

**STATE OF NORTH CAROLINA  
DEPARTMENT OF REVENUE**

**EQUAL EMPLOYMENT OPPORTUNITY  
PROGRAM AND PLAN**

**2017**



North Carolina Department of Revenue  
Human Resources Division

Roy Cooper  
Governor

Ronald G. Penny  
Acting Secretary

**MEMORANDUM**

**Date:** March 1, 2017

**To:** Barbara Gibson, Director  
Office of State Human Resources

**From:** Ronald G. Penny, Acting Secretary  
Department of Revenue

A handwritten signature in black ink, appearing to read "R. G. Penny".

**Subject:** NC Department of Revenue 2017 EEO Plan

The NC Department of Revenue is committed to providing equal employment opportunities for all persons regardless of race, religion, color, national origin, sex, age, disabling condition, GINA, political affiliation, except where religion, sex or age are bona fide job-related employment requirements. This is in keeping with Title VII of the Civil Rights Act of 1964 as amended, Executive Order 11246, the Rehabilitation Act of 1973, the Civil Rights Restoration Act of 1988, the Americans with Disabilities Act of 1990 and ADA, NC G.S. 126-16 and 126-17, GINA 2008 and other applicable federal and state laws which prohibits discrimination. It is also the policy of the NC Department of Revenue to provide a workplace that is free of harassment.

Attached is the 2017 EEO Plan for the department, as well as the BO170 and Job Opening Reports that demonstrate our commitment. With regards to the estimate of job openings, we selected the underutilized populations in job categories where we believe the estimated hire can be achieved during the upcoming year.

If you have any questions regarding this EEO Plan, please contact Chris Midgette, HR Director, or Tamika Armstrong, EEO Officer, at 919-814-1288.

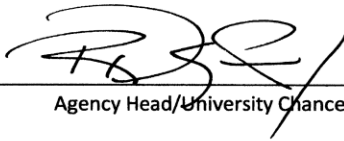
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**Equal Employment Opportunity/Affirmative Action Plan  
Certification Statement**

This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents the Department of Revenue commitment to providing equal employment opportunities to applicants and employees without regard of race, religion, color, national origin, sex, age, political affiliation, genetic information, or disability. I attest that the Department of Revenue follows the North Carolina Equal Employment Opportunity Policy effective June 1, 2015 along with all applicable federal and state laws governing equal employment opportunities.



Agency Head/University Chancellor Signature

2.28.2017

Date



EEO/AA Officer Signature

2.28.2017

Date

# The North Carolina Department of Revenue

## **Mission Statement**

To administer the tax laws and collect the taxes due the State in an impartial, uniform and efficient manner.

## **Vision Statement**

We are better today than yesterday as we:

Set and achieve standards of excellence in service, effectiveness and efficiency; Build Collaborative relationships internally and externally to ensure the best outcomes for the citizens of North Carolina; Earn consistent respect by being open, honest and willing to dialogue; Make a difference every day

## **Values**

The North Carolina Department of Revenue is guided by certain fundamental values.

With constituents we are:

- Easy to do business with
- Compassionate when called for
- Firm but fair

Within NCDOR we are committed to:

- Continuous learning and improvement
- Innovation
- Accountability

## **Strategic Planning and Goals**

NCDOR constantly moves toward the future, armed with a comprehensive, end-to-end strategic plan that integrates business and technology solutions. Through this strategic planning, we are able to align our people, processes and technology to achieve our mission, vision and values.

Strategic goals:

1. Make it easy for taxpayers to comply
2. Address non-compliance effectively
3. Make the most of our processes
4. Develop our people and organization
5. Modernize our technology

# **STATE OF NORTH CAROLINA EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT**

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The State of North Carolina recognizes that an effective and efficient government requires the talents, skills and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of State government's workforce through equal employment opportunity (EEO) workforce planning initiatives. The State is committed to ensuring the administration and implementation of all human resources policies, practices and programs are fair and equitable without unlawful discrimination, harassment or retaliation on the basis of race, religion, color, national origin, sex (including pregnancy), age (40 or older), political affiliation, genetic information, or disability, except where age, sex, or physical requirements constitute bona fide occupational qualifications. 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.

See the Unlawful Workplace Harassment policy in Section 1 of the State Human Resources Manual for provisions related to unlawful harassment, including sexual harassment and retaliation.

## **Veterans**

Job discrimination of veterans shall be prohibited and affirmative action shall be undertaken to employ and advance in employment eligible veteran's preference including the employment and advancement of protected veterans.

## Unlawful Workplace Harassment

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### Contents:

- [Policy](#)
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  - [Definitions](#)
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### Policy

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

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### Purpose

The purpose of this policy is to establish that the State of North Carolina prohibits in any form unlawful workplace harassment or retaliation based on opposition to unlawful workplace harassment of State employees or applicants and to require that every agency shall develop strategies to ensure that work sites are free from unlawful workplace harassment, including sexual harassment discrimination and retaliation.

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### Definitions

**“Unlawful Workplace Harassment”** is unsolicited and unwelcomed speech or conduct based upon race, sex, religion, national origin, age, color, disability, or genetic information where:

1. enduring the offensive conduct becomes a condition of continued employment, or
2. the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

**“Sexual Harassment”** - Harassment on the basis of sex is a particular type of violation of this unlawful workplace harassment policy and in addition to the previous definition of unlawful workplace harassment, this unlawful workplace harassment policy prohibits the following: “Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.”

**Unlawful Workplace Harassment**

“Retaliation” is any adverse action taken against an individual for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or lawsuit related to discriminatory employment practices based on race, religion, color, national origin, sex, age, disability or genetic information or because of opposition to employment practices in violation of the unlawful workplace harassment policy.

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**Coverage**

This policy covers, full-time or part-time employees with either a permanent, probationary, trainee, time-limited or temporary appointment; former employees; and applicants.

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**Complaint Process**

An employee, former employee or applicant alleging unlawful workplace harassment or retaliation may file a complaint following the process outlined in the Employee Grievance Policy located in Section 7 of the State Human Resources Manual.

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**Prevention Strategies**

Each agency head shall develop strategies to prevent unlawful workplace harassment. The strategies shall at the minimum include:

- a commitment by the agency to the prohibition of unlawful workplace harassment, sexual harassment and retaliation,
- training and other methods to prevent harassing actions,
- a process for disseminating information prohibiting unlawful workplace harassment and retaliation to all agency employees

Workplace harassment prevention strategies shall be included as part of the agency’s Equal Employment Opportunity (EEO) plan.



# North Carolina Department of Revenue Equal Employment Opportunity Program Policy

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## A. ASSIGNMENT OF RESPONSIBILITY AND ACCOUNTABILITY

### Agency Head

Responsibility, authority and implementation for all Equal Employment Opportunity policies, programs, and plans are assigned to the Office of the Secretary, adopted by the State Human Resources Commission. The Secretary provides necessary resources to ensure the successful implementation of the EEO program. 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. 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. Designating an EEO Committee who meets mid-year and annually and represents the interests of all departmental employees.

## **EEO Officer**

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

1. 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;
2. Ensure the EEO Plan is submitted by March 1st of each year to the Office of State Human Resources for review and approval as required by G.S. 126-19;
3. Ensure all employees are made aware of the EEO policy including the Unlawful Workplace Harassment Policy found in Section 1 of the State Human Resources Manual;
4. Develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
5. 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; the EEO plan will be posted on DOR's Intranet and Internet.
6. Maintain records of all complaints and grievances alleging discriminatory practices; and
7. Ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1. See the Equal Employment Opportunity Institute policy located in Section 1 of the State Human Resources Manual for information related to EEO training.
8. To collect and analyze employment data on a mid-year and annual basis identifying problem areas, setting program objectives and timetables, and developing programs to achieve the goals to assure equitable and fair representation of all citizens of the State of North Carolina.
9. Assist managers and supervisors in understanding their role in making sure that their divisions and work units reflect a fair representation of all citizens of the State of North Carolina.
10. Develop EEO programs, as well as internal and external communication procedures.
11. In conjunction with the Talent Management/Recruitment Manager, enhance communication with minority populated colleges and universities to ensure awareness of vacancies and increase the pool of qualified applicants.
12. In conjunction with the Talent Management/Recruitment Manager, enhance communications with OSHR and the Department of Veterans Affairs to ensure awareness of vacancies and increase the pool of qualified applicants.
13. Disseminate current legal EEO information to management.

14. In conjunction with the Assistant HR Director for Learning and Organizational Development, coordinate training in EEO compliance for managers, supervisors and others authorized to make or recommend Human Resource actions.
15. Communicate the agency commitment to EEO policies, plans, and procedures to all employees, applicants and the general public.
16. Serve as a liaison between the Department of Revenue and the EEO Diversity and Inclusions Division of the Office of State Human Resources, and other state and/or federal compliance agencies.
17. Shall review and analyze all hiring and promotion packets to ensure alignment with EEO program and objectives throughout the beginning and end of the hiring and promotion process.
18. Will conduct investigations of EEO allegations, including unlawful workplace harassment complaints; issuing written responses with results in accordance with statewide Employee Grievance policy; provides confidential counseling to management and employees in matters of EEO concerns or complaints alleging discrimination.

#### **Division Directors, Managers and Supervisors**

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

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

## EEO Committee

The agency head shall demonstrate commitment to the concept of EEO by designating an EEO Committee who meets mid-year and annually and represents the interests of all departmental employees. The Committee has a diverse representation and includes the EEO Officer who chairs the Committee. The Committee reviews the mid-year and annual workforce data and EEO plan, and reports suspected violations of the EEO Plan to the EEO Officer. EEO posters will be displayed in waiting areas, breakrooms and on informational boards. The EEO Committee will participate in the development and evaluation of organization survey's to address concerns of diversity and inclusion matter. The EEO Committee will facilitate communication between management, employees and the EEO Officer.

## **B. DISSEMINATION OF THE EEO POLICY AND PLAN**

### 1. Internal

- a. A copy of the Plan will be provided to each Director and in each field office. A hard copy will be located in the Human Resources Office. Employees should be made aware of their rights to review the Plan. Each employee has access to the Policy which is located on the Human Resources Intranet site under Policies and Procedures.
- b. New employees will be informed of the Plan during orientation sessions. The public will have access to the Policy which is located on the Department of Revenue Internet website under [www.dornc.com](http://www.dornc.com).
- c. The EEO Officer for the Department of Revenue is **Tamika Armstrong**, telephone (919) 814-1200 or (919) 814-1288.

### 2. External

- a. External publicity of the Department's EEO Plan will include regular communication with recruitment sources. These recruitment sources are the Employment Security Commission, Veterans networks, North Carolina colleges and universities (Fayetteville State, NC A & T University, Shaw University, Meredith College) including predominately black, Indian, and female colleges and universities, as well as the Office of State Human Resources.

## **C. WORK FORCE ANALYSIS AND PROGRAM OBJECTIVES AND TIMETABLES**

Table A found in the Appendix shows the full-time work force including veterans of the Department of Revenue as of December 31, 2016, broken down by occupational group, race, sex, and disability. As of December 31<sup>st</sup>, the Department of Revenue had 1296 full-time permanent employees. The Department of Revenue has 19 divisions: Business Operations/Admin Services, Business Services and Support, Collections, Digital Communications, Submission Processing Division, Exams, Excise Tax, Financial Services/Revenue Research, Human Resources, Income Tax, Information Technology, IT

Business Solutions, Local Government, Office of Taxpayer Advocate, Sales and Use Tax, Secretary's Office, Tax Administration, Tax Enforcement and Taxpayers Assistance.

The EEO Officer collaborates with the management of the Department of Revenue to assure that goals and established timetables are addressed in the areas of under representation. These areas shall be targeted for special attention during the coming year. The Department is committed to the involvement of management in the setting of placement goals and goal attainment.

The job opening estimates for this year are found in the Appendix. These openings serve as the basis for the establishment of program objectives and timetables.

Using the information concerning over or under representation and projected vacancies for 2017, the program objectives and timetables of the Department of Revenue are given beside the estimated openings in the Appendix.

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

1. Officials and Administrators category needs to be more representative of minority females.
2. The Management Related Occupations category needs to be more representative of the available labor force.
3. The hiring of black males, disabled individuals and other minorities continues to be a priority.
4. The Professional Specialty in the category of Information Technology, there is a need for more representation with regards to white females and disabled individuals.
5. The Administrative Support category for Call Center Agents, there is a need for more male representation to equal the available labor force.
6. Continued emphasis is placed on promotion practices from within to facilitate movement of women, minorities and disabled persons.
7. We are going to commit to creating promotional opportunities and training for black males whenever possible.
8. We will evaluate and configure a training pipeline to attract and recruit minorities in the Law Enforcement sections.

## **D. THE OBTAINMENT OF OUR GOALS**

We achieved our 2016 goals. In the Manage Related Occupation category, specifically Finance Specialties, our goal was to hire 2 white females as Auditors. In the Administrative Support category, specifically in our TPA section, our goal was to hire 2 white females as Processing Assistant V's. In the Administrative Support category, specifically in our DPPD section, our goal was to hire 1 white male as a Processing Assistant V and 1 white female as a Processing Assistant III.

We will continue to work toward narrowing all gaps and focus on our recruitment efforts. We continue our recruiting efforts at North Carolina's Historically Black Colleges and Universities, as well as other colleges and universities with minority representation and take advantage of recruitment and speaking opportunities before organizations representing minorities, females, veterans and disabled individuals.

We will build relationships with Accounting and Financial Women's Alliance, National Association of Black Accountants and Association of Latino Professional in Finance and Accounting to increase our recruitment efforts for women and minorities.

Currently our veteran employment is at 5%. DOR can indicate it believes the number of veterans may be higher, but that veterans may have elected not to self-identify. We will increase our efforts to 5.5% by partnering with The American Legion Dept. of NC and other organizations that promote recruiting veterans and work towards meeting the national rating of 7%. DOR will provide opportunities to insure that our veterans will feel free to self-identify.

We do not foresee any barriers that would prevent us from obtaining our goals in the hiring of African Americans, other minorities, veterans and disabled individuals.

## **E. PROGRAM ACTIVITIES**

### **1. Recruitment**

The NC Department of Revenue actively recruits from a variety of sources to achieve a diverse workforce that meets the demands and needs of the Department. It is for this reason that a special effort must be made to reach employees and the public at large to inform them of job opportunities. We follow the Merit Based Recruitment Policy which ensures our recruitment practices are free from bias and prohibits discrimination.

- a. Professional Specialty, Administrative Support and other identified areas of underutilization in SOC categories. The following are some methods by which this task might be accomplished:
- b. Utilization of applicants as provided by the Employment Security Commission.
- c. Utilization of applicants as provided by the Priority Reemployment Inventory.

- d. Review recruitment literature to ensure the inclusion of all employee groups, as well as its relevance to all employees.
- e. DOR makes every effort to grant reasonable accommodation request to applicants and employees whose self-identified, whenever an possible unless it causes undue hardship.
- f. Maintain contact and visit North Carolina's Historically Black Colleges and Universities, as well as other colleges and universities with minority representation. Such as Shaw University, NC A & T University and Fayetteville State.
- g. Take advantage of opportunities to speak before organizations representing minorities, females, veterans and disabled individuals. These opportunities should be used to explain employment prospects with the department. We also work with Suited for Success and Dress for Success to give insight to professional wear in the workplace.
- h. Current employees will have the opportunity to check listings of vacant positions on the Intranet and Internet using the computer, as well as those listed publicly at the Employment Security Commission.
- i. Applications received from reduction-in-force (RIF) and Priority applicants who qualify for available positions are considered for the appropriate vacancies.
- j. Positions must be advertised for at least five (5) working days before they can be filled. After the positions have been announced and advertised, they are screened by Human Resources and may be acted upon by the Division Directors.

The Department's Human Resources (HR) Section has established positive working relationships with minorities, women, veterans and disabled individuals.

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

## 2. Selection and Hiring Process and Procedures

The selection and hiring process shall be applied in a consistent and non-discriminatory manner, promoting fairness, integrity and diversity. Positive attempts are made to recruit the most highly qualified persons including minorities, women, veterans and individuals with disabilities for applicant pools. The following will also be endorsed:

- a. In the selection and hiring process, the Department of Revenue shall give equal employment opportunity to all applicants without regard to race, religion, color, national origin, sex, age, disabling condition, genetic information, political affiliation, or sexual orientation, and will be based solely on job related criteria.
- b. Position descriptions are reviewed periodically to ensure that the required qualifications and skills are job related and essential for the performance of duties. This on-going review helps to guarantee that the requirements are not discriminatory.
- c. The department will continue to make training available for managers/supervisors who interview applicants for employment to ensure their exposure to tools and techniques essential for a structured, defensible and fair interview. This has been a collaborative effort by the Office of State Human Resources (OSHR) and Department of Revenue's Human Resources division. The Department participates in the state-wide Learning Management System (LMS) which allows targeted distribution of required training courses to management and employees, as well as provides an array of training courses to assist individuals with the knowledge to perform their duties in a proficient manner. In addition, the Department of Revenue has rights to on-line resources through SkillSoft and recommends classes for managers and employees.
- d. All new hires receive letters outlining conditions of their employment (i.e. offer letter) and attend new employee orientation to discuss DOR's policies.
- e. DOR administers its compensation and benefits program without bias and discrimination.

## 3. Promotion Procedures

Promotional priority is considered within the recruitment process and will continue to be focused on in the future. This has been done to assist all qualified employees who demonstrate the potential for advancement.

## 4. Training Procedures

The Executive Leadership of the Department of Revenue (DOR) recognizes the need for providing comprehensive training and development for its employees and has created the Learning and Organizational Development section within HR. Its' mission is to manage and support all Departmental education and training efforts to meet the continuous learning needs of Revenue employees. This mission is aligned with the Department's mission, as well as the goals and objectives that are included in the DOR Strategic Plan and Strategic Business Initiatives.



- a. As staff and financial resources permit, training and educational opportunities will be made equally available to all employees through courses or programs provided by: in-house staff, Personnel Development Center staff, OSHR staff, local colleges, universities, and community colleges. This is done to ensure training opportunities are accessible to employees and that employees are notified of all training opportunities for which they qualify.
- b. New managers/supervisors are notified of the expectation for them to enroll and participate in the Equal Employment Opportunity and Diversity Fundamentals (EEO&DF), (formally EEO), program offered by OSHR within one year of their appointment. Participation is monitored through the generation of reports on a quarterly basis. Process to enroll manager/supervisors in the EEO&DF training. The EEO&DF is listed as required training for all managers/supervisors on the Training Page for each manager/supervisor. Managers are referred to the EEO&DF training offered by OSHA.
- c. The Grievance and Equal Employment Opportunity policies are located on the Intranet for all employees to access. Updates are made as they occur.
- d. Harassment prevention consists of required training through the department's LMS. Employees are required to complete the training on an annual basis. In addition to training, we will also communicate other prevention strategies by providing other educational training and literature.

#### 5. Compensation and Benefits Procedures

We administer our benefits to all employees without discrimination. To ensure that all employees receive, compensation and benefits without discrimination, benefits and salaries are monitored by Human Resources.

#### 6. Performance Appraisal

Managers and Supervisors are held accountable on their NC VIP appraisals to help the department achieve or gain its EEO Plan and Program objectives.

The Department's managers /supervisors receive training on the NC Valuing Individual Performance program and effective performance management techniques, with a desired outcome that they understand how to overcome rater bias. Conferences with employees are encouraged to plan the work and discuss performance expectations. Results are documented and maintained within the electronic VIP system. Effective calibration techniques are discussed and utilized across the agency to ensure the consistency of ratings and necessary documentation. The EEO Officer serves as the NCVIP Coordinator. The day-to-day management of the NCVIP is delegated to Employee Relations Staff.

## 7. Transfers/Separations and Reduction in Force

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

Procedures are designed to analyze layoff decisions and determine their actual or potential adverse impact on underutilized groups.

## 8. Disciplinary Action Process

The EEO Officer is knowledgeable of the discipline policy and procedures and, in conjunction with the HR Director, provides guidance to employees and management regarding disciplinary actions. Agency-wide disciplinary actions and data will be monitored and reviewed to determine adverse impact as needed.

## 9. Grievance Process

The EEO Officer is knowledgeable of the OSHR Grievance Policy and Procedures and works very closely with the Human Resources Director in the area of employee relations; DOR follows the statewide Employee Grievance Policy. DOR prohibits retaliation to individuals who file a complaint or exercises their right to file a grievance.

## **F. REPORT MECHANISM**

Provide management with data on the various program activities, workforce trends, and progress towards the achievement of program objectives on a regular basis throughout the year.

## **G. PROCEDURES FOR MONITORING/ EVALUATION**

The following records are maintained to: 1) assist with the evaluation of the EEO Program, and 2) identify progress or problems with the Program.

1. We will review and evaluate the EEO Plan and all Program Objectives mid- year and annually. We will update the EEO Plan as required by the Office of State Human Resources in order to set new goals and develop programs as needed. We will use data sources to conduct evaluation and monitoring processes such as the State HR/Payroll System, BOBJ 170 series (Beacon), the Application System (Neo-Gov), and LMS (Learning Management System).
2. Report to the agency head the trends in hiring and promotion, as well as any progress or problems as requested.
3. We pull and analyze reports pertaining to promotions including the old and new class titles, pay grade, race, and sex. We share the information with our agency head. We examine and provide information regarding the number of terminations by race, sex, disabled status, job category and reasons for termination.

## Appendices

- A. BOBJ 170 Report
- B. Job Opening Estimates for Occupations in Which Underutilization Occurs