of Administration has been in full support of several Executive Orders signed by Governor Cooper. The Department supports Executive Order 82 which promotes health and wellness by emphasizing and clarifying protections afforded to pregnant employees. We continue to support Executive Order 24, which prohibits discrimination for employees of the administration and employees of state contractors it also ensures executive agencies do not discriminate. The Executive Order also prohibits discrimination in the Governor's administration on the basis of race, color, ethnicity, sex, National Guard or veteran status, sexual orientation, and gender identity or expression. It also will require certain state contractors to put in place non-discrimination protections for their workers. Lastly, it will ensure that the State provides all members of the public with equal access to state services without discrimination.

Also, the Department has a key role in the execution of Executive Order 79 which establishes the North Carolina Complete Count Commission to ensure the full accountability and inclusion of all citizens during the 2020 Census. The Department of Administration Secretary has been appointed the Chair for this Commission.

The department has also played a pivotal role in support of the Andrea Harris Social, Economic, Environmental, and Health Equity Task Force. Established under Executive Order No. 143, the Task Force addresses the social, environmental, economic, and health disparities in communities of color disproportionately impacted by COVID-19. The Task Force is named in honor of the late civil rights activist, Andrea Harris, who dedicated her life to eliminating disparities in North Carolina. The Department of Administration Secretary has been appointed Chair for Taskforce.

In 2018, the Department started a Veterans' Group as the first organization within a Department-wide Employee Resource Group concept. The purpose of the Veterans' Group is to provide orientation assistance to military members transitioning to employment in State Government, promote issues related to veterans, and participate in recruitment initiatives highlighting the opportunities in State Government and specifically within the Department of Administration. Additional support organizations are being considered as part of the overarching Employee Resource Group concept.

In 2020, the emergence of COVID-19 brought about unprecedented change for the agency. The department has had to continually adapt to new and changing guidelines for employee safety. Employees who were able to work from home were instructed to telework as much as possible. Other changes include placing signage in entry ways, elevators and throughout the building reminding employees to social distance. Hand sanitizer has been placed throughout the building. Also, protective barriers have been added at security points at front and rear exits. All employees are provided safety equipment such as masks, hand sanitizer and face shields. Employees are sent weekly reminders to self-monitor for COVID-19 symptoms. The agency conducted a Telework Survey to better understand how to support employees during this time

of increased anxiety and stress. The employee responses help identify measures that create a conducive work environment for well-being and productivity. Employees provided open and honest feedback that enables the agency to make meaningful change that will assist our employees. In the survey, 60% of employees who normally work in the office indicated they were working remotely because of COVID-19. 89% of employees agreed that communication from the agency has been helpful to them in understanding what they need to do in response to COVID-19. 90% of employees felt support from management to adapt to organizational changes. This and other data from the survey will be used to help refine current and future practices for remote work.

The Department promotes and encourages opportunities in state government from all citizens through its oversight of the NC Commission on Inclusion. This Commission is comprised of NC citizens from a broad range of demographics. The focus of the Commission is to identify and share best practices such as developing strategies that promote economic efficiency, accountability, attract, grow, and retain an excellent workforce, identify trends and actions that create a competitive advantage for North Carolina and raise awareness of the importance of diversity and inclusion. The Department oversight of this program has contributed to collaboration among multiple stakeholders to highlight a work and collaboration environment conducive to unity among people.

The Department of Administration is fully committed to equal employment opportunity for all applicants, employees, services funded directly by the State treasury or disbursed by State Agencies including disbursements to Grantees, Sub-Grantees or Service Contractors. The Department of Administration has set uniform guidelines of practices and procedures to ensure a fair and equitable process for the resolution of disputes resulting non-discrimination issues.

The Department of Administration prohibits discrimination and harassment based on race, color, ethnicity, national origin, religion, sex, pregnancy, gender identity, gender expression, sexual orientation, marital status, age, genetic information, military service, veteran status, or disabilities. This action aligns with state and federal guidelines related to prohibited discrimination practices.

The Department of Administration also prohibits any retaliatory personnel action, retaliation in the terms and conditions of employment, or Services funded directly by the State treasury or disbursed by State Agencies including disbursements to Grantees, Sub-Grantees or Service Contractors or retaliation in an application by entity for protesting any form of discrimination or harassment.

ASSIGNMENT OF RESPONSIBILITY AND ACCOUNTABILITY

Department Secretary

The Secretary of the Department of Administration has the ultimate responsibility for ensuring the EEO policy and programs specific to their organization are fully developed and successfully

implemented. They are further charged with the responsibility for ensuring that all employment practices and all aspects of the employment function within their organization are implemented in a manner which is equal for all applicants and employees.

As described in the Equal Employment Policy contained in the State Human Resources Manual, the Secretary of The Department of Administration shall

1. Adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor.
2. Designate a management-level official responsible to oversee the EEO program who has access to the department Secretary.
3. 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.
4. Communicate the agency or university's commitment to EEO to all employees, applicants and the public.
5. Provide necessary resources to ensure the successful implementation of the EEO program.
6. Ensure the development and implementation of HR policies, procedures, and programs necessary to achieve a diverse workforce in each occupational category; and
7. Take measures to ensure the work environment is consistent with the intent of this policy and supports equal opportunity.

Managers and Supervisors

It is key to understand that employment decisions will impact the success or failure of the EEO program, requiring adherence by all parties, especially managers/supervisors. Each manager and supervisor are responsible for implementing the specific elements of the EEO Plan, which are designed to eliminate barriers to equal employment opportunity which cause underutilization.

The specific responsibilities of managers and supervisors include:

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

Equal Employment Opportunity Committee

The EEO Committee is vital to the success and acceptance of the Agency/University EEO Program. This group has the potential to influence top management in decisions relating to the use of human resources within the organization. Our EEO Committee is composed of diverse

individuals from various career backgrounds and reflects agency-wide representation. The composition of the EEO Committee is established to ensure the committee's sensitivity to all EEO issues. The purpose of the Committee is to:

1. Serve as a communication link between managers and employees and the EEO staff on aspects of the EEO plan and program.
2. Review and evaluate the equal employment opportunity plan and program.
3. Review workforce representation data in each occupational category.
4. Survey the organizational climate and employee attitudes and evaluate the resultant data.
5. Meet with the Agency Head or University Chancellor in conjunction with the EEO Officer to discuss EEO programs, report on the employees' concerns, and recommend changes or additions to the EEO policy, plan, or program.
6. Identify recruitment resources and other activities designed to strengthen the EEO program; and
7. Best practice is that the EEO Committee meet quarterly, but it is important that the group remain engaged and active if meetings are less frequent.
8. Once appointed, all members should attend the EEODF training, if they have not already completed the course.

The Department of Administration Equal Employment Opportunity Committee Members

<u>Name</u>	<u>Title</u>	<u>Gender</u>	<u>Ethnicity</u>
Lyon, Alicia	Asst HUB Dir/Program Analyst II/GN14	F	B/AA
Roach, Emily	Policy Development Analyst GN13/Secretary Office	F	W
Fontanez, Doriane	Administrative Associate I/GN3 State Parking	F	H
Katoozian, Shohreh	Administrative Specialist II GN07/State Construction	F	W
Bouffiou, Chad	Program Director I GN17/Facility Management	M	W
Burris, Keith	Housekeeping Manager/GN09 Facility Management	M	B/AA
Anderson, Sandra	St Procurement Spec III/GN14 State Purchase & Contract	F	H
Ammons, Laura	IT Director I/IT09 DOA IT Support	F	W

Employee Relations/Equal Employment Opportunity (ER/EEO) Officer

The ER/EEO Officer is ultimately responsible for the development and implementation of the EEO Plan and Program. The EEO Officer has access to the Secretary and Human Resources Director regarding EEO related matters.

Duties and responsibilities of the ER/EEO Officer include:

1. Interpret and apply Federal laws, state statutes, and policies related to equal employment opportunity.
2. 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.
3. Ensure hiring recommendations are reviewed for compliance with EEO program objectives prior to the final Agency/University hiring decision.
4. 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.
5. Maintain and analyze data on workforce utilization and employment practices, including records of all complaints and grievances alleging discriminatory practices.
6. Advise management of the EEO program's impact and effectiveness.
7. Provide or coordinate EEO training for management and employees.
8. Provide confidential consultation for management and employees in matters involving EEO concerns.
9. 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.
10. Establish and maintain effective working relations with groups concerned with EEO and Diversity & Inclusion.
11. Coordinate programs to achieve program objectives.
12. Present information on the EEO plan and program to management and employees on a regular basis; and
13. Ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1.

DISSEMINATION PROCEDURES

Dissemination of the EEO Plan and program is vital to both the Department of Administration employees and the general public. Internal and external distribution of the Plan and program provisions are necessary for the effective communication of the agency's commitment to providing equal employment opportunity to all employees and applicants. Communication of this Plan will or currently includes:

INTERNAL DISSEMINATION

1. All employees have access to a hard or electronic copy of the agency/university EEO Plan.

2. Managers and supervisors are effectively trained on their specific responsibilities as outlined in the EEO Plan and policy.
3. The EEO policy statement is posted on bulletin boards in common areas and other areas where employees and/or the public may congregate.
4. Newsletters and website information is used to communicate information about the EEO plan, program, and policy on a regular basis.
5. The EEO and Reduction in Force (RIF) policy statements and procedures for filing an EEO complaint are available on the Department of Administration website and intranet; and
6. All photographs used by the Department of Administration for publicity and/or public relations include the various demographic groups represented within the organization.

EXTERNAL DISSEMINATION

External dissemination of the EEO Plan is also necessary to ensure that the general public is informed of the Department of Administration's pledge to providing equal employment opportunity. In order to effectively disseminate the EEO Plan, policy, and program to the external resources, the ER/EEO Officer will provide the following when appropriate:

1. Provide a copy of the EEO policy to each resource, subcontractor, vendor and/or supplier as deemed appropriate.
2. Provide a copy of the Department of Administration vacancy list, job announcements and any other pertinent material to the appropriate recruitment resource(s); and
3. Maintain regular and routine contact with recruitment resources.

PROGRAM ACTIVITIES

Recruitment

The Department of Administration will employ recruitment procedures to attract a diverse pool of applicants for all occupational categories to include veterans and individuals with disabilities. Vacancies will be advertised in a manner that permits widespread awareness by all types of potential applicants.

Selection

Department of Administration will take measures to ensure that all the steps in the selection process are nondiscriminatory, strictly job related, and in compliance with merit-based employment policies and procedures. Applicable authorities responsible for the selection process will be made aware of underutilization of certain groups as identified in this Plan.

Interview questions and selection resources will be designed to evaluate job-related competencies only, and a uniform process will be used for all applicants in the hiring pool. In the hiring process, consistent information for new hires will be provided regarding employment conditions. Salary information will not be considered in the application review process.

Employee Onboarding

Department of Administration will provide the same level of orientation to all new employees, to ensure their understanding of the agency's organizational structure, safety, and the new employees role in the organization. Included in the orientation process are temporary employees and interns who support the operations of the department.

Promotion

Promotional procedures and processes are designed to enhance upward mobility and fully utilize the skills of the existing workforce. Every staff member must be given the opportunity to be considered for any vacancy which he/she qualifies that would result in a promotion. Additionally, career State employees are afforded priority for promotional opportunities over any non-State employee in compliance with Office of State Human Resources policy. Employee development plans are a part of the performance planning and appraisal process to encourage opportunities for career development and enhancement of job-related knowledge, skills, and abilities. It is critical that managers and supervisors create career development plans for employees who demonstrate the potential for advancement.

Employee Training and Development

Investing in employee training and development is a cost-effective measure that allows advancement opportunities for qualified employees, helps retain talent, and eliminates duplications of effort to acclimate employees to the specific job functions and workforce. Employee training can also serve as a method for creating advancement opportunities that remove barriers to equal employment opportunities and improve areas of underutilization.

Each request for training and development is evaluated on its own merit and outcome should not only enhance the ability of the requesting employee but enhance the performance outcome towards completion of goals for the Division and Department.

Key elements regarding the approach to employee training and development will include:

1. Analyzing the performance requirements of all job classes in which underutilization exists for the purpose of identifying the agency's training and development needs; and
2. Ensuring that training and development opportunities are accessible and creating awareness of available opportunities to all employees.

Documentation of the Agency's efforts to create and provide training and development opportunities for employees is a part of the EEO Plan requirements. Information on requests for training made by employees and training provided to all employees (regardless of whether or not it was requested) are significant indicators of the Agency's EEO efforts and will be retained within the Department Human Resources Management Division.

Compensation and Benefits

The Department of Administration utilizes the State Classification and Compensation Program guidelines regarding salary determination and promotion and highlighting of benefits. A structured and uniformed procedure has been implemented to ensure fairness and equity in the administration of compensation. Considerations taken into account when determining salary recommendations include the hiring rate, related education, training, experience (paid or volunteer), and salary equity of current employees performing similar duties and responsibilities. Efforts are made to ensure decisions about salaries are aligned with the salary range for the position classification for the applicable vacant position. However, prior salary information is not requested from applicants whether internal or external as part of the position qualification process.

Analysis is conducted to ensure that all benefits and conditions of employment are equally available to all employees including leave policies, retirement plans, insurance programs and other terms, conditions, and privileges of employment. The Human Resources Management staff, in collaboration with the Employee Relations/EEO Officer, are involved in monitoring salary recommendations to identify trends and discuss concerns with management to minimize inequities.

Performance Management

Performance appraisals for each employee are managed by the Department of Administration in accordance with the Performance Management Policy contained in the State Human Resources Manual. The work performance of each employee covered by this policy is to be evaluated annually with at least an interim feedback provided to the employee during the performance cycle before the final review is completed. Employee performance standards are to be established, maintained, and applied free from bias. Work planning and performance reviews must be based on a set of specific objectives and performance standards established for each job. The Department of Administration makes every effort to comply with State policy

regarding the application and management of the evaluation process and will hold managers and supervisors accountable for the progress of the EEO program by including it as an expectation in performance reviews. Further, the Department of Administration follows the utilization of the statewide NCVIP (Valuing Individual Performance) System.

Transfer and Separation

The Department of Administration implements a structured and uniform procedure for determining the primary reasons employees voluntarily transfer or separate from the agency. This procedure involves conducting exit interviews or obtaining confidential exit surveys from employees upon departure when employees elect to participate. The Employee Relations/EEO Officer will conduct an analysis of the information obtained through these methods to share with senior management, so they are aware of any concerns and conditions requiring attention.

Management Training

Training for managers and supervisors is crucial to the success of an EEO program. Managers and supervisors implement the achievement of equal employment opportunity goals through their employment decisions (selection for hiring, promotion, training, reallocation, disciplinary actions, and transfer). As such, it is essential that managers and supervisors be trained on the effective fulfillment of their EEO responsibilities. Department of Administration affirms its commitment to actively enroll eligible managers and supervisors in the North Carolina Office of State Human Resources Equal Employment Opportunity Diversity and Fundamentals (EEODF) in compliance with NC General Statute 126-16.1.

The elements of the training program included:

1. Definition of equal employment opportunity.
2. Legal basis for EEO.
3. Interpreting and applying EEO policies and guidelines.
4. Guidelines for valid and legal selection procedures.
5. Identifying and eliminating artificial barriers that can lead to discrimination.
6. Implementing the EEO program; and
7. Managing diversity in the workforce.

Furthermore, the Department plans to implement additional training for managers, supervisors, and employees that promote the broader range of workplace functions and conduct to include but not limited to discussions related to:

1. Customer Service
2. Violence in the Workplace
3. Workplace Security
4. Ethics and Conduct
5. Safety in the Workplace
6. Teamwork and Teambuilding

The collective approach between the receipt of EEO Training and the extended training related to workplace activities will enhance the awareness of organizational employees when addressing issues in the workplace.

Disciplinary Process

The disciplinary process is designed to provide management and employees a fair, clear, and useful tool for correcting and improving job performance problems as well as assist management in handling cases of unacceptable personal conduct. The Employee Relations/EEO Officer will be familiar with the Disciplinary Actions, Suspension, and Dismissal Policy in the State Human Resources Manual and offer guidance to both employees and management based on applicable policies and procedures. Supervisors and Managers are expected to be familiar with the Disciplinary Policy and processes within the Department to promote fairness and consistency in its application.

Grievance Procedure

The grievance process is designed to ensure fair and equitable review of employee complaints. The Office of State Human Resources Employee Grievance Policy, to which the Department of Administration fully complies, is posted on the Department of Administration Human Resources Division Intranet and accessible to all employees. Each new employee is made aware of these policies and procedures during new employee orientation. The Employee Relations/EEO Officer supports all employees in the awareness and administration of the grievance policy and procedures. Additionally, the Employee Relations/EEO Officer serves as the authority to informally examine grievance matters with the manager and employee, discuss concerns, suggest possible solutions, and/or recommend solutions to the appropriate authority, as well as offer sound advice.

EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY FUNDAMENTAL (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.

A combination process is utilized to ensure the enrollment or training of managers and /or supervisor towards completion of EEODF. For the new employee hired for a supervisor or manager position, the Department of Administration Human Resources staff will enroll the new employee as part of the orientation process. Furthermore, the Human Resources staff will collaborate with Division Directors to ensure existing managers and supervisors that have not completed the required training are enrolled in the online course.

REASONABLE ACCOMODATION

The Department of Administration complies with federal and state laws governing Employment First/reasonable accommodation, ADA, ADAAA, Title VII of the Civil Rights Act as amended. Department of Administration provides reasonable accommodations to applicants and employees unless the request causes undue hardship. The Agency will explore ways to make adjustments to job or work environment to include identifying special equipment or make adjustments to work schedules or responsibilities, as applicable.

PROGRAM EVALUATION AND REPORTING

Evaluation of progress is essential for assessing the overall effectiveness of the EEO program and establishing recommendations for future action. To enable thorough assessment of the program, Department of Administration has implemented an internal monitoring and evaluation system to audit personnel decisions, policies, and procedures to ensure nondiscriminatory practices and evaluate the achievement of EEO goals and timetables. To carry out these objectives, the Department of Administration will utilize its Equal Employment Opportunity Committee with an appropriate mix of representatives from the agency's organizational units. The monitoring and evaluation program will include regular reviews of our EEO practices, policies, goals, data, employee feedback, and department objectives. The data management system utilized by the Agency for evaluation and reporting is Integrated HR-Payroll System (Formerly Beacon).

During review and evaluation of the EEO Plan and program activities, consideration will be given to recruitment, selection, salary administration, staff development and training, management of probationary and trainee appointments, employee relations concerns, and statistical successes within each organizational unit. The Human Resources Management Director will facilitate these sessions with assistance, as needed, by the Employee Relations/EEO Officer. The HR Director will provide reports to the Secretary of the Department of Administration with follow up written reports as necessary.

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

UNLAWFUL DISCRIMINATION, HARASSMENT, AND RETALIATION PREVENTION PLAN

All State employees are guaranteed the right to work in an environment free from unlawful discrimination, harassment, and retaliation. No Department of Administration employee will be allowed to engage in conduct that falls under the definition of unlawful workplace harassment, including sexual harassment discrimination, or retaliation, and no employment decisions will be made on the basis of race, sex, religion, national origin, age, color, disability, or genetic information.

The Department of Administration is committed to ensuring that all employees maintain compliance with EEO policies and applicable State and Federal laws. New employees are provided information regarding this policy during orientation. Further, information is provided on the HR intranet site available to all employees. The investigation into such complaint will be carried out promptly and will involve only those Department authorities who have a need to know regarding the issue. An employee who is determined to have harassed another employee in violation of policy will be subject to appropriate disciplinary action up to and including dismissal. The Department of Administration ER/EEO Officer serves as the representative to receive such claims.

REDUCTION IN FORCE (RIF)

The Department of Administration did not activate a Reduction in Force event in 2020. The decision to implement a Reduction in Force process is difficult and impactful. It is important that analysis of any RIF layoff decisions and a determination regarding the actual or potential adverse impact on demographically underutilized groups be evaluated. The Department of Administration follows the Reduction in Force policy contained in the state human resources manual. A reduction in force may be due to shortage of funds or work, abolishment of a position or program or other material changes in duties or organization. A copy of the State Reduction in Force policy is located on the OSHR's website at <https://oshr.nc.gov/policies-forms/separation/reduction-in-force-policy>.

Retention of employees in affected classes will be based on systematic consideration of the following factors: (1) type of appointment, (2) relative efficiency, (3) actual or potential adverse impact on the diversity of the workforce, and (4) length of service. If a reduction in force becomes necessary, Department of Administration will make every effort to minimize its impact on the employee population and underutilized group members.

PREGNANCY WORKPLACE ADJUSTMENTS (EO82)

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

This Order specifically required that state agencies:

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

The Department of Administration fully supports the establishment of Executive Order 82. The Department has taken the applicable steps to notify employees of the Governor's Executive Order by means of the follow actions:

- Human Resources Management Point of Contact identified,
- Copy of the Executive Order, Fact Sheet, and Flyer distributed to 15 Division Directors,
- Copy of the Executive Order, Fact Sheet, and Flyer posted on employee boards throughout the Department for access by over 452 employees,
- Copy of the Executive Oder, Fact Sheet, and Flyer affixed to Department of Administration website,
- Information about the Executive Order discussed with 14 senior staff personnel comprising Department of Administration Executive Management Team.
- Department of Administration Human Resources Staff informed of the Executive Order and its application,
- Information has begun to be presented during New Employee Orientation

PROHIBITING THE USE OF SALARY HISTORY IN STATE HIRING PROCESS(E093)

Further, the Department continues to be supportive of Executive Order 93 which was issued by the Governor in April 2019. The Executive Order prohibited state agencies from requesting salary history information from applicants or relying on previously obtained prior salary information in determining an applicant's salary. In an effort to ensure full compliance, DOA HR personnel have been informed of the new assessment stipulations and are aware of the elimination of the salary request category. Moreover, during the review of applications, salary is not considered a determination for an applicant to be referred for interview consideration. EEO Committee and Executive Team Member have been informed of the elimination of the salary category from the assessment process when evaluating applications.

SECTION III: DATA ELEMENTS

WORKFORCE AVAILABILITY

The Department of Administration continues to be fully committed to providing equal employment opportunity for all qualified persons and to achieving and maintaining workplace diversity commensurate with the State of North Carolina, Office of State Human Resources (OSHR), and Federal guidelines and objectives.

To determine the Department's compliance with both State and Federal utilization guidelines, analysis was conducted using the U.S. Census Comparison to Labor Force Compromise standard. Statistics were collected from Office of the State Controller Integrated Payroll System Business Objectives (BOBJ) reports B0170-F: Population/Labor Force Compromise Census Compare by Subcategory. Data contained in this EEO Plan reflects agency employment statistics as of 12/2020.

RACE AND ETHNICITY

For the purposes of this Plan, the population of the Department of Administration workforce is composed of the following demographic categories, as defined by the U.S. Equal Employment Opportunity Commission:

- **White (not of Hispanic origin):** All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- **Black (not of Hispanic origin):** All persons having origins in any of the Black racial groups of Africa.
- **Hispanic:** All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- **Asian or Pacific Islander:** All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.
- **American Indian or Alaskan Native:** All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

Other demographic categories of employees identified in the Plan include the following:

- **Ethnicity Unknown:** Demographics not reported. Applicants and employees are given an opportunity to self-report demographics or may elect to not provide any.
- **Disabled:** All persons who have a physical or mental impairment that substantially limits one or more major life activities, have a record of such impairment, or are regarded as having such an impairment.

The Department of Administration employee population is further analyzed through the following Standard Occupational Classification (SOC) categories:

1. Officials and Administrators
2. Management Related
3. Professionals
4. Technicians and Technologists
5. Administrative Support
6. Service
7. Skilled Craft

EMPLOYMENT OBJECTIVES AND ATTAINMENT OF OBJECTIVES

In reviewing our 2020 objectives and commitments, and identifying our 2021 objectives, the Department of Administration has determined that it continues to be in compliance with overall goal to ensure and increase workplace diversity. However, we will continue to address employment diversity by making efforts to advertise positions not only via the current NEOGOV system but by promoting awareness in publications that serve communities composed of underutilized individuals.

In January 2020, the Department's workforce largely reflected both State and Federal utilization guidelines, with the most significant exception of underutilization found in the category of "White Females (W/F)" at -18.3% utilization. Additionally, underutilization was found in the demographic categories of "Hispanic Male (H/M)" at -3.3% utilization. It is important to note that the identified groups may be under-represented in the total employment statistics due to the classification of some positions in the Department and due to 2.9% of our workforce population choosing to not self-identify ethnicity information. Unfortunately, recruitment and hiring restrictions established in June 2020 due to the onset of the coronavirus had a significant impact on efforts to achieve diversity goals for 2020.

In an effort to increase overall diversity as well as improve representation of underutilized groups, the Department is setting goals for 2021 in the following SOC categories), **Management Related** (1 B/M, 1 Disabled, and 1 Veteran), **Professionals** (1 H/F, 1 B/M, 1 B/F, 1 Disabled Individual and 2 Veterans), **Technicians/Technologist** (1 B/M, 1 H/M), **Administrative Support** (1 H/F, 1 A/M, 1 Disabled Individual), **Service** (1 A/F, 1 H/F, 1 AI/F, 1 H/M, 1 Veteran), and **Skilled Craft** (1 B/F, 1 A/F, 1 H/M, 1 Veteran). In addition to the above focused hiring, the Department will be assessing its efforts in identifying opportunities to fill various Department vacancies with qualified veterans.

These goals were determined in consideration of the current diverse status of our workforce, projected and potential organizational changes within the Department of Administration (to include reorganizations, separations, and reductions in force), availability of openings, and existing census data. The Department has made these goals in alignment with our commitment to continually enhance the diversity of our workforce while acknowledging that we are currently exceeding recommended diversity goals in nearly every category. These goals will be

met by participating in the Triangle Hispanic Professional Association Career Fair, HBCU Career Fair, Information Fairs at Military Installations, and applicable Workforce Development Board Career Fairs. Moreover, we will make every effort to place vacancy postings within free and fee-based professional associations and job listing services where practical and feasible. Based on the Labor Force Standards data for Occupations, the Department overall is well within compliance or exceeding Federal and State utilization guidelines and census projections in many areas. The Department will continue its employment practices to give necessary oversight to maintaining a diverse and inclusive workforce.

ADDITIONAL AREAS OF STATISTICAL EVALUATION

Disciplinary Activities in 2020

	WM	WF	BM	BF	OMM	OMF	TOTAL
Written Warning	2	0	0	5	0	0	7
Suspended	0	0	1	0	0	0	1
Demoted	0	0	0	0	0	0	0
Dismissed	0	1	0	0	0	0	1

Performance Management in 2020

Overall Rating:	WM	WF	BM	BF	OMM	OMF	TOTAL
Does Not Meet Expectations	0	1	2	1	0	0	4
Meets Expectations	121	35	63	38	19	27	303
Exceeds Expectations	46	21	8	19	3	7	104

Recruitment and Selection in 2020

	WM	WF	BM	BF	OMM	OMF	TOTAL
Representation	180	64	74	77	19	25	452 (INCL 13 UNK)
Hired	17	9	7	14	3	5	55
Promoted	7	7	2	4	1	0	21

IDENTIFICATION AND CORRECTION OF ISSUES

Additionally, the Department is committed to providing reasonable accommodations for applicants and employees with disabilities when doing so will enable them to successfully perform the essential job functions or benefit from training. The Department has implemented and remained in full compliance with the NCVIP (Valuing Individual Performance) system, which includes a Diversity and Inclusion measurement. As of December 2020, Department statistics indicated that 2.7% (12) of 452 employees self-identified as individuals with disabilities. To further aid in the representation of individuals with disabilities in our workforce, the Department will also give consideration during its employment and staffing process to underutilization in this area. Establishing goals for 2021 to include increasing representation of individuals with disabilities in the following SOC categories: Management Related (2), Administrative Support (1) and Professionals (1).

The Department of Administration is committed to the Governor's initiative to make North Carolina "the state of choice for veterans." The Department is already engaged in and committed to supporting North Carolina citizens who have served or are serving their country by ensuring veterans are fairly represented in the State government workforce.

Currently, our agency exceeds the overall employment objective, set by the Office of State Human Resources, of 6% for veterans. The Department recruitment efforts seeks to encourage and ensure employment opportunities for veterans. As of December 2020, Department statistics indicated that 8.2% (37) of 452 employees were identified as veterans. However, the statistics may be an under-representation of the actual total number of employees who are veterans given that some employees may have elected not to identify their veteran status. The Department will continue to actively recruit and support veteran applicants and employees to include collaborating with the NC Department of Military and Veterans Affairs to identify opportunities to showcase the Department as an employer of choice within State of North Carolina Government.

2020 EEO Goals

SOC	Demographics					Disability	Veterans
Officials and Administrators							
Management Related	1 H/M Not Met	1 H/F Met	1 A/M Met			3 Disabled 1 Met	2 Veterans 1 Met
Professional	1 B/F Not Met	1 A/F Not Met	1 AI/F Not Met				2 Veterans Not Met
Technical	1 B/M Not Met	1 A/F Not Met					
Administrative Support	1 H/F Not Met	1 A/M Not Met	1 A/F Not Met				1 Veteran Not Met
Service	1 A/M Not Met	1 A/F Not Met	1 AI/M Not Met				1 Veteran Not Met
Skilled Craft	1 B/F Not Met	1 A/F Not Met				1 Disabled Not Met	1 Veteran Not Met
SOC	Demographics					Disability	Veterans

**EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION PLAN CERTIFICATION
STATEMENT**

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



Mark Edwards, Acting Secretary
Department of Administration

2021/02/26

Date



Monique Edwards, ER/EEO Officer
Department of Administration

26 Feb 2021

Date

Attachments

BO170: Labor Force Standard and Job Opening by
Subcategory Forms are attached.

B0170: Labor Force Standard - Agency Total (All Occupations) as of DEC 2020 Based on 2010 Census

Execution Date : 2/12/21

Administration

	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	183	65	74	77	7	12	5	5	4	7	13	452	166	195	12	37
% Employed	40.5	14.4	16.4	17.0	1.5	2.7	1.1	1.1	0.9	1.5	2.9	100.0	36.7	43.1	2.7	8.2
Labor Force Standard																
# Expected	165	148	43	51	22	12	5	5	3	3			219	144	53	
% Expected	36.3	32.7	9.3	11.2	4.8	2.6	1.1	1.0	0.5	0.5			48.0	31.0	11.6	
# Difference	18	-83	31	26	-15	0	0	0	1	4			-53	51	-41	
% Difference	4.2	-18.3	7.1	5.8	-3.3	0.1	0.0	0.1	0.4	1.0			-11.3	12.1	-8.9	
N.C. Population (Information Purposes Only)																
% Expected	32.7	34.3	9.9	11.3	4.5	3.9	1.0	1.1	0.6	0.6			51.2	32.9	11.6	

Execution Date : 2/27/21

SOC Category: OFFICIALS AND ADMINISTRATORS === Subcategory: 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	8	1	1	5	0	0	1	1	1	0	0	18	7	9	1	4
% Employed	44.4	5.6	5.6	27.8	0.0	0.0	5.6	5.6	5.6	0.0	0.0	100.0	38.9	50.0	5.6	22.2
Labor Force Standard																
# Difference	-2	-5	0	3	-1	-1	0	0	0	-1			-4	0	-2	
% Difference	-8.1	-24.4	0.2	21.5	-2.0	-1.1	4.3	4.8	5.2	-0.3			0.4	32.4	-6.0	
Employment Objectives: Using SOC Subcategory																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase																
Planned % Increase																
Target																
Classification(s)																
Action Steps																

