

**NORTH CAROLINA  
DEPARTMENT OF COMMERCE  
2026 EEO PLAN**

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The NC Department of Commerce is an Equal Opportunity Employer

## TABLE OF CONTENTS

A.	Table of Contents	
B.	Introduction	Page 3
C.	Program Elements	
I.	EEO Plan Certification Statement	Page 4
II.	The EEO Policy Overview	Page 5
III.	Department of Commerce Overview	Page 6
IV.	Department of Commerce EEO Achievements	Page 8
V.	Department of Commerce EEO Best Practices	Page 14
VI.	Assignment of Responsibility and Accountability	Page 16
VII.	Dissemination Procedures	Page 19
VIII.	Program Activities	Page 20
IX.	Equal Employment Opportunity and Diversity Fundamental (EEODF)	Page 25
X.	Program Evaluation and Reporting/Monitoring	Page 26
XI.	Harassment Prevention Strategies	Page 28
XII.	Reduction in Force Procedures	Page 31
XIII.	Executive Orders	Page 32
D.	Data Elements	
I.	Workforce Availability	Page 36
II.	Occupational Classification	Page 41
III.	Race and Ethnicity	Page 42
IV.	Program/Employment Objectives	Page 43
V.	Identification and Correction of Issues	Page 48
E.	Attachments	
I.	The State of North Carolina EEO Policy	Page 49
II.	The NC Administrative Code Governing EEO Planning	Page 53

## **SECTION I: INTRODUCTION**

The North Carolina Department of Commerce is proud to present its 2026 Equal Employment Opportunity (EEO) Plan. This plan reaffirms our commitment to fostering a workplace that is fair, inclusive, and free from unlawful workplace harassment, discrimination, retaliation, and without barriers to equal employment opportunity.

Developed through a collaborative process with the Commerce EEO Committee, representing divisions and affiliates such as Employment Security, Workforce Solutions, Rural Economic Development, Division of Community Revitalization, Utilities Commission and Public Staff, Division of Fiscal Services/Purchasing, Credit Union Division, Administrative Support Services, and the Office of the Secretary—this plan was reviewed and approved by the Secretary of Commerce and formally adopted by the Department.

Our immediate priorities include ensuring equal opportunity in recruitment and hiring practices for all candidates, including veterans, individuals with disabilities, and re-entry populations. Additionally, we aim to strengthen employee engagement and are committed to taking proactive steps to build a workplace culture that welcomes all employees while promoting excellence, innovation, and a strong sense of community.

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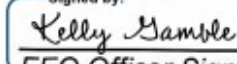
## SECTION II: PROGRAM ELEMENTS

### Equal Employment Opportunity Plan Certification Statement

This certifies that the attached Equal Employment Opportunity Plan represents the North Carolina Department of Commerce commitment to provide equal employment opportunities to all applicants and employees. I attest that the North Carolina Department of Commerce follows the North Carolina Equal Employment Opportunity Policy along with all applicable Federal and State laws, including applicable executive orders governing equal employment opportunities.

  
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Agency Head Signature

LEE ULLEY  
\_\_\_\_\_  
Printed Name

Signed by:  
  
\_\_\_\_\_  
EEO Officer Signature

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Printed Name

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02-Mar-2026  
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## Equal Employment Opportunity Policy

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 engagement 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 and programs are fair and equitable without unlawful 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**. 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.

A copy of the EEO Policy and the NC Administrative Codes governing EEO Planning can be found at [NC OSHR: Equal Employment Opportunity Policy](#). Additionally, copies are provided in the Attachments section of this document.

## Overview

### **The Department of Commerce Mission**

The mission of the Department of Commerce is to collaborate with local, regional, national, and international partners to promote economic well-being and improve the quality of life for all North Carolinians.

### **The Department of Commerce Purpose**

The North Carolina Department of Commerce is the State's lead agency for economic, community, and workforce development. The Department provides solutions that connect businesses with the talent, infrastructure, and incentives needed to thrive, while also supporting local communities through grants and targeted, performance-based incentive programs that promote sustainable growth and prosperity.

### **The Department of Commerce Values**

The Department values the contributions of employees from varied backgrounds and is dedicated to ensuring fair and consistent employment practices in all aspects of recruitment, hiring, promotion, training, and retention, in accordance with State and federal laws and policies.

### **The Department of Commerce Goals**

The Department's goal is to lead by example, fostering a professional work environment in which all employees are treated with dignity and respect and are provided equal opportunity to contribute to the Department's mission.

The Department helps people find employment and assists employers in recruiting and retaining a qualified workforce. In 2025, Commerce-supported economic development efforts resulted in the announcement of more than 35,500 jobs and \$24.1 billion of capital investment across North Carolina.

Commerce administers the State's employment security system, providing critical support to workers during periods of career transition.

In response to Hurricane Helene, the Department established the Division of Community Revitalization (DCR) pursuant to Governor Josh Stein's Executive Order No. 3. DCR works in close coordination with the Governor, the GROW NC recovery office, and the U.S. Department of Housing and Urban Development (HUD) to support long-term recovery efforts in Western North Carolina. These efforts focus on addressing housing needs and advancing resilient and sustainable economic revitalization in an efficient and effective manner.

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Through its Labor & Economic Analysis Division (LEAD), Commerce delivers state and regional labor market data and analysis to inform decision-making by communities, businesses, site selectors, and investors. This information supports strategic planning, workforce development, and long-term economic growth.

The Department of Commerce advances economic opportunity through collaborative partnerships, strategic investments, and capacity-building initiatives that benefit all North Carolinians. Commerce recruits new companies to the state, supports the expansion of existing businesses, cultivates small business success, encourages entrepreneurship, enables exports, and promotes North Carolina as a premier destination for business and tourism.

The Department provides grants and planning services to support infrastructure development and administers the State's economic incentive programs. The [One North Carolina Small Business Program](#) is a state initiative that helps early-stage technology companies secure and leverage federal research funding by covering a portion of proposal costs and matching federal Phase I awards. It strengthens North Carolina's economy by expanding innovation, attracting outside investment, and supporting high-growth startups that create skilled jobs across the state. [Community Development Block Grant](#) (CDBG) funds are available to eligible municipal and county governments for projects that enhance community vitality and primarily benefit people of low- and moderate-income.

In addition, two discretionary, performance-based incentive programs, the [Job Development Investment Grant](#) (JDIG) and the [One North Carolina Program](#) (One NC), offer companies options to offset the costs of locating or expanding in North Carolina, with grants tailored to both community needs and company investments.

The Department is committed to making it easy for companies to do business in North Carolina.

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## **The North Carolina Department of Commerce EEO Achievements**

The North Carolina Department of Commerce remains committed to fostering a fair, inclusive, and respectful work environment and to advancing equal employment opportunity across the Agency. These principles support the Department's mission and strengthen its ability to serve all North Carolinians effectively.

To support this commitment, the Department maintains a dedicated Office of Culture and Community Engagement (CCE), which advances agency efforts related to workplace fairness, inclusion, and employee engagement. This office works to integrate these principles into employee relations, business practices, and partnerships across the economic and workforce development community.

In support of Governor Stein's commitment to achieving meaningful outcomes for all North Carolinians, the Office of Culture and Community Engagement actively participates in the Governor's NC For All Council. The Council meets quarterly to advance accessibility, opportunity, and collaboration through policy implementation, stakeholder engagement, and interagency coordination.

Building on these efforts, the Department of Commerce identified key priorities to advance equal employment opportunity and workforce engagement across the agency.

The achievements outlined below represent coordinated, agency-wide efforts to support equal employment opportunity and employee engagement and are organized by Community Revitalization and Engagement, Economic Development, Recruitment and Retention, and Employee Engagement.

### **Community Revitalization and Engagement**

- North Carolina submitted its HUD Action Plan faster than any other state following Hurricane Helene and became the first to launch a home renovation and reconstruction program using HUD CDBG-DR funding.
- North Carolina's Division of Community Revitalization (DCR) launched the Renew NC Single-Family Housing Program, completing its first home repair. By December 2025, Renew NC had received more than 7,000 applications and introduced the Small Rental Rehabilitation Program as its second recovery initiative.
- The Office of Science, Technology & Innovation modified the FY 2026 solicitation of the [One NC Small Business Program](#) to enable 25% larger grant awards to small businesses located in counties determined to be most impacted and distressed due to Hurricane Helene.
- DCR conducted comprehensive and targeted outreach tailored to individual communities, resulting in thousands of direct contacts through door-to-door engagement, telephone outreach, social media initiatives, collaboration with

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community-based organizations, and coordination with local government entities and municipalities.

- The Division of Workforce Solutions (DWS) and local workforce boards have continued to support western North Carolina in the wake of Hurricane Helene with a federal Disaster Recovery Dislocated Worker Grant that has provided temporary jobs, training, and supportive services to more than 330 residents.
- DWS launched the \$500,000 Hurricane Helene Business Edge Fund, offering funding for local workforce boards in Western North Carolina to help communities retain jobs and businesses as part of the Governor’s Rapid Response program. Workforce development boards in the region may apply to DWS for funding and then may provide grants of up to \$10,000 each to eligible businesses and community-based organizations. Grant support can be used, for example, to fund Incumbent Worker Training, installation of Internet and remote access tools, services or tools that allow restaurants or retail establishments to convert to online sales or delivery of orders, cleaning and sanitation supplies or services, risk assessments, business consulting services, and other creative approaches to reduce or eliminate the need for layoffs. By the end of 2025, three (3) workforce boards had awarded grants to sixteen (16) employers, totaling more than \$144,600, helping them retain 269 impacted employees.
- To expand accessibility of North Carolina’s unemployment service, the Division of Employment Security (DES) implemented a “plain language” program to reduce the complexity of the large number of documents and instructions through simplified language so that the widest possible range of potential program customers can understand and follow information and directions provided. To date, ninety (90) documents thirty (30) webpages and approximately twenty (20) customer handouts have been simplified.
- DES developed one of the first AI-enabled chatbots in state government, designated as “Felix” on-screen. “Felix” was implemented to respond to customers’ questions, which allowed customers, regardless of education level, to understand Unemployment Insurance (UI) requirements and receive necessary clarification and answers.
- The DES ombudsman program deployed two (2) individuals into underserved regions (approximately twenty-two [22] counties) of the state to build awareness of the NC UI program availability and provide guidance regarding access. This effort is reaching a wide range of North Carolina residents, including those with less than a high school education, limited access to resources, limited English proficiency, lack of available employment, and other factors.

### **Economic Development**

- North Carolina was named 2025 America’s Top State for Business in [CNBC’s annual ranking](#).

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- North Carolina was recognized as the 2025 State of the Year for Economic Development by [Business Facilities](#) magazine.
  - North Carolina named No. 1 State for Workforce Development by [Site Selection](#) magazine.
  - The Rural Economic Development Division (REDD) awarded more than \$136 million in grants to local communities, supporting more than 4,224 jobs throughout the state.
  - Commerce is supporting the Governor’s Steering Committee in developing the **State’s Comprehensive Strategic Economic Development Plan**, chaired by Secretary Lilley. In partnership with the UNC School of Government’s nclIMPACT Initiative, Commerce hosted eight (8) listening sessions across all Prosperity Zones between August and September to gather statewide input on workforce, business, and community outcomes.
  - The Council on Workforce and Apprenticeships, within the NCWorks Commission, developed the 2026-2028 NCWorks Commission Strategic Plan in alignment with Governor Stein’s vision for workforce and opportunity in North Carolina. This strategic plan elevates system modernization through data integration, statewide outreach, and clearer career pathways that expand access for rural communities, veterans, individuals with disabilities, and justice-involved people to deliver scalable, equitable, and future-ready talent solutions that support economic growth and opportunity in every region of the state.
  - The NCWorks Commission Local Innovation Committee awarded a \$125,000 NCWorks Local Innovation Reentry Grant to Piedmont Triad Regional Workforce Development Board for the Reentry Empowerment and Workforce Integration Initiative (REWI). This grant will support the needs of justice-involved individuals including addressing the population’s unique barriers to education/employment, mental health/substance abuse counseling resources, and other supportive needs.
  - Dr. Annie Izod, Executive Director of the NCWorks Commission, taught Financing Workforce Development at the most recent convening of the Strategic Workforce Leadership Institute. The program prepares participants for leadership roles in workforce development, including workforce board directors, strategic planners, economic developers, and educational leaders. In Fall 2025, twenty-six (26) workforce leaders completed the program and earned the professional designation of Strategic Workforce Leader.
  - In 2025, the Division of Workforce Solutions (DWS) received a \$4 million U.S. Department of Labor “Pathway Home” grant that will allow eligible incarcerated individuals to receive workforce services, both prior to and after their release, easing their transitions into reentry programs in the communities to which they will return. DWS will direct the “North Carolina Pathway to Reentry” project while partnering with three (3) local Workforce Development Boards (WDBs): Charlotte Works; Foothills WDB; and Western Piedmont WDB. The N.C. Department of Adult Correction is also collaborating with the partners to support the project.

- DWS has partnered with the N.C. Department of Adult Correction to launch a pilot program, “NC Jobs Exploration in Transition” (NCJET), allowing offenders who are near the end of their sentences to begin their job searches, create resumes, and connect to NCWorks services through a special portal. The North Carolina Correctional Institution for Women (NCCIW)/Correction Enterprises License Tag Plant first piloted the program, which has since expanded to other facilities.
- DWS has continued to collaborate with three (3) local workforce boards to implement the federal Partners for Reentry Opportunities in Workforce Development (PROWD) grant, helping people who are transitioning out of the federal prison in Butner. PROWD is supported by grant awards from the U.S. Department of Labor and the U.S. Department of Justice, Bureau of Prisons, totaling nearly \$10 million. During the 2024-2025 year, nearly 160 participants enrolled in PROWD, participants earned more than 200 industry-recognized credentials, and more than fifty (50) participants secured employment.
- The Office of Science, Technology & Innovation now includes two (2) new measures of Tech Diversity in its biennial *Tracking Innovation* report: Gender Diversity of Knowledge and Technology-Intensive (KTI) Industries and Racial and Ethnic Diversity of KTI Industries.
- Labor & Economic Analysis Division (LEAD) delivered labor market information (LMI) analyses, tools, and presentations tailored to specific populations, including youth, people with disabilities, and justice-involved individuals, to help ensure equitable access to relevant, actionable workforce information. Some examples:
  - Career exploration training for participants in the Tarheel Challenge Academy, serving at-risk youth ages 16–18;
  - NCcareers-focused workshops for DHHS Disability Determination Services staff and for Employment and Independence for People with Disabilities (EIPD) counselors;
  - Presentation to the National Association of State Workforce Agencies on reentry programs and post-incarceration employment outcomes; and
  - Shared Work Release program outcome findings with the Joint Reentry Council.
- LEAD worked with the Commerce Management Information Systems (MIS) team to ensure LEAD online tools and resources meet ADA accessibility requirements, promoting equitable access to labor market information for individuals with disabilities.

### **Retention & Recruitment**

- DWS is focused on providing quality training and professional development opportunities for staff. Starting in 2025, DWS leadership hosted a series of sessions for managers working in the Central Office, as well as Regional Operations Directors (RODs) and staff of the NCWorks Commission. Training focused on change management, communication, and Agency HR disciplinary processes. These

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training courses will continue in the upcoming year and will include additional topics around communication and Agency HR processes.

- Units within DWS and field operations are focused on enhancing professional development opportunities for staff. RODs and Executive Leadership Team members are encouraged to identify training and professional development opportunities for those within their units. Additionally, there are plans to make trainings mandatory for individuals in supervisory roles who have not previously attended training. DWS also will be making changes to the annual NCWorks partnership conference to provide more specialized training relevant to job functions within the NCWorks system.
- Held in conjunction with Veterans Day (mid-November), “Employ A Veteran Week” raised awareness about veteran employment and connected veterans, transitioning service members, and military spouses with job opportunities and workforce support services. During the week, NCWorks Career Centers and partner organizations hosted a variety of hiring events, job fairs, workshops on job search skills, resource expos, and employer networking opportunities designed to help military-affiliated job seekers move into civilian careers.
- The NCWorks Commission Skills and Education Attainment Committee partnered with the Governor’s Office to include WIOA NextGen youth participants in the Governor’s Page program. This opportunity affords disadvantaged youth with an exposure to careers in state government.
- DES utilizes apprenticeship programs through Innovative Systems Group (ISG), a program open to veterans and their families who want to enter the cybersecurity field. As a result, one Army veteran was recruited for permanent employment at Commerce while there is currently a Navy veteran serving as an apprentice.
- In January 2025, DWS submitted the State WIOA Non-discrimination Plan. This plan is required by federal law and *provides reasonable guarantee of the State of North Carolina (State), Department of Commerce, Division of Workforce Solution’s (NC-DWS) compliance with Section 188 of the Workforce Innovation and Opportunity Act (WIOA) of 2014, 29 CFR Part 38 and the Americans with Disability Act, Section 504 of the Rehabilitation Act of 1973 (as amended). Section 188 prohibits discrimination on the basis of race, color, religion, sex, national origin, age, disability, or political affiliation or belief, or, for beneficiaries, applicants, and [participants](#) only, on the basis of [citizenship](#) status or [participation](#) in a [WIOA Title I-financially assisted program or activity](#)*. This plan will be updated during 2026 and submitted for approval to the federal government by January 2027.
- The Human Resources Team’s recruitment and retention achievements include:
  - Supporting leadership in establishing the Division of Community Revitalization and successfully onboarding more than thirty (30) staff members;
  - Processing fifty-five (55) salary adjustments, including acting pay, in-range adjustments, retention adjustments, and trainee adjustments;

- Participating in multiple career fairs throughout the year with a focus on events serving veterans and justice-involved individuals;
- Assisting the Office of State Human Resources (OSHR) with the development and testing of Workday and the Exit Interview questionnaire;
- Implementing “Workday Wednesdays” to support managers in transitioning to the new applicant-tracking system.

### **Employee Engagement**

- The Commerce Employee Engagement Council (CEEC) hosted three (3) events to promote employee engagement: the March Madness Event, Fitness at the Fairgrounds, and the Pink Power Chat & Chew.
- In collaboration with the Culture & Community Engagement Office, the Secretary launched a new Employee Engagement Survey in December.
- To recognize Employee Appreciation Week, the Secretary hosted a movie event for Commerce employees at the Rialto Theater.
- The Secretary held two (2) virtual town halls to engage employees in open and transparent dialogue.
- The Culture & Community Engagement (CCE) Office hosted multiple cultural celebrations and Lunch & Learn sessions to enhance employee awareness.

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## The North Carolina Department of Commerce Best Practices

At the North Carolina Department of Commerce, fostering a workplace culture grounded in inclusion, transparency, and meaningful community engagement is a top priority. Commerce recognizes that an engaged workforce is essential to advancing North Carolina toward an economy that works for all. To that end, the Department is committed to strengthening employee engagement and fairness across the organization through the following best practices.

- **Strengthening Cross-Divisional Collaboration:**  
Commerce promotes collaboration and connection through the Commerce Employee Engagement Council, meaningful employee recognition, cultural awareness initiatives, and educational programming that reflects North Carolina's diverse communities and workforce.
- **Leadership Communication and Accountability:**  
Leadership messaging consistently reinforces fairness, merit-based decision-making, and respectful workplace expectations. The Secretary of Commerce provides regular updates via email and the Commerce Intranet to ensure transparency and organizational alignment.
- **Employee Engagement Survey:**  
Commerce administered an Employee Engagement Survey to gather employee feedback. Survey results will be used to identify opportunities to improve workplace satisfaction, collaboration, and overall organizational effectiveness.
- **Streamlined and Accessible EEO Processes:**  
Commerce is improving EEO processes and communication by revising accommodation and grievance forms; providing EEO training that clearly explains processes and available resources; and ensuring procedures are user-friendly, well-publicized, and aligned with ADA and applicable State guidance. These resources are centrally accessible through the newly established EEO Hub on the Commerce Intranet.
- **Fair and Impartial Case Management:**  
The Department is committed to the fair, consistent, and timely handling of grievances, reasonable accommodation requests, and performance management actions. All matters are addressed without bias and through impartial investigations.

To support continuous learning, skill development, and equitable advancement opportunities, employees are encouraged to dedicate time to professional growth. Recent initiatives have further strengthened this commitment by integrating Change Management best practices, Mental Health First Aid (MHFA), and ADA accessibility principles into core workplace operations. Together, these efforts reinforce Commerce's dedication to fostering a supportive, resilient, and inclusive work environment.

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Commerce is intentional in its recruitment and retention strategies to attract and retain highly qualified talent, including participation in conferences and events focused on veterans and justice-involved individuals. The Department also promotes disability awareness and related services across the Agency and continues to expand its Language Access initiatives to support effective communication and engagement with multilingual communities.

Collectively, these best practices underscore Commerce's commitment to advancing a workplace and economy that supports opportunity and success for all North Carolinians.

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## **Assignment of Responsibilities and Accountability**

### **Secretary**

The Secretary of Commerce has the ultimate responsibility for ensuring that EEO Policy and programs specific to Commerce are fully developed and successfully implemented. The Secretary is 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. The Secretary 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 as an EEO Director. This designee has access to the agency head and is responsible for the operation and implementation of the EEO Program;
3. Ensure each manager and supervisor has, as a part of the performance plan, the responsibility to comply with EEO Laws and Policies, and assist in achieving EEO goals established by the agency;
4. Communicate the agency'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 Agency HR policies, procedures, and programs necessary to achieve an inclusive, respectful, and culturally competent 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**

Managers and supervisors are responsible for implementing the specific elements of the EEO Plan designed to eliminate barriers to equal employment opportunity. Managers and supervisors are accountable for assisting Commerce in achieving its EEO objectives. The plan requires that Commerce's managers and supervisors:

1. Assist in the development and implementation of the EEO Plan and Program and establish program objectives;
2. Maintain for the department, division, work unit, or section, a workforce reflective of North Carolina's communities and populations;
3. Assist the EEO Officer in periodic evaluations to determine the effectiveness of the EEO Program;
4. Provide a work environment and management practices which support equal

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- opportunity in all terms and conditions of employment; and
5. Complete mandatory Equal Employment Opportunity and Diversity Fundamentals (EEODF) training.

### **EEO Committee**

The EEO Committee is vital to the success and acceptance of the Department of Commerce EEO Program. This group is led by the EEO Officer and works closely with our Chief Culture and Community Engagement Officer. The EEO Committee is composed of both managers and employees, with agency-wide representation, that reflects sensitivity to all EEO issues. The EEO Committee will perform the duties listed below:

1. Serve as a communication link between managers and employees and the executive staff and the EEO Officer on aspects of the EEO Plan and Program;
2. Review and evaluate the EEO Plan and program;
3. Review employment data in each occupational category;
4. Meet with the Chief Culture & Community Engagement Officer 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;
5. Identify recruitment resources and other activities designed to strengthen the EEO Program;
6. Once appointed, all members are recommended to attend *From Routine to Strategic: EEO Planning and Monitoring* training if they have not already completed the course; and
7. Following best practice, the EEO Committee will meet at a minimum quarterly to ensure that the group remains engaged and active.

### **EEO Officer**

The EEO Officer is responsible for the development, implementation and monitoring of the EEO Plan and will meet with executive leadership as needed. The EEO Officer shall:

1. Interpret and apply Federal laws, state statutes, policies and guidelines related to equal employment opportunity;
2. Ensure the EEO Plan is submitted by March 1 annually in accordance with the EEO Plan Guide as specified by the Office of State Human Resources (OSHR);
3. Ensure all employees are made aware of the EEO Policy including the EEO Plan, Reasonable Accommodation Policy, and Unlawful Workplace Harassment Policy, and develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
4. Maintain and analyze data on workforce utilization and employment practices,

- including records of all complaints and grievances alleging discriminatory practices;
5. Advise management of the EEO Program's impact and effectiveness;
  6. Provide or coordinate EEO training for management and employees;
  7. Provide confidential consultation for management and employees in matters involving EEO concerns;
  8. 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;
  9. Establish and maintain effective working relations with groups concerned with EEO.
  10. Coordinate programs to achieve program objectives;
  11. Present information on the EEO Plan and program to management and employees on a regular basis; and
  12. Ensure all newly hired, promoted, or appointed supervisors and managers complete the required EEODF training in accordance with [N.C.G.S. § 126-16.1](#).

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## Dissemination Procedures

### Internal

1. All employees will have access to the Department of Commerce EEO Plan. Hard copies will be available through Human Resources, and an electronic version will be accessible on the Commerce Intranet via the new EEO Hub.
2. New managers and supervisors are trained in their responsibilities under Commerce's Equal Employment Opportunity Program and the EEO Policy. Asynchronous training is being developed by the Culture & Community Engagement Office and Employee Relations to refresh management annually on their responsibilities to EEO.
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. In-house publications are used to communicate information about the EEO Plan, Program, and Policy on a regular basis.
5. The EEO Committee will evaluate any feedback received from employees on the current EEO Plan and implement changes as appropriate.

### External

1. Provide a copy of the EEO Policy to each recruitment resource, subcontractor, vendor, and/ or supplier.
2. Provide a copy of the Department of Commerce vacancy list, job announcements, and any other pertinent material to the appropriate recruitment resource(s).
3. Maintain regular and routine contact with recruitment resources.
4. A copy of the current EEO Plan will be retained by the Department of Commerce's Human Resources Department, as well as by the Office of State Human Resources.
5. The current EEO Plan will be featured on the Culture & Community Engagement page of Commerce's website.

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## **Program Activities**

The following includes strategies for the respective program areas listed below. The Department of Commerce will evaluate each program annually unless indicated differently in the explanation. All results will be reported to the Secretary and Senior Staff.

### **Recruitment**

As opportunities are present, vacancies may be posted at colleges/universities and community colleges to increase the scope of diversely qualified candidates. Additionally, the Department of Commerce may participate in internships and State of North Carolina sponsored intern programs. Veteran's employment outreach is expanded through NC Works job/career fairs, which strive to attract qualified veterans, people with disabilities, and re-entry populations. This EEO Plan outlines Commerce's good-faith efforts to achieve its equal employment opportunity objectives by:

1. Reviewing and monitoring recruitment procedures to abolish any biased or inequitable practices which exist;
2. Reviewing all recruitment literature to ensure that it is relevant to and addresses all employees;
3. Instituting measures that will improve the recruitment process as it relates to the established program objectives;
4. Actively recruiting qualified candidates through known resources and partnership with recruitment programs;
5. Specifying measures for maintaining contact with recruitment resources and informing these resources of employment opportunities, particularly in management, professional, and technical level positions; and
6. Being intentional in agency efforts to actively recruit veterans, people with disabilities, and re-entry populations

### **Selection and Hiring Process**

The ultimate selection of applicants shall be made after consideration of the Equal Employment Opportunity program objective. Position descriptions are reviewed periodically to ensure that the qualifications and skills required are job related and essential for the performance of duties. This ongoing review helps to ensure that the requirements for the position are non-discriminatory and job-related. This EEO Plan outlines Commerce's good-faith efforts to achieve its equal employment opportunity objectives by:

1. Ensuring that job analyses are conducted to establish job-related qualifications statements, selection criteria, training needs, and career ladders or to initiate any other selection procedure;

2. Analyzing the flow of applicants through the selection and appointment processes, determining reasons for the rejection of qualified applicants from groups in areas where program objectives have been set, and monitoring the employment of individuals to ensure the assignment of work and workplace is fair and consistent;
3. Cooperating with the Office of State Human Resources or other trained resources on the review and validation of written tests, interviews, or other selection devices;
4. Training all employees who screen applications and interview applicants for employment in proper techniques to eliminate any potential bias;
5. Establishing a sign-off procedure to ensure that the selection process in various occupations reflects established program objectives and timetables; and
6. Ensuring that testing and interviewing processes are accessible to people with disabilities.

### **Onboarding**

Commerce's HR has a standardized orientation that is comprised of an online curriculum which contains modules to introduce Benefits, the Integrated HR-Payroll System, NCVIP, ER, EEO, Safety, and IT basics to new hires. Links to the Welcome module, the intro to the LMS module to support benefits enrollment, are emailed to new hires. This process equips new hires with the necessary knowledge, skills, and behaviors to become effective organizational members.

**Voluntary Self-Identification of Disability (VSID) Tool:** Commerce encourages State agency employees to update their status in the Voluntary Self-Identification of Disability (VSID) tool in the Employee Self Service portal of the Integrated HR/Payroll System to help the State gauge its progress in supporting State workers with disabilities. This EEO Plan outlines Commerce's good-faith efforts to achieve its equal employment opportunity objectives by:

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

### **Promotion Procedures**

All employment decisions involving recruitment, selection, and priority consideration shall comply with the Equal Employment Opportunity Policy located in Section 1 of the State Human Resources Manual. This EEO Plan outlines Commerce's good-faith efforts to achieve its equal employment opportunity objectives by:

1. Informing employees of promotional/upward mobility opportunities within the Agency;
2. Enhancing upward mobility and fully utilizing the skills of the existing workforce;

3. Reviewing and analyzing promotion processes, procedures and selections; and
4. Exploring Commerce's ability and interest in establishing a mentoring program consistent with the statewide [Mentoring Program Policy](#).

*Nature of priority consideration:*

Promotional priority consideration shall be provided as follows: if it is determined that an eligible employee and an outside applicant have "substantially equal qualifications", then the eligible employee must receive the job offer over an outside applicant. The priority consideration shall not apply when the only applicants considered for the vacancy are current State employees.

**Training**

As a standard practice, Commerce's HR Department trains all staff on HR policies, procedures, and laws, including Unlawful Workplace Harassment and EEO. This training is blended in nature and included in the total HR Training initiative. Training is designed to enhance employee development for advancement opportunities without bias. There are numerous voluntary, complimentary EEO trainings available on the Commerce LMS, such as "EEO Made Simple", "EEO and Lawful Hiring", "EEO for New Hires", etc. Employee training requests will be granted on an equal basis, free from harassment or discrimination. This EEO Plan outlines Commerce's good-faith efforts to achieve its equal employment opportunity objectives by:

*Employee Training*

Training for employees is vital to maintaining a successful EEO Program. Commerce's employee development and training programs will be guided by the following concepts:

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

*Management Training*

Training for managers and supervisors is crucial to the success of an EEO Program. Managers and supervisors implement the achievement of EEO goals through their employment decisions (selection for hiring, promotion, training, reallocation, demotion, transfer, etc.). They will be trained in the effective fulfillment of the following EEO responsibilities:

1. The definition of equal employment opportunity (EEO);
2. The legal basis for EEO;

3. Interpreting and applying EEO policies and guidelines;
4. Guidelines for valid and legal selection procedures;
5. Ensuring all newly hired/promoted managers and supervisors are registered for EEO training;
6. Identifying and eliminating barriers to employment;
7. Implementing the EEO Plan; and
8. Managing EEO in the workforce.

### **Compensation and Benefits**

Every salary recommendation packet is reviewed by Commerce HR to ensure that compensation and benefit requests align with the State of North Carolina's compensation system, which includes the graded processes. This process includes a systematic method to determine salaries, including, but not limited to evaluating related education, training, and experience (paid and volunteered) as well as the salaries of current employees performing similar duties and responsibilities. Regular analyses are conducted to ensure that all benefits and conditions of employment are equally available without discrimination against employees. This helps the Agency monitor salary recommendations to identify trends and address concerns with management.

### **Performance Management**

The State's Agency Performance Management system is known as N.C. Valuing Individual Performance (NCVIP) and is an automated tool. NCVIP requires that all covered employees' work performance be evaluated annually. Commerce HR will ensure the NCVIP tool is equitably administered and will monitor performance ratings of all covered employees for patterns and trends. Additionally, managers and supervisors are expected to actively support and uphold the Agency's EEO program; their engagement and accountability are essential to the program's development, implementation, and ongoing progress.

### **Transfer and Separation – Including Reduction-in-force (RIF)**

The Agency HR department has procedures that are designed to identify trends and patterns related to voluntary transfers, separations, and/or a reduction in force (RIF). This procedure involves disseminating an exit form to departing or transferring employees. Commerce HR discusses areas of concern with management to develop strategies for improvement.

### **Disciplinary Process**

The Department of Commerce uses the State of North Carolina's Disciplinary Action policy. All disciplinary actions are reviewed to ensure they are fair and consistently issued. The data is analyzed annually for trends and potential bias by the EEO Officer and reports any concerns to the HR Director. This is to provide equitable treatment for all employees in

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accordance with the Employee Disciplinary, Appeal and Grievance Policy. This EEO Plan outlines Commerce's good-faith efforts to achieve its equal employment opportunity objectives by:

1. Ensuring the disciplinary process is administered equitably and without bias; and
2. Reviewing and monitoring program data to identify patterns and trends.

The **Disciplinary Action Policy** can be found on the Office of State Human Resources (OSHR) website at <https://oshr.nc.gov/policies/disciplinary-action-policy>.

### **Grievance Process**

The grievance procedure is designed to ensure fair and equitable review of employment complaints in accordance with the State Employee Grievance Policy. The EEO Officer is essential in the EEO Informal Inquiry Process. The EEO Officer 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. This EEO Plan outlines Commerce's good-faith efforts to achieve its equal employment opportunity objectives by:

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

The **Grievance Policy** can be found on the Office of State Human Resources (OSHR) website at <http://oshr.nc.gov/policies/employee-grievance-policy>.

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## **Equal Employment Opportunity and Diversity Fundamentals (EEODF)**

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 twelve (12) months** of assuming the role. Managers and supervisors hired prior to July 1, 1991, are encouraged to participate in EEODF as a refresher.

Each quarter, the EEO Officer will monitor EEODF completion data for compliance and will notify managers and supervisors of non-compliance in completion of the EEODF training. Executive Leadership will receive status reports quarterly on completion rates.

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## **Program Evaluation and Reporting/Monitoring**

The Department of Commerce regularly assesses the following areas:

### **Program Evaluation**

- Recruitment practices are reviewed on a case-by-case basis to ensure vacancy announcements are distributed to a diverse network of job recruiters. The timing of these reviews varies based on organizational needs.
- Hiring and promotion practices undergo a standard review to ensure decisions are based on job-related qualifications and consistent, standardized processes. When recruiters identify potential concerns, they address them with the hiring manager and notify the Deputy Human Resources Director and/or Human Resources Director prior to finalizing the salary administration phase.
- Discipline and grievance data are reviewed regularly, and any notable trends are discussed with senior management.
- Human Resources conducts compensation reviews with each salary packet and performs additional equity reviews upon managerial request.
- Employee Relations and Staff Development monitor performance management at both the mid-year and end-of-year cycles, addressing areas of concern and evaluating trends to ensure decision-making remains free from bias.
- Exit interview data is analyzed on a regular basis and shared with senior leadership on a quarterly basis.
- Employees are encouraged to provide feedback regarding their workplace environment to their leadership chain, to their Agency HR representative, and/or to the EEO Officer. Additionally, employees are encouraged to participate in all workplace surveys.

### **Program Reporting and Monitoring**

The EEO Officer is responsible for making reports to senior management on a regular basis and to the Office of State Human Resources, as requested. These reports will be used to ensure that the Agency'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 requisite reports when available:

- Workday applicant tracking data;
- BOBJ transactional reports for compensation, hiring, separations, promotions, and other employee actions (the Business Objects reports are the required source data for population analysis and labor force analysis);

- NCVIP data for performance management ratings; and
- Internal tracking reports such as the selection/decision log, adverse impact analysis form, or other related information.

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## Harassment Prevention Strategies

The Department of Commerce strictly prohibits all forms of unlawful workplace harassment. Unlawful harassment is defined as unwelcome or unsolicited speech or conduct based on race, sex, religion, national origin, age, genetic information, color, disability, sexual orientation, gender identity or expression, veteran status, political affiliation, or any other characteristic protected under federal or North Carolina law, when such conduct creates a hostile work environment or involves quid pro quo circumstances.

A hostile work environment exists when the workplace is, or is perceived to be, hostile or abusive to a reasonable person. All complaints of unlawful workplace harassment will be investigated in accordance with the [Statewide Grievance Policy](#).

Retaliation against any employee who reports unlawful workplace harassment, participates in an investigation, or otherwise opposes conduct believed in good faith to be discriminatory or harassing is strictly prohibited and will result in disciplinary action.

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### **Strategy #1 – Agency Commitment and Accountability to the Prohibition of Unlawful Workplace Harassment, Sexual Harassment, and Retaliation**

The Department of Commerce follows the State's current [Unlawful Workplace Harassment Policy](#). Managers and supervisors who witness harassment or are made aware of conduct that may violate this policy are required to report the matter immediately to the EEO Officer. Failure to promptly notify the appropriate authority may result in disciplinary action, up to and including dismissal.

Employees may report concerns of unlawful workplace harassment to their supervisor, another manager, Human Resources, or directly to the EEO Officer. Employees are not required to report harassment to a supervisor who is the subject of the complaint.

The EEO Officer serves as an independent point of contact outside the employee's supervisory chain for receiving harassment concerns. Initiating the process through the EEO Informal Inquiry helps prevent potential conflicts of interest, particularly when the alleged harasser is within the employee's chain of command.

All complaints will be investigated promptly and will be shared only with individuals who have a legitimate need to know. If appropriate, the Department may implement interim measures during the investigation to prevent further alleged harassment or retaliation and to protect employees involved.

Upon completion of the investigation, any employee found to have violated this policy will

be subject to disciplinary action, up to and including dismissal, based on the severity of the offense.

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## **Strategy #2 – Accessible and Effective Process for Harassment Complaints**

The EEO Informal Inquiry Process applies to claims of unlawful discrimination, harassment, or retaliation. A complainant must submit a claim, using the [EEO Informal Inquiry Grievance Form](#), to the EEO Officer within fifteen (15) calendar days of the alleged conduct. Reasonable assistance will be provided to employees who require help completing the form due to disability, language barriers, or other circumstances.

The EEO Officer has forty-five (45) calendar days to investigate and issue a determination, unless an extension is mutually agreed upon. Any extension may not exceed fifteen (15) calendar days.

If the matter is not resolved through the EEO Informal Inquiry, the complainant may proceed by filing a formal grievance within fifteen (15) calendar days of receiving the written response from the Informal Inquiry. Failure to meet internal filing deadlines does not preclude an employee from pursuing external remedies as permitted by law.

A complainant alleging unlawful discrimination, harassment, or retaliation may choose at any time to bypass or discontinue the EEO Informal Inquiry or the formal internal grievance process and file a charge directly with the Equal Employment Opportunity Commission (EEOC). However, a complainant may not file a contested case with the Office of Administrative Hearings (OAH) unless the internal grievance process has been completed.

Participation in the EEO Informal Inquiry or grievance process is voluntary, and employees will not be subject to retaliation for choosing to pursue or decline any internal or external reporting option.

Information regarding [Commerce's Grievance Procedure](#) is available on the EEO Hub on the Commerce Intranet. Employees may also contact the EEO Officer or Human Resources for assistance if they are unable to access the Intranet or need additional information.

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## **Strategy #3 – Training Employees on the Prevention of Harassing Conduct**

Equal Employment Opportunity and Diversity Fundamentals (EEODF) and Unlawful Workplace Harassment training are automatically assigned to all new employees. Supervisors and managers are recommended to complete additional harassment

prevention training consistent with OSHR requirements and are responsible for reinforcing this policy within their areas of supervision.

Additional harassment prevention courses are available through the Learning Management System (LMS) and LinkedIn Learning. Training is provided on a recurring basis, and completion of required courses is tracked to ensure compliance.

Training includes recognizing prohibited conduct, understanding reporting obligations, preventing retaliation, and promoting a respectful and inclusive work environment.

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#### **Strategy #4 – Dissemination of Information and Other Forms of Education on Prohibiting Unlawful Workplace Harassment and Retaliation**

The Department of Commerce promotes awareness and understanding of harassment prevention through ongoing communication and education initiatives. Planned actions include offering Lunch & Learn sessions covering a variety of Equal Employment Opportunity topics, including harassment prevention.

The Department communicates its commitment to prohibiting unlawful workplace harassment, sexual harassment, and retaliation through agency-wide communications, policy statements, and leadership messaging. Information disseminated includes reporting options, non-retaliation protections, and available employee resources.

Harassment prevention is highlighted regularly in staff meetings and other Commerce communication platforms to reinforce expectations for respectful conduct and leadership accountability.

Information related to unlawful workplace harassment, reporting procedures, and employee protections is made readily available to all employees, including those without regular access to electronic communications. Materials are reviewed and updated as necessary to ensure consistency with federal and State requirements.

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## Reduction-In-Force Procedures

The North Carolina Department of Commerce has the authority to separate an employee whenever it is necessary due to a shortage of funds or work, abolishment of a position, or other material change in duties or organization. The Department of Commerce 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 workforce demographics; and
- Length of service.

The North Carolina Department of Commerce shall notify the employee in writing of separation as soon as possible and in any case not less than thirty (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, severance pay details, applicable appeal rights, and other benefits available.

An employee separated through a reduction in force may appeal the separation only on the grounds listed in the Employee Grievance Policy.

Pursuant to the State Human Resources Manual, employees with career status (as defined by N.C.G.S § 126-1.1), who have received official written notification of imminent separation due to Reduction in Force, are eligible for priority consideration under the provisions outlined in the Manual. An employee shall receive priority consideration for a period of twelve (12) months from the date of the official written notification.

North Carolina Human Resources Act. Article 1 (N.C.G.S § 126-1.1) can be found at [N.C.G.S § 126-1.1](#). The State Reduction in Force Policy can be found on OSHR's website at: [NC OSHR: Reduction-In-Force Policy](#).

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## Executive Orders (EO)

### 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. [The Pregnant Workers Fairness Act (PWFA) requires reasonable accommodation for known limitations due to pregnancy and related medical conditions.]

This Order specifically required State agencies to:

1. Post written notice of the rights afforded to pregnant State employees under OSHR policies and this EO. This notice must be physically displayed in a conspicuous area in each office maintained by the Agency;
2. Collect and compile information regarding their efforts to educate their management and staff of their obligations and employee rights under OSHR policies and EO; and
3. Provide OSHR information in the annual EEO Plan on the following:
  - The number of notices in each State Agency office that educate management and their staff about 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.

### Executive Order #82 – Education Initiatives

Commerce education initiatives will include (but are not limited to) the following:

- Inclusion of this requirement in new employee orientation materials;
- Requirements will be posted on the Agency website; and
- Supportive information featured on the EEO Hub.

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## **Executive Order #92**

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 qualified workers with disabilities and making an inclusive job climate for those workers. The EEO Plan will include:

1. A statement that the Agency 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. A statement that the Agency will provide information regarding reasonable accommodation to applicants and employees and is improving recruitment and outreach efforts to attract qualified individuals with disabilities; and
3. A statement that the Agency will encourage employees to complete the Voluntary Self-Identification of Disability form in the applicable HRIS system annually.

Information related to this Executive Order will be shared with staff and communicated directly to the personnel whose work is impacted by its requirements.

## **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 State agencies to:

1. Collect and compile information regarding their efforts to educate relevant staff about this EO; and
2. Provide this information to OSHR in their annual EEO Plan.

## **Executive Order #93 – Education Initiatives**

Commerce education initiatives will include (but are not limited to) the following:

- Ensuring Agency HR staff are trained in salary administration requirements;

- Requirements will be posted on the Agency website; and
- Reminding employees of the requirement at Agency-wide staff meetings and during individual hiring requests.

### **Executive Order #158**

On August 18, 2020, [Executive Order \(EO\) #158 \(Furthering Fair Chance Policies in State Government Employment\)](#) was issued by Governor Roy Cooper. The Order removes criminal history questions from the State application for employment and prohibits State agencies from inquiring into an individual's criminal history during the initial stages of the hiring process. This Order also prohibits State agencies from considering expunged or pardoned convictions, charges or convictions that do not relate to the job for which the applicant is applying, arrests not resulting in conviction, and charges resulting in dismissal or finding of not guilty. As a result, this will ensure that people with a criminal record get a fair, merit-based opportunity to attain State Government employment.

Executive Order #158 – [FAQs](#)

Information related to this Executive Order will be shared with staff and communicated directly to the personnel whose work is impacted by its requirements.

In support of [Executive Order \(EO\) #303 \(Establishing a Unified Approach to Improving Education, Rehabilitation, and Reentry Services for Incarcerated and Formerly Incarcerated People in North Carolina\)](#), Commerce will continue its partnership with the Department of Adult Correction (DAC) to maintain and enhance services at the Tourism Call Center. This program is designed specifically to recruit long-term incarcerated individuals, given extensive classroom instruction and on-the-job training required for successful participation. Additionally, since the establishment of the North Carolina Jobs Exploration in Transition (NCJET) program, 537 individuals have been served across seven state correctional facilities, and 471 second-chance employers are currently active in NCWorks. These efforts reflect Commerce's ongoing commitment to expanding workforce opportunities and supporting successful reentry pathways.

### **Executive Order #278**

Effective March 23, 2023, [Executive Order \(EO\) #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 requires all Cabinet agencies to add this language to all job postings:

Some State job postings say you can qualify by an “...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 [Education and Experience Equivalency Guide | NC Office of Human Resources](#) 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.

Information related to this Executive Order will be shared with staff and communicated directly to the personnel whose work is impacted by its requirements.

### **Executive Order #11**

Effective March 25, 2025, [Executive Order \(EO\) #11 \(Directing North Carolina’s Progress on Workforce Development\)](#) was issued by Governor Josh Stein. This Executive Order directs the NC Office of State Human Resources (OSHR) to continue efforts, as directed by Executive Order No. 278, to make as many State job classifications as possible eligible for qualification by work experience as a substitute for degrees, develop programs to recruit displaced workers, and expand State training and development programs. In addition, each Cabinet Agency is required to explore opportunities to provide apprenticeship or other work-based learning opportunities.

Information related to this Executive Order will be shared with staff and communicated directly to the personnel whose work is impacted by its requirements.

## SECTION III: DATA ELEMENTS

### Workforce Availability

The Department of Commerce uses the Labor Force Analysis Method. The first step in this process is to identify the Standard Occupational Classification (SOC) categories relevant to the Agency’s workforce. The Office of State Human Resources (OSHR), through the Integrated HR/Payroll System, provides data on the distribution of workers across these categories. The Business Objects (BOBJ) reports (B0170–B0178) generate the required calculations for the labor force analysis. In addition, report B0023 is available to identify the specific State job classifications within each SOC category. These BOBJ reports serve as the required source data for both population analysis and labor force analysis.

**Commerce**

**SOC Category: OFFICIALS AND ADMINISTRATORS**

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																					
# Employed	22	27	3	11	2	0	0	2	1	0	0	0	0	1	0	69	41	20	5	5	0
% Employed	31.9	39.1	4.3	15.9	2.9	0.0	0.0	2.9	1.4	0.0	0.0	0.0	0.0	1.4	0.0	100.0	59.4	29.0	7.2	7.2	0.0
<b>Labor Force Standard</b>																					
# Expected	33	21	4	5	3	2	2	1	1	1	0	0	1	1			30	19	7		
% Expected	47.8	29.9	5.7	7.2	3.0	1.7	1.8	1.0	0.3	0.3	0.0	0.0	0.7	0.6			40.1	21.0	9.3		
# Difference	-11	6	-1	6	-1	-2	-2	1	0	-1	0	0	-1	0			11	1	-2		
% Difference	-15.9	9.2	-1.4	8.7	-0.1	-1.7	-1.8	1.9	1.1	-0.3	0.0	0.0	-0.7	0.8			19.3	8.0	-2.1		
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5			49.1	33.9	9.3		

**SOC Category: MANAGEMENT RELATED**

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																					
# Employed	42	50	13	40	2	2	5	8	0	0	0	1	2	3	4	172	104	76	11	4	0
% Employed	24.4	29.1	7.6	23.3	1.2	1.2	2.9	4.7	0.0	0.0	0.0	0.6	1.2	1.7	2.3	100.0	60.5	44.2	6.4	2.3	0.0
<b>Labor Force Standard</b>																					
# Expected	63	64	10	20	3	4	4	4	1	1	0	0	2	2			93	47	16		
% Expected	36.6	36.8	5.7	11.3	1.7	2.0	1.9	1.9	0.2	0.3	0.1	0.0	0.7	0.8			52.3	25.0	9.3		
# Difference	-21	-14	3	20	-1	-2	1	4	-1	-1	-1	1	0	1			11	29	-5		
% Difference	-12.2	-7.7	1.9	12.0	-0.5	-0.8	1.0	2.8	-0.2	-0.3	-0.1	0.6	0.5	0.9			8.2	19.2	-2.9		
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5			49.1	33.9	9.3		

SOC Category: PROFESSIONALS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																					
# Employed	45	47	7	14	3	0	3	3	0	1	0	0	2	1	0	126	66	34	12	1	0
% Employed	35.7	37.3	5.6	11.1	2.4	0.0	2.4	2.4	0.0	0.8	0.0	0.0	1.6	0.8	0.0	100.0	52.4	27.0	9.5	0.8	0.0
<b>Labor Force Standard</b>																					
# Expected	38	55	6	14	2	3	5	3	1	1	0	0	1	2		76	35	12			
% Expected	29.9	43.6	4.7	10.6	1.5	2.1	3.2	2.2	0.2	0.5	0.0	0.0	0.7	1.0		59.0	25.0	9.3			
# Difference	7	-8	1	0	1	-3	-2	0	-1	0	0	0	1	-1		-10	-1	0			
% Difference	5.8	-6.3	0.9	0.5	0.9	-2.1	-0.8	0.2	-0.2	0.3	0.0	0.0	0.9	-0.2		-6.6	2.0	0.2			
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5		49.1	33.9	9.3			

SOC Category: TECHNICIANS AND TECHNOLOGISTS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																					
# Employed	4	1	0	1	0	0	0	2	0	0	0	0	0	0	0	8	4	3	1	1	0
% Employed	50.0	12.5	0.0	12.5	0.0	0.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	50.0	37.5	12.5	12.5	0.0
<b>Labor Force Standard</b>																					
# Expected	2	4	1	2	1	1	1	1	1	1	0	0	1	1		9	9	1			
% Expected	23.8	42.6	6.3	17.9	1.6	2.2	1.2	1.7	0.3	0.6	0.0	0.0	0.6	1.1		65.0	31.8	9.3			
# Difference	2	-3	-1	-1	-1	-1	-1	1	-1	-1	0	0	-1	-1		-5	-6	0			
% Difference	26.2	-30.1	-6.3	-5.4	-1.6	-2.2	-1.2	23.3	-0.3	-0.6	0.0	0.0	-0.6	-1.1		-15.0	5.7	3.2			
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5		49.1	33.9	9.3			

SOC Category: ADMINISTRATIVE SUPPORT

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																					
# Employed	10	30	3	11	0	2	1	1	0	2	0	0	1	1	0	62	47	22	4	0	0
% Employed	16.1	48.4	4.8	17.7	0.0	3.2	1.6	1.6	0.0	3.2	0.0	0.0	1.6	1.6	0.0	100.0	75.8	35.5	6.5	0.0	0.0
<b>Labor Force Standard</b>																					
# Expected	10	32	4	12	1	3	1	1	1	1	0	1	1	1		49	24	6			
% Expected	15.4	51.2	6.1	18.0	1.5	3.7	0.5	1.1	0.1	0.6	0.0	0.1	0.4	1.2		74.6	31.6	9.3			
# Difference	0	-2	-1	-1	-1	-1	0	0	-1	1	0	-1	0	0		-2	-2	-2			
% Difference	0.7	-2.8	-1.3	-0.3	-1.5	-0.5	1.1	0.5	-0.1	2.6	0.0	-0.1	1.2	0.4		1.2	3.9	-2.8			
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5		49.1	33.9	9.3			

North Carolina Department of Commerce  
2026 EEO Plan

SOC Category: SKILLED CRAFT

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																					
# Employed	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	4	1	1	0	0	0
% Employed	50.0	25.0	25.0	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	25.0	25.0	0.0	0.0	0.0
<b>Labor Force Standard</b>																					
# Expected	2	1	1	1	1	1	1	1	1	1	0	0	1	1			5	8	1		
% Expected	47.9	8.3	17.4	6.2	12.4	3.1	1.3	0.7	1.0	0.2	0.0	0.0	1.1	0.2			18.5	42.3	9.3		
# Difference	0	0	0	-1	-1	-1	-1	-1	-1	-1	0	0	-1	-1			-4	-7	-1		
% Difference	2.1	16.7	7.6	-6.2	-12.4	-3.1	-1.3	-0.7	-1.0	-0.2	0.0	0.0	-1.1	-0.2			6.5	-17.3	-9.3		
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5			49.1	33.9	9.3		

Commerce - DES & DWS

SOC Category: OFFICIALS AND ADMINISTRATORS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																					
# Employed	13	22	9	19	0	0	0	2	0	0	0	0	0	0	0	65	43	30	8	6	0
% Employed	20.0	33.8	13.8	29.2	0.0	0.0	0.0	3.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	66.2	46.2	12.3	9.2	0.0
<b>Labor Force Standard</b>																					
# Expected	32	20	4	5	2	2	2	1	1	1	0	0	1	1			29	18	7		
% Expected	47.8	29.9	5.7	7.2	3.0	1.7	1.8	1.0	0.3	0.3	0.0	0.0	0.7	0.6			40.1	21.0	9.3		
# Difference	-19	2	5	14	-2	-2	-2	1	-1	-1	0	0	-1	-1			14	12	1		
% Difference	-27.8	3.9	8.1	22.0	-3.0	-1.7	-1.8	2.1	-0.3	-0.3	0.0	0.0	-0.7	-0.6			26.1	25.2	3.0		
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5			49.1	33.9	9.3		

SOC Category: MANAGEMENT RELATED

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																					
# Employed	40	77	24	108	1	8	3	3	0	3	0	0	0	2	0	269	201	152	28	13	0
% Employed	14.9	28.6	8.9	40.1	0.4	3.0	1.1	1.1	0.0	1.1	0.0	0.0	0.0	0.7	0.0	100.0	74.7	56.5	10.4	4.8	0.0
<b>Labor Force Standard</b>																					
# Expected	99	99	16	31	5	6	6	6	1	1	0	0	2	3			143	72	26		
% Expected	36.6	36.8	5.7	11.3	1.7	2.0	1.9	1.9	0.2	0.3	0.1	0.0	0.7	0.8			52.3	25.0	9.3		
# Difference	-59	-22	8	77	-4	2	-3	-3	-1	2	-1	0	-2	-1			58	80	2		
% Difference	-21.7	-8.2	3.2	28.8	-1.3	1.0	-0.8	-0.8	-0.2	0.8	-0.1	0.0	-0.7	-0.1			22.4	31.5	1.1		
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5			49.1	33.9	9.3		

Commerce - DES & DWS

SOC Category: PROFESSIONALS

	White Male	White Fem	Black Male	Black Fem	Hispanic Male	Hispanic 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
<b>Agency Data</b>																					
# Employed	79	73	49	81	8	12	6	8	2	5	0	0	1	6	0	330	185	178	61	45	2
% Employed	23.9	22.1	14.8	24.5	2.4	3.6	1.8	2.4	0.6	1.5	0.0	0.0	0.3	1.8	0.0	100.0	56.1	53.9	18.5	13.6	0.6
<b>Labor Force Standard</b>																					
# Expected	99	144	16	35	5	7	11	8	1	2	0	0	3	4			196	85	31		
% Expected	29.9	43.6	4.7	10.6	1.5	2.1	3.2	2.2	0.2	0.5	0.0	0.0	0.7	1.0			59.0	25.0	9.3		
# Difference	-20	-71	33	46	3	5	-5	0	1	3	0	0	-2	2			-11	93	30		
% Difference	-6.0	-21.5	10.1	13.9	0.9	1.5	-1.4	0.2	0.4	1.0	0.0	0.0	-0.4	0.8			-2.9	28.9	9.2		
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5			49.1	33.9	9.3		

Commerce - DES & DWS

SOC Category: ADMINISTRATIVE SUPPORT

	White Male	White Fem	Black Male	Black Fem	Hispanic Male	Hispanic 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
<b>Agency Data</b>																					
# Employed	9	19	13	77	1	3	2	5	0	1	0	1	0	1	0	132	107	104	6	5	0
% Employed	6.8	14.4	9.8	58.3	0.8	2.3	1.5	3.8	0.0	0.8	0.0	0.8	0.0	0.8	0.0	100.0	81.1	78.8	4.5	3.8	0.0
<b>Labor Force Standard</b>																					
# Expected	21	68	9	24	2	5	1	2	1	1	0	1	1	2			100	45	13		
% Expected	15.4	51.2	6.1	18.0	1.5	3.7	0.5	1.1	0.1	0.6	0.0	0.1	0.4	1.2			74.6	31.6	9.3		
# Difference	-12	-49	4	53	-1	-2	1	3	-1	0	0	0	-1	-1			7	59	-7		
% Difference	-8.6	-36.8	3.7	40.3	-0.7	-1.4	1.0	2.7	-0.1	0.2	0.0	0.7	-0.4	-0.4			6.5	47.2	-4.8		
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5			49.1	33.9	9.3		

SOC Category: SKILLED CRAFT

	White Male	White Fem	Black Male	Black Fem	Hispanic Male	Hispanic 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
<b>Agency Data</b>																					
# Employed	1	0	3	0	0	0	0	0	0	0	0	0	0	0	0	4	0	3	0	0	0
% Employed	25.0	0.0	75.0	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	75.0	0.0	0.0	0.0
<b>Labor Force Standard</b>																					
# Expected	2	1	1	1	1	1	1	1	1	1	0	0	1	1			5	8	1		
% Expected	47.9	8.3	17.4	6.2	12.4	3.1	1.3	0.7	1.0	0.2	0.0	0.0	1.1	0.2			18.5	42.3	9.3		
# Difference	-1	-1	2	-1	-1	-1	-1	-1	-1	-1	0	0	-1	-1			-5	-5	-1		
% Difference	-22.9	-8.3	57.6	-6.2	-12.4	-3.1	-1.3	-0.7	-1.0	-0.2	0.0	0.0	-1.1	-0.2			-18.5	32.7	-9.3		
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5			49.1	33.9	9.3		

North Carolina Department of Commerce  
2026 EEO Plan

Commerce

	White Male	White Fem	Black Male	Black Fem	Hispanic Male	Hispanic 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
<b>Agency Data</b>																					
# Employed	125	156	27	77	7	4	9	16	1	3	0	1	5	6	4	441	263	156	33	11	0
% Employed	28.3	35.4	6.1	17.5	1.6	0.9	2.0	3.6	0.2	0.7	0.0	0.2	1.1	1.4	0.9	100.0	59.6	35.4	7.5	2.5	0.0
<b>Labor Force Standard</b>																					
# Expected	149	136	43	51	25	15	8	7	3	3	0	0	4	4			212	155	42		
% Expected	33.6	30.8	9.6	11.4	5.5	3.4	1.7	1.4	0.5	0.5	0.0	0.0	0.8	0.8			47.5	34.0	9.3		
# Difference	-24	20	-16	26	-18	-11	1	9	-2	0	0	1	1	2			51	1	-9		
% Difference	-5.3	4.6	-3.5	6.1	-3.9	-2.5	0.3	2.2	-0.3	0.2	0.0	0.2	0.3	0.6			12.1	1.4	-1.8		
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5			49.1	33.9	9.3		

Commerce - DES & DWS

	White Male	White Fem	Black Male	Black Fem	Hispanic Male	Hispanic 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
<b>Agency Data</b>																					
# Employed	142	191	98	285	10	23	11	18	2	9	0	1	1	9	0	800	536	467	103	69	2
% Employed	17.8	23.9	12.3	35.6	1.3	2.9	1.4	2.3	0.3	1.1	0.0	0.1	0.1	1.1	0.0	100.0	67.0	58.4	12.9	8.6	0.3
<b>Labor Force Standard</b>																					
# Expected	269	247	77	92	44	28	14	12	4	4	0	0	7	7			383	275	75		
% Expected	33.6	30.8	9.6	11.4	5.5	3.4	1.7	1.4	0.5	0.5	0.0	0.0	0.8	0.8			47.5	34.0	9.3		
# Difference	-127	-56	21	193	-34	-5	-3	6	-2	5	0	1	-6	2			153	192	28		
% Difference	-15.8	-6.9	2.7	24.2	-4.2	-0.5	-0.3	0.9	-0.2	0.6	0.0	0.1	-0.7	0.3			19.5	24.4	3.6		
<b>N.C. Population (Information Purposes Only)</b>																					
% Expected	31.5	31.6	9.8	11.1	4.6	4.2	1.5	1.6	0.5	0.6	0.0	0.0	1.5	1.5			49.1	33.9	9.3		

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## Occupational Classification

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. Detailed information on the SOC system can be found at <https://www.bls.gov/soc/>.

The major categories used in the State of North Carolina include:

1. **Officials and Administrators** – Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency’s operations, or provide specialized consultation on a regional, district or area basis.
2. **Management Related** – Occupations which support the internal operations of an agency, department or facility.
3. **Professionals** – Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.
4. **Technicians and Technologists** – Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.
5. **Administrative Support** – Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.
6. **Skilled Craft** – Occupations in which workers perform jobs which require special manual skill, and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through other formal training programs.

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## Race and Ethnicity

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

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

Each racial group is represented by both male and female.

### Veterans

Consistent with federal standards, Commerce is dedicated to the achievement of an overall employment objective of 5.1% for veterans. The North Carolina State Government will continue to support veterans by ensuring that they are fairly represented in our workforce. Commerce's employment of veterans is currently at 6%.

## Program/Employment Objectives

The EEO Officer, along with managers and supervisors of units responsible for employees in each occupational category, is responsible for estimating job openings. This process begins with determining the number of openings that occurred during the 12 months preceding the development of the EEO Plan.

The **JOB OPENING ESTIMATES** charts below provide data for managers to consider when evaluating employees who may be ready for promotion or who could become qualified with additional training.

**Commerce**

**SOC Category: OFFICIALS AND ADMINISTRATORS**

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard	
<b>Agency Data</b>																						
# Employed	22	27	3	11	2	0	0	2	1	0	0	0	0	1	0	69	41	20	5	5	0	
% Employed	31.9	39.1	4.3	15.9	2.9	0.0	0.0	2.9	1.4	0.0	0.0	0.0	0.0	1.4	0.0	100.0	59.4	29.0	7.2	7.2	0.0	
<b>Labor Force Standard</b>																						
# Difference	-11	6	-1	6	-1	-2	-2	1	0	-1	0	0	-1	0			11	1	-2			
% Difference	-15.9	9.2	-1.4	8.7	-0.1	-1.7	-1.8	1.9	1.1	-0.3	0.0	0.0	-0.7	0.8			19.3	8.0	-2.1			
<b>Employment Objectives: Using SOC Category</b>																						
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																						

**Commerce**

**SOC Category: MANAGEMENT RELATED**

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard	
<b>Agency Data</b>																						
# Employed	42	50	13	40	2	2	5	8	0	0	0	1	2	3	4	172	104	76	11	4	0	
% Employed	24.4	29.1	7.6	23.3	1.2	1.2	2.9	4.7	0.0	0.0	0.0	0.6	1.2	1.7	2.3	100.0	60.5	44.2	6.4	2.3	0.0	
<b>Labor Force Standard</b>																						
# Difference	-21	-14	3	20	-1	-2	1	4	-1	-1	-1	1	0	1			11	29	-5			
% Difference	-12.2	-7.7	1.9	12.0	-0.5	-0.8	1.0	2.8	-0.2	-0.3	-0.1	0.6	0.5	0.9			8.2	19.2	-2.9			
<b>Employment Objectives: Using SOC Category</b>																						
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																						

Commerce

SOC Category: PROFESSIONALS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard	
<b>Agency Data</b>																						
# Employed	45	47	7	14	3	0	3	3	0	1	0	0	2	1	0	126	66	34	12	1	0	
% Employed	35.7	37.3	5.6	11.1	2.4	0.0	2.4	2.4	0.0	0.8	0.0	0.0	1.6	0.8	0.0	100.0	52.4	27.0	9.5	0.8	0.0	
<b>Labor Force Standard</b>																						
# Difference	7	-8	1	0	1	-3	-2	0	-1	0	0	0	1	-1			-10	-1	0			
% Difference	5.8	-6.3	0.9	0.5	0.9	-2.1	-0.8	0.2	-0.2	0.3	0.0	0.0	0.9	-0.2			-6.6	2.0	0.2			
<b>Employment Objectives: Using SOC Category</b>																						
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																						

Commerce

SOC Category: TECHNICIANS AND TECHNOLOGISTS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard	
<b>Agency Data</b>																						
# Employed	4	1	0	1	0	0	0	2	0	0	0	0	0	0	0	8	4	3	1	1	0	
% Employed	50.0	12.5	0.0	12.5	0.0	0.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	50.0	37.5	12.5	12.5	0.0	
<b>Labor Force Standard</b>																						
# Difference	2	-3	-1	-1	-1	-1	-1	1	-1	-1	0	0	-1	-1			-5	-6	0			
% Difference	26.2	-30.1	-6.3	-5.4	-1.6	-2.2	-1.2	23.3	-0.3	-0.6	0.0	0.0	-0.6	-1.1			-15.0	5.7	3.2			
<b>Employment Objectives: Using SOC Category</b>																						
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																						

Commerce

SOC Category: ADMINISTRATIVE SUPPORT

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard	
<b>Agency Data</b>																						
# Employed	10	30	3	11	0	2	1	1	0	2	0	0	1	1	0	62	47	22	4	0	0	
% Employed	16.1	48.4	4.8	17.7	0.0	3.2	1.6	1.6	0.0	3.2	0.0	0.0	1.6	1.6	0.0	100.0	75.8	35.5	6.5	0.0	0.0	
<b>Labor Force Standard</b>																						
# Difference	0	-2	-1	-1	-1	-1	0	0	-1	1	0	-1	0	0			-2	-2	-2			
% Difference	0.7	-2.8	-1.3	-0.3	-1.5	-0.5	1.1	0.5	-0.1	2.6	0.0	-0.1	1.2	0.4			1.2	3.9	-2.8			
<b>Employment Objectives: Using SOC Category</b>																						
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																						

Commerce

SOC Category: SKILLED CRAFT

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																					
# Employed	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	4	1	1	0	0	0
% Employed	50.0	25.0	25.0	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	25.0	25.0	0.0	0.0	0.0
<b>Labor Force Standard</b>																					
# Difference	0	0	0	-1	-1	-1	-1	-1	-1	-1	0	0	-1	-1			-4	-7	-1		
% Difference	2.1	16.7	7.6	-6.2	-12.4	-3.1	-1.3	-0.7	-1.0	-0.2	0.0	0.0	-1.1	-0.2			6.5	-17.3	-9.3		
<b>Employment Objectives: Using SOC Category</b>																					
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																					

Commerce - DES & DWS

SOC Category: OFFICIALS AND ADMINISTRATORS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																					
# Employed	13	22	9	19	0	0	0	2	0	0	0	0	0	0	0	65	43	30	8	6	0
% Employed	20.0	33.8	13.8	29.2	0.0	0.0	0.0	3.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	66.2	46.2	12.3	9.2	0.0
<b>Labor Force Standard</b>																					
# Difference	-19	2	5	14	-2	-2	-2	1	-1	-1	0	0	-1	-1			14	12	1		
% Difference	-27.8	3.9	8.1	22.0	-3.0	-1.7	-1.8	2.1	-0.3	-0.3	0.0	0.0	-0.7	-0.6			26.1	25.2	3.0		
<b>Employment Objectives: Using SOC Category</b>																					
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																					

Commerce - DES & DWS

SOC Category: MANAGEMENT RELATED

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
<b>Agency Data</b>																					
# Employed	40	77	24	108	1	8	3	3	0	3	0	0	0	2	0	269	201	152	28	13	0
% Employed	14.9	28.6	8.9	40.1	0.4	3.0	1.1	1.1	0.0	1.1	0.0	0.0	0.0	0.7	0.0	100.0	74.7	56.5	10.4	4.8	0.0
<b>Labor Force Standard</b>																					
# Difference	-59	-22	8	77	-4	2	-3	-3	-1	2	-1	0	-2	-1			58	80	2		
% Difference	-21.7	-8.2	3.2	28.8	-1.3	1.0	-0.8	-0.8	-0.2	0.8	-0.1	0.0	-0.7	-0.1			22.4	31.5	1.1		
<b>Employment Objectives: Using SOC Category</b>																					
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																					

Commerce - DES & DWS

SOC Category: PROFESSIONALS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard	
<b>Agency Data</b>																						
# Employed	79	73	49	81	8	12	6	8	2	5	0	0	1	6	0	330	185	178	61	45	2	
% Employed	23.9	22.1	14.8	24.5	2.4	3.6	1.8	2.4	0.6	1.5	0.0	0.0	0.3	1.8	0.0	100.0	56.1	53.9	18.5	13.6	0.6	
<b>Labor Force Standard</b>																						
# Difference	-20	-71	33	46	3	5	-5	0	1	3	0	0	-2	2			-11	93	30			
% Difference	-6.0	-21.5	10.1	13.9	0.9	1.5	-1.4	0.2	0.4	1.0	0.0	0.0	-0.4	0.8			-2.9	28.9	9.2			
<b>Employment Objectives: Using SOC Category</b>																						
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																						

Commerce - DES & DWS

SOC Category: ADMINISTRATIVE SUPPORT

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard	
<b>Agency Data</b>																						
# Employed	9	19	13	77	1	3	2	5	0	1	0	1	0	1	0	132	107	104	6	5	0	
% Employed	6.8	14.4	9.8	58.3	0.8	2.3	1.5	3.8	0.0	0.8	0.0	0.8	0.0	0.8	0.0	100.0	81.1	78.8	4.5	3.8	0.0	
<b>Labor Force Standard</b>																						
# Difference	-12	-49	4	53	-1	-2	1	3	-1	0	0	0	-1	-1			7	59	-7			
% Difference	-8.6	-36.8	3.7	40.3	-0.7	-1.4	1.0	2.7	-0.1	0.2	0.0	0.7	-0.4	-0.4			6.5	47.2	-4.8			
<b>Employment Objectives: Using SOC Category</b>																						
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																						

Commerce - DES & DWS

SOC Category: SKILLED CRAFT

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard	
<b>Agency Data</b>																						
# Employed	1	0	3	0	0	0	0	0	0	0	0	0	0	0	0	4	0	3	0	0	0	
% Employed	25.0	0.0	75.0	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	75.0	0.0	0.0	0.0	
<b>Labor Force Standard</b>																						
# Difference	-1	-1	2	-1	-1	-1	-1	-1	-1	-1	0	0	-1	-1			-5	-5	-1			
% Difference	-22.9	-8.3	57.6	-6.2	-12.4	-3.1	-1.3	-0.7	-1.0	-0.2	0.0	0.0	-1.1	-0.2			-18.5	32.7	-9.3			
<b>Employment Objectives: Using SOC Category</b>																						
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																						

**Action Items:** Commerce will continue to support managers and supervisors throughout the recruitment process by providing education and guidance to ensure fair and consistent selection practices and the identification of the most qualified candidates. The Agency will offer training for HR personnel and hiring managers on key employment priorities,

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including Veterans' Preference, National Guard Preference, and Promotional Priority, as well as other recruitment-related topics as needed. Commerce will also participate in job fairs and career events and use internship and temporary employment programs to introduce prospective applicants to career opportunities within the Department. In addition, Commerce will strengthen outreach by collaborating with state and local universities/colleges and with community and professional organizations to attract qualified candidates. These combined efforts will remain central to strengthening the recruitment program and building sustainable talent pipelines.

## **Identification and Correction of Issues**

Commerce will monitor and address EEO-related matters by:

1. Adjusting hiring strategies in response to budget and federal funding changes;
2. Evaluating the applicant experience and Agency HR processes under Workday in collaboration with OSHR;
3. Strengthening partnerships with North Carolina Assistive Technology Program (NCATP), Disability IN: North Carolina (DI-NC), and Employment and Independence for People with Disabilities (EIPD) to support employees;
4. Seeking opportunities to expand outreach to veteran and reentry populations;
5. Reviewing the Employee Engagement Survey results for relevant trends; and
6. Updating the Language Access Plan to ensure effective communication and access.

This EEO Plan establishes procedures for identifying, monitoring, and correcting barriers to equal employment opportunity and will be reviewed and updated annually in accordance with State and federal requirements.

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## SECTION IV: ATTACHMENTS

### Equal Employment Opportunity Policy

STATE HUMAN RESOURCES MANUAL

EQUAL EMPLOYMENT OPPORTUNITY

Effective Date: April 2019

#### EQUAL EMPLOYMENT OPPORTUNITY POLICY

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Equal Employment Opportunity

Contents:

[Policy](#)

[Coverage](#)

[Veterans](#)

[Office of State Human Resources Responsibilities](#)

[Agency, Department and University Responsibilities](#)

[Complaint Process](#)

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#### Policy

The State of North Carolina provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination, harassment or retaliation based on race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. The State also recognizes that an effective and efficient government requires the talents, skills and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of State government's workforce through equal employment opportunity (EEO) workforce planning initiatives.

The State is committed to ensuring the administration and implementation of all human resources policies, practices and programs are fair and equitable. State agencies, departments and universities shall be accountable for administering all aspects of employment, including hiring, dismissal, compensation, job assignment, classification, promotion, reduction-in-force, training, benefits and any other terms and conditions of employment in accordance with federal and State EEO laws and policies.

Employees shall not engage in harassing conduct, and if harassing conduct does occur, it should be reported. Managers and supervisors maintain a critical role and responsibility in preventing and eliminating harassing conduct in our workplace. See the Unlawful Workplace Harassment policy of the State Human Resources Manual for provisions related to unlawful harassment, including sexual harassment.

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

**STATE HUMAN RESOURCES MANUAL**

**EQUAL EMPLOYMENT OPPORTUNITY**

**Effective Date: April 2019**

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**EQUAL EMPLOYMENT OPPORTUNITY POLICY (cont.)**

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**Coverage**

Individuals protected by provisions of this policy are:

1. current employees;
  2. former employees; and
  3. job applicants.
- 

**Veterans**

Job discrimination of veterans shall be prohibited, and affirmative action shall be undertaken to employ and advance in employment eligible veterans in accordance with Article 13 of G.S. 126 and G.S. 128-15.

See the Veteran's Preference policy in the State Human Resources Manual for provisions related to veteran's preference including the employment and advancement of protected veterans.

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**Office of State Human Resources Responsibilities**

The Office of State Human Resources (OSHR) shall:

1. establish the EEO Plan Requirements and Program Guidelines in accordance with federal and state laws to be followed by all agencies, departments and universities, to ensure commitment to and accountability for equal employment opportunity throughout State government;
  2. review, approve and monitor all EEO plans and updates;
  3. provide services of EEO technical assistance, training, oversight, monitoring, evaluation, support programs, and reporting to ensure that State government's work force is diverse at all occupational levels;
  4. develop and promote EEO programs and best practices to encourage consistent and fair treatment of all State employees; and
  5. meet with agency heads, department heads, and university chancellors, Human Resources Directors and EEO Directors/Officers annually to discuss the progress made toward reaching program goals.
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**STATE HUMAN RESOURCES MANUAL**

**EQUAL EMPLOYMENT OPPORTUNITY**

**Effective Date: April 2019**

**EQUAL EMPLOYMENT OPPORTUNITY POLICY (cont.)**

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**Agency, Department and University Responsibilities**

Each Agency Head, Department Head and University Chancellor shall:

1. adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor;
2. ensure the agency, department or university's commitment to EEO is clearly communicated to all employees;
3. ensure that Human Resources policies and employment practices are implemented consistently and fairly;
4. designate an EEO Officer/Director who has access to the agency head, department head or university chancellor to be responsible for the operation and implementation of the EEO Plan;
5. provide the necessary resources to ensure the successful implementation of the EEO Program;
6. ensure each manager and supervisor has, as a part of his or her performance plan, the responsibility to comply with EEO laws and policies, and assist in achieving EEO goals established by the agency, department or university;
7. ensure the EEO Plan is designed in accordance with the EEO Plan Requirements and Program Guidelines as specified by the Office of State Human Resources;
8. ensure the EEO Plan is submitted by March 1<sup>st</sup> of each year to the Office of State Human Resources for review and approval as required by G.S. 126-19;
9. ensure all employees are made aware of the EEO policy including the Unlawful Workplace Harassment Policy found in the State Human Resources Manual;
10. develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
11. ensure required employee notices describing Federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
12. maintain records of all complaints and grievances alleging discriminatory practices;  
and

**STATE HUMAN RESOURCES MANUAL**

**EQUAL EMPLOYMENT OPPORTUNITY**

**Effective Date: April 2019**

**EQUAL EMPLOYMENT OPPORTUNITY POLICY (cont.)**

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13. ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1. See the Equal Employment Opportunity Diversity Fundamentals policy located in the State Human Resources Manual for information related to EEO training.
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**Complaint Process**

An individual covered by this policy who is alleging unlawful discrimination, harassment or retaliation may file a complaint following the process outlined in the Employee Grievance Policy located in the State Human Resources Manual. For the purpose of this policy, political affiliation is not a protected classification under federal EEO law but may be grieved pursuant to G.S. 126-34.02 as a contested case after completion of the agency grievance procedure and the Office of State Human Resources review.

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**Equal Employment Opportunity**

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## Administrative Codes

### **25 NCAC 01L .0302 PARTICIPATION AND PURPOSE**

Supervisors and managers hired, promoted or appointed on or after July 1, 1991 shall participate in the EEOI. Supervisors and managers appointed before July 1, 1991 are encouraged to participate in the EEOI. Agencies, departments and universities shall not be authorized to conduct or contract for substitute training to replace EEOI. The purpose of the EEOI is to:

- (1) address and discuss the history and evolution of equal employment opportunity concepts and principles;
- (2) assist managers and supervisors in incorporating their equal employment opportunity responsibilities with other management responsibilities;
- (3) expose managers and supervisors to workplace equity and fairness issues; and
- (4) review and discuss accepted management practices for valuing and managing diversity in the workplace.

*History Note: Authority G.S. 126-16.1;  
Eff. January 1, 1992;  
Amended Eff. November 1, 2004;  
Pursuant to G.S. 150B-21.3A, rule is necessary without substantive public interest Eff. October 4, 2016.*

### **25 NCAC 01L .0303 RESPONSIBILITIES: AGENCIES**

- (a) It is the responsibility of each state agency, department, and university (hereafter named agency) to enroll each supervisor or manager appointed on or after July 1, 1991 in the EEOI. The enrollment shall be within one year of initial appointment.
- (b) Each agency shall be responsible for providing its prorata share of the cost for supplies and resource materials.
- (c) Agencies shall be responsible for verifying candidate eligibility reports.
- (d) Agencies may enroll incumbent managers and supervisors to participate in the EEOI when space is available.
- (e) Agencies may incorporate in their new employee orientation program a module of instruction designed to familiarize new employees with the agency's commitment to equal employment opportunity.

*History Note: Authority G.S. 126-16.1;  
Eff. January 1, 1992;  
Amended Eff. November 1, 2004;  
Pursuant to G.S. 150B-21.3A, rule is necessary without substantive public interest Eff. October 4, 2016.*

### **25 NCAC 01L .0304 RESPONSIBILITIES: MANAGERS AND SUPERVISORS**

Managers and supervisors shall attend and complete the EEOI in the prescribed time frame.

*History Note: Authority G.S. 126-16.1;  
Eff. January 1, 1992;  
Amended Eff. January 1, 2005;  
Pursuant to G.S. 150B-21.3A, rule is necessary without substantive public interest Eff. October 4, 2016.*

**25 NCAC 01L .0306 ADMINISTRATION: DEFINITIONS**

(a) "Supervisory positions" are defined as positions in which the majority of the work performed is directing the work of other positions. These employees have the authority to assign work and to evaluate work; to hire employees; to discipline or dismiss employees; or have significant input into such actions.

(b) "Managerial positions" are defined as positions which manage established divisions or subdivisions of a department, agency or university. These employees direct the work of one or more supervisors and have the authority to hire, reward, discipline, or discharge employees. These employees may also provide suggestions for changes in policy to senior executives with policy-making authority.

(c) "Executive managerial" positions are defined as policy making positions. Employees in these positions are agency/department heads, university chancellors, deputies, assistants, vice-chancellors, and other policy makers. The employees in executive managerial positions are usually appointed or elected. For the purposes of this policy, the definition of supervisors, managers, and executives also includes the setting of performance expectations, conducting performance appraisal conferences and evaluating performance.

(d) "Incumbent Executives, Managers and Supervisors" are defined as executive managers and supervisors hired or appointed into positions prior to July 1, 1991.

(e) "EEOI Candidates" are defined as:

- (1) Managers and supervisors hired on or after July 1, 1991 and who may or may not have served in a management role in state government.
- (2) Incumbent executives, managers and supervisors hired or appointed into current positions prior to July 1, 1991.
- (3) Incumbent executives, managers and supervisors promoted/appointed to a different management position on or after July 1, 1991.
- (4) Executive level managers who are hired or appointed with or without executive level experience in state government on or after July 1, 1991.

(f) "Training Level 1" is defined as the full EEOI Training designed for those managers and supervisors identified in Subparagraph (e)(1) of this Rule. Also, management level employees as identified in Subparagraphs (e)(2) and (e)(3) of this Rule may participate on a space availability basis.

(g) "Training Level 2" is defined as an abbreviated course designed for executive level managers as identified in Subparagraph (e)(4) of this Rule. Also, executive level managers as identified in Subparagraphs (e)(2) and (e)(3) of this Rule may participate on a space availability basis.

(h) "Enroll," for the purposes of this policy, shall be defined as the act of attending and completing the EEOI.

*History Note: Authority G.S. 126-16.1;  
Eff. January 1, 1992;  
Pursuant to G.S. 150B-21.3A, rule is necessary without substantive public interest Eff. October 4, 2016.*