



2025 Equal Employment Opportunity Plan



NCDOR

NORTH
CAROLINA
DEPARTMENT
OF REVENUE

www.ncdor.gov

NCDOR is an equal opportunity employer and provider

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**Equal Employment Opportunity/Affirmative Action (AA)
Plan Certification Statement**

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

 _____ Agency Head Signature	2/28/2025 _____ Date
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 _____ EEO Officer Signature	2/28/2025 _____ Date
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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. 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 any appeal or grievance right provided by law will not be tolerated in our workplace.

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

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

- The NC Administrative Code can be found at: [25 ncac 01I .0104.pdf \(state.nc.us\)](#).

Department of Revenue Overview

The North Carolina Department of Revenue was created by the General Assembly in 1921, making it one of the first in the United States. The Department is a cabinet-level executive agency charged with administering tax laws and collecting taxes on behalf of the people of the State. The Secretary of Revenue is appointed by the Governor. In addition to the Secretary, the Department is led by a Chief Deputy Secretary and three Assistant Secretaries and employs approximately 1309 staff who are located in its headquarters in Raleigh, its 13 offices across North Carolina, and in 14 states. The Department collects nearly \$30 billion in taxes annually.

Mission

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

Vision

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

- Safeguard customer information**
- Maintain a knowledgeable workforce**
- Achieve a high level of understanding and compliance**
- Respond with accurate information through innovative services**
- Treat our customers fairly**

Agency EEO Achievements

Recruitment Events and Internship programs

In 2024, NCDOR increased its efforts to attend recruitment events throughout the state, especially at colleges and universities. The purpose of attending these events was to increase the pool of qualified applicants for internship programs within the agency and to have those interns potentially transition into permanent employees within the agency, especially in the areas of Tax Compliance and Enforcement.

Disability Self-Identification

NCDOR continues to promote the Voluntary Self-Identification of Disability Form through communication and marketing in the Employee Self Service portal of the state's Integrated HR/Payroll System (BEACON). Employees were encouraged to respond in effort to help NCDOR better understand where to increase efforts to build engagement, as well as expand the agency's positive approach to hiring of individuals with disability.

EEO Committee

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

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

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

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

Agency Commitments

- We will build relationships with community partners, colleges, and universities across North Carolina to increase our recruitment efforts for underrepresented populations.
- We will continue increasing our veteran employment by partnering with The American Legion Dept. of NC, the NC Department of Military and Veterans' Affairs (NCDMVA), and other organizations that promote recruiting veterans.
- Internally, we will promote employee advancement through our Academic Assistance program, internal and external leadership development and training, the NC Certified Public Manager program, and other employee development initiatives. Please note, NCDOR's commitment to our Academic Assistance program is dependent upon available funding and subject to change based on budgetary restrictions.

Assignment of Responsibility and Accountability

Agency Secretary

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

- Adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor.
- Designate an EEO Officer who has access to the agency head, department head or university chancellor to be responsible for the operation and implementation of the EEO Plan.
- 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.
- Communicate the Agency commitment to EEO to all employees, applicants and the public.
- Provide the necessary resources to ensure the successful implementation of the EEO Program and
- Take measures to ensure the work environment is consistent with the intent of this policy and supports equal opportunity.

Division Directors, Managers and Supervisors

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

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

EEO Officer

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

- Interpret and apply Federal laws, state statutes, and policies related to equal employment opportunity.

- Ensure the EEO Plan is submitted by March 1st annually in accordance with the EEO Instruction and Format Guide as specified by the Office of State Human Resources as required by G.S. 126 -19.
- Ensure hiring recommendations are reviewed for compliance with EEO program objectives prior to the final Agency 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 grievance 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.
- 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 EEO training in accordance with N.C.G.S. 126-16.1.
- Maintain records of all complaints and grievances alleging discriminatory practices and ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1. See the Equal Employment Opportunity Institute policy located in Section 1 of the State Human Resources Manual for information related to EEO training;
- Collect and analyze employment data on a mid-year and annual basis identifying problem areas, setting program objectives and timetables, and developing programs to achieve the goals to assure fair representation of all citizens of the State of North Carolina;

- In conjunction with the Talent Management/Recruitment Manager, enhance communications with OSHR and the Department of Military and Veterans Affairs to ensure awareness of vacancies and increase the pool of qualified applicants;

EEO Committee

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

- Serve as a communication link between managers and employees and the EEO staff on aspects of the EEO Plan and Program.
- Review and evaluate the equal employment opportunity plan and program.
- Review workforce representation data in each occupational category.
- Survey the organizational climate and employee attitudes and evaluate the resultant data.
- Meet with the Agency Secretary 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.
- Identify resources and other activities designed to strengthen the EEO Program; and
- 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.
- Once appointed, all members should attend the EEO training, if they have not already completed the course.

Communication and Dissemination of the EEO Plan

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

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

External publicity of the Department's EEO Plan will include regular communication with recruitment sources. These recruitment sources are the Employment Security Commission, Veterans networks, North Carolina colleges and universities, as well as the Office of State Human Resources.

Program Activities

Report BO031, found in the appendix, shows the full-time work force including veterans of the Department of Revenue as of December 31, 2024, broken down by occupational group, race, sex, and disability. As of December 31, 2024, the Department of Revenue had approximately

1,299 full-time permanent employees.

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

Recruitment

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

- Utilization of applicants as provided by the Employment Security Commission.
- Utilization of applicants as provided by the Priority Reemployment Inventory.
- Review of recruitment literature to ensure the inclusion of all employee groups, as well as its relevance to all employees.
- Maintaining contact with North Carolina's Colleges and Universities.
- Current employees will have the opportunity to check listings of vacant positions on the Intranet.
- Applications received from reduction-in-force (RIF) and Priority applicants who qualify for available positions are considered for the appropriate vacancies.
- Positions must be advertised for at least five (5) working days before they can be filled. After the positions have been announced and advertised, they are screened by Human Resources and may be acted upon by the Division Directors.

The Department's Human Resources (HR) Division has established positive working relationships with community groups.

- We are going to target and commit to creating training and various workshops to enhance promotional opportunities for permanent employees.
- We are going to target and commit to creating training and workshops to expand the consideration of our temporary employees for permanent employment.
- We will post vacant positions in NeoGov and work with Temporary Solutions and Capital Area Workforce to create hiring opportunities for minorities, women, veterans and disabled individuals.

Selection

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

The following will also be endorsed:

- In the selection and hiring process, the Department of Revenue shall give equal employment opportunity to all applicants without regard to race, religion, color, national origin, sex, age, disabling condition, genetic information, political affiliation, or sexual orientation, and will be based solely on job related criteria.
- Position descriptions are reviewed periodically to ensure that the required qualifications and skills are job related and essential for the performance of duties. This on-going review helps to guarantee that the requirements are not discriminatory.
- NCDOR trains employees on best practices during the selection process. Training topics include:
 - How to recognize and avoid bias in the interview process
 - How to interview using Korn Ferry Interview Architect
 - The Korn Ferry competencies selected for specific recruitments
 - Applicable state and federal Equal Employment Opportunity (EEO) requirements
- The department will continue to make training available for managers/supervisors who interview applicants for employment to ensure their exposure to tools and techniques essential for a structured, defensible and fair interview. This has been a collaborative effort by the Office of State Human Resources (OSHR) and Department of Revenue's Human Resources division. The Department participates in the state-wide Learning Management System (LMS) which allow targeted distribution of required training courses to management and employees, as well as provides an array of training courses to assist individuals with the knowledge to perform their duties in a proficient manner. In addition, the Department of Revenue has rights to online resources through Skillsoft and recommends classes for managers and employees.

DOR Human Resources has secured a contract with Educational Credential Evaluators to verify foreign national degrees. At the time of offer, selected candidates who obtained their education outside of the United States and its territories will be expected to provide adequate documentation for DOR to validate their academic degrees as equivalent to a degree conferred by a regionally accredited college or university in the United States. Selected applicants no longer have to incur this expense as it is now paid for by the DOR. In addition, any current DOR employee with a foreign degree that had not yet been verified has now been completed and verified.

Onboarding

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

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

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

Employee Experience and Engagement

The Office of Employee Experience and Engagement (OE3) was established in February 2024 to align the vision of the agency to be an employer of choice in North Carolina and improve the agency's culture, productivity, and overall performance.

Engaged employees are more motivated, productive, and committed to delivering high quality work, directly contributing to the achievement of the NCDOR's mission. Through tailored development programs, consistent advocacy, and a comprehensive recognition strategy, OE3 ensures that employees are inspired to bring their best to the table. This strong foundation of engagement not only drives individual and team success but also strengthens the Agency's ability to serve the public effectively and efficiently.

Culture of Care at NCDOR

A culture of care at NCDOR refers to the systemic implementation of policies, practices, and values that promote the health, safety, and overall well-being of employees. It involves creating a compassionate, inclusive workplace where open communication, work-life balance, trust, and empathy are encouraged and maintained.

The Office of Employee Experience and Engagement fosters a culture of feedback, open communication, and inclusivity. OE3 is committed to creating an environment where every employee's voice is heard and valued. By promoting transparent dialogue, encouraging different perspectives, and actively seeking input from employees, we ensure that our workplace is one where everyone feels empowered to contribute. This strengthens our ability to build a more respectful and innovative agency where feedback is not only welcome but drives continuous improvement.

Mental Health and Wellness

NCDOR was certified with Mental Health America's Bell Seal for Workplace Mental Health at the gold level in 2024, making it the first state agency in North Carolina to receive this honor. This is due to the work of the Office of Employee Experience and Engagement and OneDOR in promoting a mental health friendly workplace. Implementation of the mental health forum, promotion of EAP resources, and intentional efforts to destigmatize conversations surrounding mental health and substance use disorders have all contributed to a 20% reduction in workplace stress at NCDOR.

Growth and Empowerment

Recognizing that strong, effective leadership is vital in helping the Agency engage employees, unlock potential, and increase retention, the Office of Employee Experience and Engagement establishes growth and development programs that encourage career growth and advancement and provides opportunities for employees to hone leadership capabilities. By investing in leadership development, OE3 endeavors to help managers leverage their strengths and address their blind spots and provide them with the tools and resources they need to grow. Initiatives designed to promote growth and empowerment include Korn Ferry 360 Assessments, Academic Assistance, Excel and Empower Manager Training, Empower Hour, and the Leadership Speaker Series.

Talent Management

Talent management is the methodically organized, strategic process of getting the right talent onboard and helping them grow to their optimal capabilities while keeping organizational objectives in mind. Under the umbrella of Talent Management, there are a string of elements and sub-processes that need to work in unison throughout the employee lifecycle to ensure the success of the organization. The key milestones include analyzing the right talent gaps for the present and the future; identifying the right talent pools and best-fit candidates for vacant positions; offering talent an opportunity to join NCDOR, and then optimizing their existing skills and strengths while helping them grow.

Since 2019, Talent Management's strategy focused on developing talent management programs and implementing agencywide practices that are fair and transparent. The NCDOR's 2023 – 2030 NCDOR Strategic Plan established a goal for the Talent Management section to create a formal talent management program that is responsible for the alignment of competencies to business strategies. Talent Management utilizes Gartner and Korn Ferry, two of the world's leading talent development consulting firms, to help build a corporate strategy to achieve long-term business goals to improve how the agency recruits, hires, and retains staff.

Talent Management functions at the agency-wide level managing training projects to support the enterprise-wide change management strategy and developing programs to empower employees to manage their own learning, growth, and career paths. The 38 Korn Ferry competencies are the framework we use for training with a future-focus, and effectively engaging, and motivating staff. Korn Ferry training is required for every new employee.

Training

Talent Management's mission is to help the divisions of NCDOR identify talent gaps, screen, and hire the most qualified candidates, support employee development, train for expertise with a future-focus and effectively engage, retain, and motivate employees to achieve long-term business and professional goals. This mission is aligned with the Department's mission and commitment to ensuring that there is no unlawful discrimination.

In addition to managing agency wide leadership training, Talent Management is the program management section of HR that manages programs and projects for the purpose of creating a work environment that is free from discrimination of any kind. This year, Talent Management will focus on implementing Phase 2 of the NCDOR PlatCore LMS for confidential, NCDOR-specific training and course development. Project implementation tasks include governance, vendor collaboration for system design, and creating a test strategy for User Acceptance Testing. The programmatic strategic initiatives planned for Talent Management to implement this year include designing a formal Talent Management program for the agency and defining career progression plans for our high turnover positions.

One of the guiding principles of NCDOR is to fully comply with all federal laws, general statutes, and administrative rules regarding training to ensure a workplace culture of respect and inclusion of all employees. Talent Management uses exit survey data to prioritize course development and created the MS Learning Pathways intranet page that lists a schedule of upcoming events and other training resources. The Learning Management System (LMS), ServiceNow Knowledge Base, and the new employee orientation process are additional methods for communicating information to employees about policies, procedures, available and required training. The LMS ensures training opportunities are accessible to all employees and that employees are notified of all training opportunities for which they qualify.

As part of NCDOR's Strategic Plan, the Talent Management section is working with Gartner to develop an implementation plan for a formal Talent Management program. Our training efforts that support our EEO plan include, but are not limited to:

- Equal Employment Opportunity and Diversity Fundamentals (EEODF), mandated by G.S. 126.16.1 is required training for each newly appointed supervisor or manager within one year of appointment for all state government employees who were hired, promoted, or appointed to the position of supervisor or manager on or after July 1, 1991. Managers and Supervisors are automatically assigned the Equal Employment Opportunity and Diversity Fundamentals (EEODF) training via their LMS transcripts. This assigned training begins when the new hire or employee action is submitted into the BEACON system.

- Talent Management has 2 employees who completed their adjunct certification requirements to deliver the EEODF curriculum.
- Since 1998, DOR invested in 54 middle managers to complete the NC Certified Public Manager program (CPM) program. NCDOR currently has 5 employees in the 2024 – 2025 CPM program scheduled to graduate in October 2025.
- On a monthly basis, virtual and instructor-led courses or programs are provided to leaders at all levels by our internal training professionals, OSHR staff, and external partners. NCDOR received statewide recognition from OSHR for Leading at all Levels virtual instruction for Individual Contributor classes. This year, Talent Management facilitated the following courses: 12 Ethics Foundations: Ethical Decision Making, 8 Communicating with Your Team, 10 Dealing with Change, 13 Career Pathways, 11 Interpersonal Communications, 21 Korn Ferry Competency Evaluation, and 8 Korn Ferry Manager classes.
- Effective Interviewing and Career Pathways support career development goals of staff. This year we plan to offer Exploring Supervision: Is This Role for You as another course to address the needs expressed in the employee exit survey data.
- DOR leverages the Content Anytime catalog within the Cornerstone Learning Management System (LMS) which provides a plethora of online learning opportunities made equally available to all employees. The Content Anytime catalog currently has a repository of 2,000+ courses which includes a myriad of relevant topics.
- Human Resource Professional Development topics, Leading at all Levels for Supervisors, and other relevant courses are available to all supervisors and managers via the Learning Management System (LMS).
- New hire transcripts include; Run, Hide, Fight.
- Safety Related courses assigned to all employees, i.e. Safe Lifting, Hand, Wrist, Finger Safety, Slips, Trips, and Falls in Office Environments, & Materials Handling Safety.
- Talent Management encourages employees to use the supervisor/manager training through McLaughlin Young Group, an independent provider of EAP services.

Promotion Procedures

Promotional priority is considered within the recruitment process and will continue to be a focus in the future. This has been done to assist all qualified employees a chance at upward mobility and utilize the skills of the existing workforce and who demonstrate the potential for advancement.

Compensation and Benefits Procedures

NCDOR has a structured, uniform procedure to ensure fairness in the administration of compensation. Salary regression analysis is done to ensure equitable pay and due

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

Prohibiting the Use of Salary History - Executive Order 93:

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

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

Executive Order 93 – Potential Education Initiatives

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

- Training HR staff in the new salary administration requirements;
- Posting of the requirement on the Agency intranet page;
- Discussion of the requirement at agency-wide staff meetings; and
- Modifications to and dissemination of internal procedures to support Executive Order 93.

Performance Management

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

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

Transfers/Separations including RIF

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

Disciplinary Action Process

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

Grievance Process

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

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

The EEO Officer is responsible for:

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

Equal Employment Opportunity and Diversity Fundamentals (EEODF)

EEODF is the State's premier EEO and diversity training for managers and supervisors. Managers and supervisors hired, promoted, or appointed on or after July 1, 1991, are required to participate in the 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.

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

Employment First and Reasonable Accommodation

The Department of Revenue will strictly apply and adhere to the Employment First Reasonable Accommodation Policy (Executive Order #92) as found in the state personnel manual, providing reasonable accommodation to all employees on the basis of disability and/or religion. This program is managed by DOR Health and Safety Officer.

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.

1. The North Carolina Department of Revenue complies with federal and state laws governing reasonable accommodation (i.e. ADA, ADAAA, Title VII of the Civil Rights Act as amended, EO #92, etc.).
2. The North Carolina Department of Revenue provides reasonable accommodations to applicants and employees and is improving recruitment and outreach efforts to attract qualified individuals with disabilities.
3. The North Carolina Department of Revenue will encourage employees to complete the Voluntary Self-Identification of Disability form in the applicable HRIS system annually.

Monitoring, Evaluation and Reporting

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

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

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

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

Unlawful Workplace Harassment

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

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

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

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

Reduction in Force (RIF) Procedures

NCDOR has the authority to separate an employee whenever it is necessary due to shortage of

funds or work, abolishment of a position, or other material change in duties or organization. The Department of Revenue complies with the State Human Resources Reduction in Force policy and the Reduction in Force Priority policy. Retention of employees in classes affected shall be based on systematic consideration, at a minimum of the following factors:

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

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

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

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

Agency action to be compliant of Executive Order 82:

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

Prohibiting use of Workplace Salary History (Executive Order 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 EO.
- Provide this information to OSHR in their annual EEO Plan.

Education initiatives regarding EO 93 may include, but are not limited to:

- Informing/reminding HR staff of the salary administration requirements;
- posting information on the agency website; and/or
- discussing EO 93 at agency-wide staff meetings

Recognizing the Value of Experience in State Government Hiring

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

This Order specifically required that state agencies:

- All Cabinet agencies add this language to all job postings: “equivalent combination of education and experience.” If that language appears below, then you may qualify through EITHER years of education OR years of directly related experience, OR a combination of both.” (See oshr.nc.gov/experience-guide for details).
- We encourage all others to include this statement to boost the recruitment of qualified candidates to relieve the persistently high rate of vacancies across state government.

Data Elements

Workforce Availability

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

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

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

Possible sources for the information include:

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

DOR Occupation Classifications

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

- **Officials and Administrators** - Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency's operations, or provide specialized

consultation on a regional, district or area basis. (*Accounting Director, HR Director, Audit Director, Chief Operating Officer, Deputy Secretary, Assistant Director, Financial Investigations Manager, IT Director, IT Systems Planning Manager, IT Security and Compliance Manager, Maintenance Construction Coordinator, Procurement Manager, Program Director, Program Manager, Public Information Director, Revenue Audit Director, Revenue Audit Manager, Revenue Field Audit Supervisor, Revenue Law Enforcement Manager, Revenue Tax Administrator, Revenue Tax Assistant Administrator, Staff Development Director, Systems Administrator.*)

- **Professionals** - Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. (*IT classes; Applications Systems Analyst, Manager and Specialist; Applications Technician, Database Analyst, IT Architect, IT Business Systems analyst, IT Planning Analyst, IT Project Manager, IT Portfolio Manager, IT Security Compliance Specialist, Network Specialist, Operating Systems Software Manager, Programmer; Operations Analyst, Technician and manager; User Documentation Specialist , User Support Technician, Analyst, Manager, Specialist; Web Designer/Developer, Economist, Tax Research Analyst, Program Supervisor, Legal, Agency General Counsel, Agency Legal Specialist, Archivist, Graphics Designer, Graphics Design Supervisor , Information and Communications Specialist.*)
- **Management Related**—Occupations which support the internal operations of an agency, department, or facility. (*Administrative Officer, Business Systems Analyst, Contract Specialist, Safety Director, Staff Development Coordinator, Procurement Specialist, Business Systems Analyst, Legislative Affairs Manager, Program Analyst, Program Coordinator, Agency HR Consultant, Technician, Supervisor, Accountants, Auditors, Financials Investigations Supervisor, Revenue Administration Officer, Revenue Field, Revenue Office Manager, Revenue Officer, Revenue Property Tax Valuation Specialist, and Revenue Tax Auditor.*)
- **Technicians** – Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training (*Social Research Assistants*)
- **Administrative Support** – Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. (*Accounting Technician, Administrative Associate, Administrative Lead, Administrative Specialist, Administrative Supervisor, Executive Assistant, Inventory Associate, Revenue Tax Technician, Customer Service Agent.*)
- **Protective Services** – Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. (*Revenue Law Enforcement Agent, Revenue Law Enforcement Supervisor, Financial Investigator*)
- **Skilled Craft** – Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship

or other formal training programs. (*Maintenance/Construction Supervisor, Print Shop Manager, Printing Equipment Operator.*)

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

- **White (Non-Hispanic or Latino)** -All persons having origins in any of the original peoples of Europe, North Africa or the Middle East.
- **Black or African American (Non-Hispanic or Latino)** - A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino** -A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
- **Asian (Non-Hispanic or Latino)** - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China , India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **American Indian or Alaska Native (Non-Hispanic or Latino)** - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.
- **Native Hawaiian or Pacific Islander** – A person having origins in any of the original peoples of **Hawaii**, Guam, Tonga, Samoa, Fiji, New Zealand and the Marshalls or other **Pacific** Islands.

Program/Employment Objectives

Program objectives are the hiring and promotion of a well-qualified workforce. NCDOR sets program objectives using number and percentage expected based on the NC occupation specific labor force and the NC working population (ages 18-64) compromise method to establish goals for work force representation, new hires, and promotions by job category.

Attainment of Employment Objectives

NCDOR EEO Analysis: 2023-2024

2024 EEO Quantitative Analysis Form												
AGENCY/UNIVERSITY: Department of Revenue						DATE:						
SOC Category	White Males		White Females		Black Males		Black Females		Other Minority Males		Other Minority Females	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Officials & Administrators	27	29	28	25	6	7	5	6	0	1	2	2
Management Related	135	142	201	214	49	52	145	151	17	19	37	39
Professional Specialty	52	57	32	34	22	26	27	30	13	14	10	16
Technicians & Technologists	1	1	0	0	0	0	0	0	0	0	0	0
Administrative Support	28	26	94	93	31	38	236	252	7	5	32	37
Protective Services	17	18	4	3	0	0	1	1	1	1	1	1
Skilled Crafts	2	2	0	0	0	0	0	0	1	1	0	0
Service	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EMPLOYEES	262	275	312	369	110	123	414	440	39	41	82	95

Officials and Administrators: NCDOR set goals for 2 race/gender groups in this category: Black Males and Hispanic Males.

Management Related: NCDOR set goals for 5 race/gender groups in this category: White males, White Females, Black Males, Hispanic Males, Asian Males and Asian Females.

Professionals: NCDOR set goals for 2 race/gender groups in this category: White Females, Hispanic Males, and Hispanic Females.

Administrative Support: NCDOR set goals for 4 race/gender groups in this category: White Males, White Females, Black Males and Hispanic Males and Asian males.

Protective Services: NCDOR set goals for 3 race/gender groups in this category: White Females, Black Males and Black Females.

Additional Areas of Statistical Evaluation

Performance Management

Overall Rating	WM	WF	BM	BF	OMM	OMF	TOTAL
Does Not Meet Expectations	3	2	2	2	1	0	10
Meets Expectations	196	283	95	339	37	75	1025
Exceeds Expectations	33	49	7	33	2	11	135

Recruitment and Selection

Calendar Month/Year: 01/2023 - 12/2024

	WM	WF	BM	BF	HM	HF	ASM	ASF	AIM	AIF	NHOPI Male	NHOPI Fem	Two+ Male	Two+ Fem	Ethn Unk	TOT	TOT MNRT	TOT FEM	DISB
Employees	275	369	123	440	14	51	25	37	2	6		1	7	11		1,361	717	915	83
% Represented	20.206	27.112	9.037	32.329	1.029	3.747	1.837	2.719	0.147	0.441		0.073	0.514	0.808		100.000	52.682	67.230	6.098
New Hires	27	26	12	54	1	9	2	4				1	3	4		143	90	98	8
% Represented	18.881	18.182	8.392	37.762	0.699	6.294	1.399	2.797				0.699	2.098	2.797		100.000	62.937	68.531	5.594
Promotions	16	29	5	19	4	4		1					1			79	34	53	6
% Represented	20.253	36.709	6.329	24.051	5.063	5.063		1.266					1.266			100.000	43.038	67.089	7.595

Discipline and Dismissal

01/2023-12/2023	WM	WF	BM	BF	OMM	OMF	Total
Written Warning	0	2	1	3	1	1	8
Second Written Warning	1	1	0	1	0	0	3
Suspended	1	0	0	0	0	0	1
Demoted	0	0	0	0	0	0	0
Dismissed	0	1	0	0	0	0	1
Probationary Dismissal	2	1	2	1	1	0	7

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

EEO Plan Requirements Checklist

- A. Table of Contents
- B. Program Elements
 - 1. EEO/Affirmative Action Plan Certification Statement
 - 2. The State EEO Policy
 - 3. Agency/University Overview
 - a. Purpose
 - b. Mission
 - c. Vision

4. Agency/University EEO Achievements
 5. Assignment of Responsibility and Accountability
 - a. Agency Head/University Chancellor
 - b. Manager and Supervisor
 - c. EEO Committee
 - d. EEO Officer
 6. Dissemination Procedures
 - a. Internal
 - b. External
 7. Program Activities
 - a. Recruitment
 - b. Selection
 - c. Onboarding
 - d. Promotion
 - e. Training
 - f. Compensation and Benefits
 - g. Performance Management
 - h. Transfers and/or Separation
 - i. Disciplinary Process
 - j. Grievance Process
 8. Equal Employment Opportunity and Diversity Fundamentals (EEODF)
 9. Employment First and Reasonable Accommodation
 10. Program Evaluation and Reporting
 11. Harassment Prevention Strategies
 12. Reduction in Force Procedures
 13. Pregnancy Workplace Adjustments (EO #82)
 14. Prohibiting the Use of Salary History (EO #93)
- C. Data Elements
1. Workforce Availability
 2. Agency/University Occupational Classifications
 3. Program/Employment Objectives
 4. Attainment of Employment Objectives
 5. Additional Areas of Statistical Evaluation
 - a. EEO Quantitative Analysis Form
 - b. Performance Management
 - c. Recruitment and Selection
 - d. Discipline and Dismissal
 - e. Identification and Correction of Issues
- D. Attachments
1. BO170: Labor Force Standard and Job Openings Report
 2. BO031: Staffing by Occupational Category Report
 2. State of North Carolina EEO Policy

**B0170: Job Opening Estimates Form Labor Force Standard
by SOC Subcategory as of 12/2024 Based on 2020 Census**

Execution Date : 2/5/25

Revenue

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	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	29	25	7	6	0	0	1	2	0	0	0	0	0	0	0	70	33	16	2	0	0
% Employed	41.4	35.7	10.0	8.6	0.0	0.0	1.4	2.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	47.1	22.9	2.9	0.0	0.0
Labor Force Standard																					
# Difference	-5	4	3	0	-3	-2	-1	1	-1	-1	0	0	-1	-1			2	-4	-5		
% Difference	-6.4	5.8	4.3	1.4	-3.0	-1.7	-0.4	1.9	-0.3	-0.3	0.0	0.0	-0.7	-0.6			7.0	1.9	-6.4		
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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	8	15	4	6	1	0	0	0	0	1	0	0	0	0	0	35	22	12	3	2	0
% Employed	22.9	42.9	11.4	17.1	2.9	0.0	0.0	0.0	0.0	2.9	0.0	0.0	0.0	0.0	0.0	100.0	62.9	34.3	8.6	5.7	0.0
Labor Force Standard																					
# Difference	-6	2	1	2	0	-1	-1	-1	-1	0	0	0	-1	-1			2	-1	-1		
% Difference	-16.0	7.1	5.3	6.9	0.6	-2.1	-1.3	-1.6	-0.3	2.7	0.0	0.0	-0.6	-0.6			13.0	10.2	-0.7		
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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	1	14	3	8	0	1	0	0	1	1	0	0	0	0	0	29	24	14	1	1	0
% Employed	3.4	48.3	10.3	27.6	0.0	3.4	0.0	0.0	3.4	3.4	0.0	0.0	0.0	0.0	0.0	100.0	82.8	48.3	3.4	3.4	0.0
Labor Force Standard																					
# Difference	-5	1	1	2	-1	-1	-1	-1	0	0	0	0	-1	-1			1	-1	-2		
% Difference	-16.5	3.9	3.8	7.6	-1.2	-0.3	-0.7	-1.3	3.3	3.0	0.0	0.0	-0.5	-1.2			13.0	14.4	-5.9		
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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	133	185	45	137	9	23	8	10	0	2	0	1	1	3	0	557	361	239	25	21	0
% Employed	23.9	33.2	8.1	24.6	1.6	4.1	1.4	1.8	0.0	0.4	0.0	0.2	0.2	0.5	0.0	100.0	64.8	42.9	4.5	3.8	0.0
Labor Force Standard																					
# Difference	-103	2	15	72	-1	15	0	-1	-2	-1	0	1	-3	-2		91	102	-27			
% Difference	-18.3	0.5	2.8	13.0	-0.1	2.8	0.0	0.0	-0.2	0.0	0.0	0.2	-0.5	-0.3		17.0	19.2	-4.8			
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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	50	27	25	26	2	1	12	14	0	0	0	0	2	0	0	159	68	82	9	16	0
% Employed	31.4	17.0	15.7	16.4	1.3	0.6	7.5	8.8	0.0	0.0	0.0	0.0	1.3	0.0	0.0	100.0	42.8	51.6	5.7	10.1	0.0
Labor Force Standard																					
# Difference	-28	1	12	18	-3	-1	-7	7	-1	-1	0	0	-1	-2		24	26	-6			
% Difference	-17.5	0.7	8.0	11.5	-1.8	-0.3	-3.9	4.7	-0.2	-0.2	0.0	0.0	-0.2	-0.7		16.4	19.1	-3.6			
Employment Objectives: Using SOC Subcategory																					
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																					
Planned # Increase																					
Planned % Increase																					
Target Classification(s)																					
Action Steps																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	1	2	0	0	0	0	0	1	0	0	0	0	0	0	0	4	3	1	0	0	0
% Employed	25.0	50.0	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	75.0	25.0	0.0	0.0	0.0
Labor Force Standard																					
# Difference	-1	0	-1	-1	-1	-1	-1	0	-1	-1	0	0	-1	-1		-3	-7	-1			
% Difference	-11.9	12.7	-3.5	-5.3	-1.3	-1.3	-6.3	19.5	-0.3	-0.2	0.0	0.0	-1.1	-1.1		25.4	1.3	-9.3			
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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	1	2	0	2	0	0	0	0	0	0	0	0	0	0	0	5	4	2	1	0	0
% Employed	20.0	40.0	0.0	40.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	80.0	40.0	20.0	0.0	0.0
Labor Force Standard																					
# Difference	-1	0	-1	0	-1	-1	-1	-1	-1	-1	0	0	-1	-1		-3	-7	0			
% Difference	-5.8	1.7	-8.0	19.6	-1.4	-2.5	-0.6	-0.4	-0.4	-0.9	0.0	0.0	-0.4	-0.9		17.5	5.4	10.7			
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																					

SOC Category: PROFESSIONALS ===== Subcategory: LEGAL OCCUPATIONS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	2	1	0	2	0	0	0	0	0	0	0	0	0	0	0	5	3	2	0	0	0
% Employed	40.0	20.0	0.0	40.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	60.0	40.0	0.0	0.0	0.0
Labor Force Standard																					
# Difference	0	-2	-1	1	-1	-1	-1	-1	-1	-1	0	0	-1	-1		-4	-6	-1			
% Difference	3.2	-24.2	-3.9	32.9	-1.1	-3.6	-0.6	-1.1	-0.1	-0.3	0.0	0.0	-0.3	-1.1		3.7	22.2	-9.3			
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																					

SOC Category: PROFESSIONALS ===== Subcategory: EDUCATION, TRAINING AND LIBRARY OCCUP

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0
% Employed	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	0.0	0.0	0.0	0.0
Labor Force Standard																					
# Difference	-1	0	-1	-1	-1	-1	-1	-1	-1	-1	0	0	-1	-1		-4	-8	-1			
% Difference	-18.3	45.6	-3.8	-14.9	-0.8	-2.5	-1.1	-1.6	-0.1	-0.7	0.0	0.0	-0.4	-1.2		25.9	-25.5	-9.3			
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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	5	1	1	1	1	0
% Employed	60.0	20.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	20.0	20.0	20.0	20.0	0.0
Labor Force Standard																					
# Difference	1	-1	0	-1	-1	-1	-1	-1	-1	-1	0	0	-1	-1		-5	-7	0			
% Difference	20.4	-19.8	13.6	-4.7	-2.6	-3.3	-1.0	-1.0	-0.1	-0.2	0.0	0.0	-0.7	-0.7		-29.0	0.7	10.7			
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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnr	Disab	Vets	Nat Guard
Agency Data																					
# Employed	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
% Employed	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Labor Force Standard																					
# Difference	0	-1	-1	-1	-1	-1	-1	-1	-1	-1	0	0	-1	-1		-5	-8	-1			
% Difference	61.9	-28.0	-8.4	-13.2	-2.6	-3.3	-1.6	-2.1	-0.7	-0.5	0.0	0.0	-0.9	-0.6		-47.1	-32.4	-9.3			
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																					

SOC Category: ADMINISTRATIVE SUPPORT ===== Subcategory: ADMINISTRATIVE SUPPORT SUPERVISORS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0
% Employed	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	100.0	0.0	0.0	0.0
Labor Force Standard																					
# Difference	-1	-1	-1	0	-1	-1	-1	-1	-1	-1	0	-1	-1	-1		-4	-7	-1			
% Difference	-26.7	-47.0	-7.3	89.0	-2.0	-2.4	-0.9	-0.8	-0.1	-0.2	0.0	-0.1	-0.3	-1.2		38.6	75.3	-9.3			
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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	26	93	38	251	1	25	4	10	0	2	0	0	4	8	0	462	389	343	41	18	0
% Employed	5.6	20.1	8.2	54.3	0.2	5.4	0.9	2.2	0.0	0.4	0.0	0.0	0.9	1.7	0.0	100.0	84.2	74.2	8.9	3.9	0.0
Labor Force Standard																					
# Difference	-41	-145	10	165	-6	7	1	4	-1	-2	0	-1	2	2			37	190	-2		
% Difference	-8.9	-31.4	2.2	35.8	-1.2	1.6	0.4	1.1	-0.1	-0.3	0.0	-0.1	0.5	0.5			8.6	42.1	-0.4		
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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0
% Employed	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Labor Force Standard																					
# Difference	1	-1	-1	-1	-1	-1	-1	0	-1	-1	0	0	-1	-1			-4	-7	-1		
% Difference	39.2	-10.7	-13.9	-7.0	-2.4	-0.2	-1.4	0.0	-0.4	-0.6	0.0	0.0	-0.8	-1.6			-18.5	-25.9	-9.3		
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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	15	3	0	1	0	1	0	0	1	0	0	0	0	0	0	21	5	3	0	2	0
% Employed	71.4	14.3	0.0	4.8	0.0	4.8	0.0	0.0	4.8	0.0	0.0	0.0	0.0	0.0	0.0	100.0	23.8	14.3	0.0	9.5	0.0
Labor Force Standard																					
# Difference	3	0	-4	-1	-1	0	-1	-1	0	-1	0	-1	-1	-1			-3	-9	-2		
% Difference	16.5	2.3	-16.8	-3.2	-3.3	3.7	-0.6	-0.2	3.8	-0.3	0.0	-0.1	-1.3	-0.4			2.2	-17.0	-9.3		
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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	2	0	1	0	0	0
% Employed	50.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	50.0	0.0	0.0	0.0
Labor Force Standard																					
# Difference	-1	-1	-1	-1	0	-1	-1	-1	-1	-1	0	0	-1	-1		-5	-7	-1			
% Difference	-13.6	-8.2	-12.3	-3.8	42.7	-1.2	-0.8	-0.3	-1.1	-0.2	0.0	0.0	-0.8	-0.2		-13.7	23.0	-9.3			

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																					

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
% Employed	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Labor Force Standard																					
# Difference	0	-1	-1	-1	-1	-1	-1	-1	-1	-1	0	0	-1	-1		-5	-8	-1			
% Difference	64.0	-14.9	-16.5	-12.4	-7.6	-6.2	-2.4	-1.6	-0.6	-0.4	0.0	0.0	-0.8	-0.4		-35.5	-47.7	-9.3			

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																					

B0031: Staffing by Occupational Category

Date : 2/4/25

Calendar Month/Year: 01/2024 - 12/2024

Personnel Area	State SOC Category		WM	WF	BM	BF	HM	HF	ASM	ASF	AIM	AIF	NHOP Male	NHOP Female	Two+ Male	Two+ Female	Ethn Unk	TOT	TOT MNRT	TOT FEM	DISB
Revenue	OFFICIALS AND ADMINISTRATORS	Employees	29	25	7	6			1	2								70	16	33	2
		% Represented	41.429	35.714	10.000	8.571			1.429	2.857								100.000	22.857	47.143	2.857
		New Hires	1						1									2	1		
		% Represented	50.000						50.000									100.000	50.000		
	MANAGEMENT RELATED	Promotions	3	2														5		2	
		% Represented	60.000	40.000														100.000		40.000	
		Employees	142	214	52	151	10	24	8	10	1	4		1	1	3		621	265	407	29
		% Represented	22.866	34.461	8.374	24.316	1.610	3.865	1.288	1.610	0.161	0.644		0.161	0.161	0.483		100.000	42.673	65.539	4.670
	PROFESSIONALS	New Hires	18	13	2	15		3	1	1				1	1	2		57	26	35	4
		% Represented	31.579	22.807	3.509	26.316		5.263	1.754	1.754				1.754	1.754	3.509		100.000	45.614	61.404	7.018
		Promotions	10	21	3	11	3	1										49	18	33	4
		% Represented	20.408	42.857	6.122	22.449	6.122	2.041										100.000	36.735	67.347	8.163
	TECHNICIANS AND TECHNOLOGISTS	Employees	57	34	26	30	2	1	12	15					2			179	88	80	11
		% Represented	31.844	18.994	14.525	16.760	1.117	0.559	6.704	8.380					1.117			100.000	49.162	44.693	6.145
		New Hires	5		1	3	1			2					1			13	8	5	1
		% Represented	38.462		7.692	23.077	7.692			15.385					7.692			100.000	61.538	38.462	7.692
	ADMINISTRATIVE SUPPORT	Promotions	2	2	1	3	1			1								10	6	6	
		% Represented	20.000	20.000	10.000	30.000	10.000			10.000								100.000	60.000	60.000	
		Employees	1															1			
		% Represented	100.000															100.000			
	PROTECTIVE SERVICES	New Hires																			
		% Represented																			
		Promotions																			
		% Represented																			
	SKILLED CRAFT	Employees	26	93	38	252	1	25	4	10		2			4	8		463	344	390	41
		% Represented	5.616	20.086	8.207	54.428	0.216	5.400	0.864	2.160		0.432			0.864	1.728		100.000	74.298	84.233	8.855
		New Hires	3	13	9	36		6		1					1	2		71	55	58	3
		% Represented	4.225	18.310	12.676	50.704		8.451		1.408					1.408	2.817		100.000	77.465	81.690	4.225
		Promotions	1	4	1	5		3							1			15	10	12	2
		% Represented	6.667	26.667	6.667	33.333		20.000							6.667			100.000	66.667	80.000	13.333
		Employees	18	3		1		1				1						24	3	5	
		% Represented	75.000	12.500		4.167		4.167				4.167						100.000	12.500	20.833	
		New Hires																			
		% Represented																			
		Promotions																			
		% Represented																			
		Employees	2			1												3	1		
		% Represented	66.667			33.333												100.000	33.333		
		New Hires																			
		% Represented																			
		Promotions																			
		% Represented																			
		Employees	273	399	123	640	14	91	26	37	2	8		1	7	11		1,361	717	915	83
		% Represented	29.298	27.112	9.037	32.329	1.029	3.747	1.837	2.719	0.147	0.441		0.073	0.514	0.899		100.000	52.602	67.230	6.098
		New Hires	27	26	12	54	1	9	2	4				1	3	4		143	90	86	8
		% Represented	18.881	18.182	8.392	37.762	0.689	6.294	1.399	2.797				0.689	2.098	2.797		100.000	62.937	68.531	5.994
		Promotions	16	29	5	19	4	4		1					1			79	34	53	6
		% Represented	29.253	36.769	8.329	24.651	5.063	5.063		1.266					1.266			100.000	43.039	67.989	7.895

Equal Employment Opportunity Policy

[Equal Employment Opportunity Policy -Approved by SHRC April 2019.pdf \(nc.gov\)](#)

Disciplinary Action Policy

<https://oshr.nc.gov/policies/disciplinary-action-policy>

Employee Grievance Policy

<https://oshr.nc.gov/policies/employee-grievance-policy>

Reduction-in-Force Policy

<https://oshr.nc.gov/policies/reduction-force-policy>