

2017 EQUAL EMPLOYMENT OPPORTUNITY (EEO) PLAN

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AN EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

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Equal Employment Opportunity/Affirmative Action Plan Certification Statement

This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents the NC Department of Health and Human Services 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 NC Department of Health and Human Services follows the North Carolina Equal Employment Opportunity Policy effective June 1, 2015 along with all applicable federal and state laws governing equal employment opportunities.



3/1/2017

Mandy Cohen, MD, MPH
Secretary, NC Dept. of Health and Human Services

Date



3/1/2017

MaryMolly G. Taylor
EEO/AA Officer Signature

Date

Overview of the Department

The Department of Health and Human Services manages the delivery of health- and human-related services for all North Carolinians, especially our most vulnerable citizens – children, elderly, disabled and low-income families. The Department works closely with health care professionals, community leaders and advocacy groups; local, state and federal entities; and many other stakeholders to make this happen.

The Department is divided into 30 divisions and offices. NCDHHS divisions and offices fall under four broad service areas - health, human services, administrative, and support functions.

NCDHHS also oversees 14 facilities: developmental centers, neuro-medical treatment centers, psychiatric hospitals, alcohol and drug abuse treatment centers, and two residential programs for children.

Policy Statement

The State of North Carolina recognizes that an effective and efficient government requires the talents, skills and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of State government's workforce through equal employment opportunity (EEO) workforce planning initiatives. The State is committed to ensuring the administration and implementation of all human resources policies, practices and programs are fair and equitable without unlawful discrimination, harassment or retaliation on the basis of race, religion, color, national origin, gender (including pregnancy, sexual orientation, and identity), 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.

Assignment of Responsibility and Accountability

Governor of North Carolina

The Governor of the State of North Carolina has overriding responsibility for the State's Equal Employment Opportunity Policies and Programs. The responsibility for the actual development and implementation of individual equal employment opportunity plans and programs is delegated by the Governor to each head of a State department, to each State university chancellor, and each head of a State agency or commission.

Office of State Human Resources (OSHR) Diversity and Inclusion Division

The Office of State Human Resources Diversity and Inclusion Division is responsible for the provision of technical assistance in EEO and program review, monitoring and evaluating the program in accordance to State Human Resources Commission's policy and guidelines, which is delegated to the Office of State Human Resources (OSHR). This responsibility is assigned to the OSHR Diversity and Inclusion Division and include the following:

- Approving all equal employment opportunity and sexual harassment prevention plans, and the EEO segment of all reduction-in-force plans;
- Designing, implementing, monitoring and reporting systems for equal employment opportunity planning and for determining the effectiveness of each EEO plan and program;
- Providing technical assistance for plan and program development and recommending corrective action where necessary;
- Providing assistance in identifying problem areas;
- Developing and implementing EEO support programs;
- Developing and implementing of EEO training programs; and
- Evaluating progress and programs designed to enhance Equal Employment Opportunity and personnel practices to assure non-discrimination.

Secretary, Department of Health and Human Services

The Secretary of the Department of Health and Human Services has the overall responsibility for Equal Employment Opportunity in DHHS. The Secretary's responsibilities include, but are not be limited to:

- Developing the EEO policy and implementing the DHHS Equal Employment Opportunity Plan;
- Ensuring that all employment practices and all aspects of the employment function within the organization are implemented in a manner which is equal for all applicants and employees and consistent with State Human Resources policy as promulgated by the State Human Resources Commission and with NCGS § 126-19;
- Establishing accountability for EEO achievement by including a factor in the performance evaluation process (Valuing Individual Performance-VIP) that measures the EEO performance of each division/facility/office director, manager and supervisor;

- Hiring a management-level official to serve as the agency's EEO Director whose office is located in the Office of the Secretary;
- Appointing an Equal Employment Opportunity Committee; and
- Effectively communicating EEO policies, plans and procedures to all employees, applicants for employment and the public.
- Provide the necessary resources to ensure the successful implementation of the EEO Program.
- Develop strategies to prevent unlawful workplace harassment and retaliation in the workplace.

Division /Facility/Office Directors, Managers and Supervisors

Division/facility/office directors, managers and supervisors will be responsible for carrying out equal employment opportunity as a vital part of their jobs. Each director, manager and supervisor is responsible for implementing the specific elements of the Equal Employment Opportunity Plan. These elements are designed to eliminate the underutilization of minorities, females, persons with disabilities, and veterans by removing barriers to equal employment opportunity that created the underutilization. It is understood that the directors, managers, and supervisors performance in meeting equal employment goals as established in the Valuing Individual Performance (VIP) will be monitored and evaluated. This process is an important criterion when considering promotional opportunities and salary increases. The specific responsibilities of directors, managers and supervisors include, but are not limited to:

- Assisting in the identification of areas of underutilization and establishing goals and timetables for their elimination;
- Being aware of and eliminating stereotypical ideas and biases which can enter into employment, in particular, hiring decisions, promotional opportunities, and training;
- Making every effort to achieve established placement goals and maintaining a workforce that is representative of the population served within the department, division, work unit or section;
- Providing career counseling for employees and ensuring that all protected group employees are allowed to attend workshops, seminars, and other training opportunities;
- Assisting the HR Manager with periodic evaluation to determine the effectiveness of the EEO program;
- Promoting awareness and sensitizing employees to all EEO policies; and
- Preventing and correcting the unlawful discrimination, harassment and retaliation against employees.

DHHS EEO/Diversity & Inclusion Office

The current number of permanent full-time employees assigned to the EEO/D&I office is two (2)-one EEO/Diversity & Inclusion Director and one administrative assistant. The office is located in the Division of Human Resources and reports directly to the DHHS Human Resources (HR) Director, who reports directly to the Secretary of the Department. The EEO/Diversity & Inclusion Office is physically located on the Dorothea Dix Campus in Raleigh, NC.

Supervision for the office flows directly from the Secretary to the HR Director to the EEO Director. The EEO Director's primary responsibility is to advise, consult, and recommend proper and innovative EEO procedures to the Department's Human Resources offices statewide.

Each HR Manager assumes overall responsibility for the EEO role in their respective facility or division. This entails ensuring that all aspects of HR processes (e.g. selection, compensation, benefits, etc.) are carried out by HR staff members in accordance with applicable anti-discrimination laws and guidelines, providing guidance to management on all personnel-related issues, and ensuring EEO principles are taken into consideration.

The EEO/D&I Director's primary duties and responsibilities are as follows:

- Serve as the chief individual responsible for the structure and composition of the departmental EEO plan that is submitted to the Office of State Human Resources (OSHR) in March of each year, in accordance with state law;
- Inform the Office of the Secretary of progress of the plan and approval by OSHR in a timely manner;
- Provide guidance, consultation, and EEO training for all HR managers and staff members;
- Obtain legal interpretation of the Federal and State laws, regulations, and agency policies regarding the affects these laws have on the department's EEO program;
- Chief contact with OSHR on all EEO matters impacting DHHS;
- Respond to external questions and inquiries at the department level regarding the structure and composition of the EEO program;
- Interact with the facility and division HR offices in applying all Federal and State laws, regulations, policies and guidelines that involve discrimination in employment, harassment and retaliation in their respective regions;
- Analyze and maintain workforce utilization data for the Department which includes data accessed through the HRPIS system;
- Develop department-wide training programs in conjunction with the DHHS Human Resources Division that are in accordance with Federal and State requirements;
- Serve as the principle advisor on EEO program matters to the division and facility HR offices and provide training as needed;
- Assist division/facility/office directors in identifying specific EEO needs in their respective regions;
- Reviews hiring recommendations in strategically targeted positions;
- Provide confidential counseling for management regarding trends of discrimination in the workplace, as well as working with Employee Relations on identified trends and not individual complaints;
- Coordinate special programs (internal to DHHS or in conjunction with OSHR) to achieve program objectives and to provide management and employee input and assistance in program development and implementation;
- Utilize HRPIS reports to track new hires, dismissals, in-range adjustments, promotions, and complaints, etc. which serve as indicators of progress in these areas or discriminatory actions; and report these trends to the respective divisions, facilities or offices, and to the Secretary;
- Maintains all EEO Informal Inquiry complaint records and reviews with the DHHS HR Employee Relations Section and HR Director periodically during the plan year; and
- Serve as agency coordinator for the Equal Employment Opportunity and Diversity Fundamentals (EODF) with coordination delegated to the EEO administrative assistant and oversight by the EEO Director.

EEO Committee/Employee Relations Network

The DHHS Employee Relations Network serves as the Equal Employment Opportunity (EEO) Committee. There is one field EEO representative in each division and facility. The duties of the EEO Committee include, but are not limited to:

- Serve as the primary chief contact at their respective division/facility/office with the EEO office.
- Create a communication link between department management and employees on various aspects of the Equal Employment Opportunity Plan and Program and make aware any potential EEO problem areas in the agency through regular meetings;
- Review and evaluate the existing Equal Employment Opportunity Plan including workforce representation and utilization data;
- Review employee culture survey administered by the DHHS Division of Human Resources;
- Direct employees to the proper channels in which to file complaints of unlawful discrimination, harassment, or retaliation;
- Investigate and respond to complaints of unlawful discrimination, harassment, or retaliation submitted under the EEO Informal Inquiry process as needed;
- Inform the division/facility director of the progress of the yearly EEO employment objectives as well as any other EEO-related objectives;
- Meet quarterly;
- Plan and implement programs to educate the DHHS workforce on EEO concepts.

Communication and Dissemination of the EEO Plan

Internal Dissemination

All DHHS employees shall have access to the Department EEO Plan. The Department of Health and Human Services currently employs over 15,000 employees. Due to the nature of many of these positions, turnover is rapid. These factors as well as cost make it virtually impossible to disseminate a copy of the entire plan to each individual employee. However, the Department will ensure that each employee has total access to the plan. EEO information shall be disseminated in the following ways:

- During new employee orientation, each employee shall be made aware of the EEO program and how to view the EEO plan;
- Human Resources staff shall inform all employees of the EEO Informal Inquiry Complaint procedure and answer any questions related to this process;
- Information regarding EEO laws will be posted in conspicuous areas throughout the department by Human Resources staff and is also available electronically on the EEO Office webpage <https://www2.ncdhhs.gov/humanresources/hrservices/employeerelations>; and
- EEO training will be provided frequently to managers and supervisors on an annual basis.

External Dissemination

The public shall be informed of the Department's position on equal employment opportunities as follows:

- DHHS will actively recruit from a variety of sources to achieve a diverse and inclusive workforce that meets the needs and demands of the Department;
- The Department will conduct targeted recruitment where underutilized groups are identified and disseminate information regarding the Department's EEO Plan; and
- The Department of Health and Human Services stationary and all job advertisements shall include the statement, "An Equal Opportunity Employer."

Workforce Analysis

DHHS uses the tools available to it, through the HRPIS system, to collect and analyze EEO data. In order to formulate DHHS' plan to attract and hire underutilized prospective employees, reports used include the Population and Force Compromise data (report B0170) and the Staffing by Occupational Category data (report B0031). The data was pulled from the 2010 Census data. This data allows DHHS to assess the Department's workforce needs in respect to underutilized groups by each occupational category. The Job Opening Estimates for Occupations in which Underutilization Occurs data is in the appendices of this report.

Work Force Representation and Utilization

DHHS reported 15,710 permanent employees as of December 31, 2016. To analyze the workforce, DHHS broke down the areas of work into 8 categories:

Category	Number of Employees	Types of Positions
Officials and Administrators	257	chiefs, deputies, directors, assistant directors
Management Related	989	human resources, accounting, purchasing
Professionals	6,622	information technology, legal, science, social services, education, healthcare
Technicians and Technologists	279	laboratory technician, dental hygienist
Administrative Support	1,717	stock clerk, processing assistant, administrative assistant
Protective Services	37	public safety officer, public safety supervisor
Service	5,334	health care technician, housekeeper, food service
Skilled Craft	475	maintenance mechanic, painter, HVAC mechanic, vehicle operator

DHHS also designated employees by race and gender into 6 categories, in addition, Veteran and disability status was also identified.

Category	Number	Percentage
White Male	2,343	14.91
White Female	5,881	37.44
Black Male	1,691	10.76
Black Female	5,023	31.97
Other Minority Male (includes Hispanic, Asian, American Indian, Native Hawaiian/Pacific Islander, two or more races)	216	1.37
Other Minority Female (includes Hispanic, Asian, American Indian, Native Hawaiian/Pacific Islander, two or more races)	396	2.52
Ethnicity Unknown	160	1.01
Total	15,710	

Veteran	617	3.92
Disability	295	1.88

The EEO Office is responsible for developing the EEO Plan annually pursuant to requirements of state law. The workforce analysis portion of this plan consists of establishing specific goals for the reduction and eventual elimination of underutilized groups in all standard occupational classifications (SOC). Implementation of and compliance with this plan is the responsibility of supervisors, managers, and directors. The organization of the plan is composed of the following:

- Workforce/demographic analysis, which profiles the distribution of workers in each department by race, gender, and persons reporting disabilities, compared with percentage of North Carolina State demographics in each ethnic category. The underutilization is calculated based on that comparison;
- Estimate or project future job vacancies in each occupational classification where underutilization has occurred and project the Department's capacity to eliminate or reduce the underutilization; and
- Establish placement goals for reduction of underutilization in each category to include timetables that identify specific dates for achievement; and develop an action plan to facilitate the likelihood of goal achievement within the established time frames.

In reviewing the report, it is important to understand the meaning of and limitations on the data presented. The report compares the percentages of persons working in various job categories in the Department of Health and Human Services at a particular point in time with percentages of persons reported in various census statistics that reflect the statewide population. They do not include comparisons to percentages of persons for whom applications have been actually received by the Department nor to the subset of these applications that actually qualify for hire by the Department. Further, by using a combination of labor force

and working population data, limitations in the specificity of the census data available for use means that such statistics very likely include many individuals not actually qualified to be hired by the Department.

Therefore, this report and any findings of "underutilization" as to particular job categories set further therein are simply rough indicators intended only to be utilized as a tool in the Department's recruitment efforts. A finding of "underutilization" as to job category does not mean, and is not intended to mean, that there are problems with the Department's hiring practices or that recruitment or hiring in that job category is in any legal or other sense discriminatory. Rather, the identification of "underutilization" as to a particular job category merely serves to identify that category as one where the Department should seek to ensure that potential candidates are being recruited, encouraged to apply for and be considered for employment.

Any setting of hiring "objectives" required by the report is, again, intended only as a tool to facilitate and focus recruitment efforts and is not intended as a quota or mandate for hiring particular individuals regardless of qualifications. Further, the setting of such objectives is also hypothetical in that it requires a projection of both the numbers of vacancies and qualified applicants, neither of which may actually occur. The failure to achieve any of these "objectives" does not mean that discrimination has occurred. In summation, the report is intended solely as an aid to facilitate the Department's ongoing efforts to recruit and hire a diverse workforce.

Program Objectives & Activities

In its continuing efforts to ensure Equal Employment Opportunity and to increase diversity and inclusion within its workforce, the Department of Health and Human Services will focus its energy in the areas noted below.

Recruitment

One of the Department goals is to become a great place to work. With that in mind, the Department will place a heavy emphasis on recruitment. Effective recruitment will play a significant role in having a diverse, representative applicant pool and is crucial to overcoming underutilization. The following actions will be taken on an ongoing basis:

1. The department utilizes NEOGOV, a North Carolina State Government online recruiting system, which provides recruitment, selection and applicant tracking solutions to government entities nationwide. Job postings are listed in NEOGOV and are available to all members of the general public, thus allowing the department to attract large numbers of applicants of all demographics.
2. Establish alliances with public and private universities in North Carolina, especially the Historically Black Colleges and Universities (HBCU's), such as North Carolina Central University and North Carolina A& T State University, and college and university programs which promote educating and employing disabled citizens. Although the department has limited funding for recruitment expenditures due to the state's current budget situation, when possible, efforts will be made to attend career and job fairs at targeted colleges and universities and at military facilities; and to advertise in minority, ethnic and predominately female publications.
3. Promote the recruitment of qualified minority applicants where inequities and underutilization exist. The DHHS Office of Talent Management, which is located in Human Resources, promotes the recruitment of qualified applicants for departmental openings, including minorities, females, persons with a disability, and veterans. In collaboration with the EEO Director, the Office of Talent Management will seek innovative measures in light of budgetary constraints restricting recruiting expenditures to increase the department's efforts to attract and recruit minorities, females, persons with a disability, and veterans. Examples of such efforts may include, but are not limited to, using free online sources, such as Facebook, Twitter and LinkedIn, to remind HBCU's and minority organizations of job postings on NEOGOV.
4. Place an emphasis on attracting and recruiting members of the underrepresented for positions with supervisory authority and/or management-related responsibilities.
5. Divisions and facilities needing additional support with minority recruitment efforts should contact the Office of Talent Management and the EEO Office, if necessary, for assistance.

Selection

To ensure the selection procedures, hiring standards and placement process remain free of discrimination based on race, color, religion, sex, age, national origin, disability, genetic information, Veterans, and political affiliation; the following activities have been established:

- The Division of Human Resources is responsible for ensuring that the selection process is based on relative consideration of qualifications using fair and valid selection criteria.
- Inform hiring managers and human resources offices to not accept an applicant pool that lacks diversity and is not representative of the population served. Rather, hiring managers are encouraged to re- post the position to seek other resources to obtain a diverse applicant pool.
- Require hiring managers and human resources offices to determine first whether the position has been designated as an EEO goal or if it is in an underutilized group.
- Monitor the qualified applicant pools to ensure discrimination was not involved in the decision. This includes monitoring the entire process, beginning with the initial advertisement of the position to the offer of hire and ensuring new hires receive a written offer letter.
- Encourage hiring managers to interview members of underutilized groups.

Underutilized groups should be interviewed based upon their qualifications and not because they are members of a protected class.

Promotions

All promotions within the Department of Health and Human Services are subject to all Federal and State equal employment laws and policies.

In North Carolina State Government, promotions are not automatic. Employees who are interested in a promotional opportunity must apply through the State of North Carolina electronic application process (NEOGO) which is subject to fair and valid selection criteria as outlined in the OSHR recruitment policy. The same factors discussed in the Selection section above are also applicable to promotions. It is a goal of the Department of Health and Human Services to increase the number of minorities and the disabled in upper management and supervisory positions. To address this goal, current employees will be encouraged to apply for promotional opportunities for which they are qualified, in addition to implementing specific recruitment efforts to attract a diverse applicant pool for promotional opportunities.

Compensation and Benefits

The Department of Health and Human Services has a performance agreement with the Office of State Human Resources. The various divisions, facilities and offices have the authority to see that all employees, regardless of race, color, religion, sex, age, national origin, disability, and genetic information are treated fairly and equitably.

Appropriate analysis processes are in place to ensure that salary recommendations take into account related education, training, experience as well as the salaries of current employees performing similar duties and responsibilities. This is to ensure that all benefits and conditions of employment are equally available without discrimination to all employees. This includes leave policies, retirement plans, insurance programs, and other terms, conditions and privileges of employment.

The Department will continue to look at creative ways to ensure diversity and inclusion in all areas of employment including, but are not limited to, educational leave, employee assistance program, and reasonable accommodation for disability or religious reasons.

Disciplinary Process and Implementation

The Department of Health and Human Services' disciplinary process and implementation are designed to be fair and equitable and without regard to biases. The DHHS Human Resources Employee Relations Section monitors the disciplinary process and implementation. All demotions, separations, transfers and terminations are included in the disciplinary process and are subject to the State and Federal laws governing equal employment opportunity. Employee Relations, the EEO Office, and HR Managers work in concert to ensure equal practices and fairness are applied to the disciplinary process and implementation.

Performance Management Process (Valuing Individual Performance)

Valuing Individual Performance (VIP), the North Carolina statewide performance management (PM) process, aligns with the state of North Carolina policy on PM, which is designed to enable employees to develop and enhance individual performance, while contributing to the achievement of organizational mission, goals and business objectives.

Each agency in North Carolina government will implement the statewide policy on PM, as approved by the State Human Resources Commission. The process, which ensures a means by which employees, regardless of race, color, religion, sex, age, national origin, disability, genetic information and political affiliation, focuses on the following:

- A. Emphasizes the strategic alignment of an agency's overall business objectives with an individual employee's performance;
- B. Ensures the agency is setting and meeting critical business objectives and individual goals;
- C. Fosters a culture of continuous communication between employees and managers;
- D. Automates the performance management process by utilizing technology so that performance can be effectively tracked and measured based on business-related reasons outcomes;
- E. Establishes a basis for consistent and historical performance data, absent inflated ratings, for agency management, the Governor's office and the North Carolina legislature; and
- F. Provides the foundation where valid performance data is utilized as one component of pay.

Training and Development

It is the policy of the Department of Health and Human Services that all human resource development and training programs and opportunities shall be provided to employees on a non-discriminatory basis.

DHHS complies with NCGS 126-16.1, which requires the department to enroll each newly appointed supervisor or manager within one (1) year of their initial appointment in the Equal Employment Opportunity – Diversity Fundamentals (EEODF). In 2005, the Office of State Human Resources and the Department of Health and Human Services entered into a contract allowing DHHS-EEODF Instructors to provide training for its employees. It has been renewed each year since 2005. The EEO Office and the Office of Talent Management will work cooperatively to ensure this requirement is implemented.

The EEO Director will provide training to HR managers and staff as needed. This training will ensure they are kept abreast of the latest laws and policies regarding equal employment opportunities and practices.

The EEO Office was given the task of oversight for the program. The enrollment process is completed via the Learning Management System.

Grievance Procedure

The grievance procedure is the administrative process designed to ensure equal treatment for all individuals filing complaints. The Department of Health and Human Services Employee Relations Section, located in the Division of Human Resources, is designated to deal with the internal complaint/grievance process. This section works in conjunction with the EEO Office, in particular with those cases that pertain to discrimination issues. The Department's grievance procedure is designed to be fair and resolve issues in a prompt and equitable manner.

Monitoring, Evaluation, and Reporting

DHHS utilizes the HRPIS system and EEO reports to monitor EEO Activities. EEO reports from the NEOGOV applicant tracking system will also be utilized to the fullest extent. The EEO Director will communicate with each division and facility HR office to ensure they have knowledge and an understanding of the EEO goals and objectives. At various times throughout the year, the EEO Director will evaluate the overall plan for the department to ensure compliance and to note any trends that need to be addressed by the DHHS HR Director and Secretary. In addition, the HR Managers and EEO Director shall provide management with information regarding the progress of the plan.

Unlawful Workplace Harassment

DHHS strictly prohibits all types of unlawful workplace harassment which is defined as unwelcome or unsolicited speech or conduct based upon race, sex, religion, national origin, age, genetic information, color, or handicapping condition as defined by G.S. 168A-3 that creates a hostile work environment or circumstances involving quid pro quo. A hostile work environment is defined as an environment that both a reasonable person would find hostile or abusive and one that the particular person who is the object of the harassment perceives to be hostile or abusive. The DHHS EEO Office will investigate complaints of unlawful workplace harassment in accordance with the statewide grievance policy. The EEO Office will provide counseling to managers, supervisor, on prevention and correction of Unlawful Workplace Harassment.

Reduction in Force (RIF) and Procedures

It is the policy of the Department of Human and Health Services, in accordance with Federal and State equal employment opportunity guidelines, that decisions concerning reduction in force (RIF) must be analyzed to determine their impact by race, sex and age. Either the EEO Director or the Human Resources staff shall conduct a RIF impact analysis of the effect of the proposed reduction(s) prior to the Department making final decisions on layoffs.

DHHS adheres to the State's Reduction in Force Policy, which is located in the State Human Resources Manual at <http://oshr.nc.gov/policies-forms/separation/reduction-in-force-policy>

Appendices

EEO Contacts

Report B0031: Staffing by Occupational Category

Report B0170: Population/Labor Force Compromise Census Compare by Subcategory

Job Opening Estimates for Occupations in Which Underutilization Occurs

DHHS EEO Contact List

Division / Facility	Contact	Gender/ Race	Telephone	Mailing Address
DHHS EEO/Diversity & Inclusion	MaryMolly Taylor	F/W	919-855-4930	2001 Mail Service Center Raleigh, NC 27699-2001
Disability Determination Services (DDS)	Antonio Cruz	M/H	919-814-3222	2802 Mail Service Center Raleigh, NC 27699-2802
Division of Health Benefits	Jennifer Cox	F/W	919-527-7005	1950 Mail Service Center Raleigh, NC 27699-2501
Division of Health Service Regulations (DHSR)	Ashley Gower	F/W	919-855-3859	2715 Mail Service Center Raleigh, NC 27699-2715
Division of Medical Assistance (DMA)	Ellen Pittman	F/W	919-855-4120	2501 Mail Service Center Raleigh, NC 27699-2501
Division of Mental Health/Developmental Disabilities/Substance Abuse Services (DMH/DD/SAS) Division of State Operated Healthcare Facilities (DSOHF)	Twanetta Lytle	F/B	919-733-4416	3017 Mail Service Center Raleigh, NC 27699-3017
Division of Public Health (DPH)	Kathy Woodford	F/W	919-707-5450	1930 Mail Service Center Raleigh, NC 27699-1930
Office of the Secretary (OOS)Division of Aging and Adult Services (DAAS)	Barbara Williams	F/B	919-855-4930	2001 Mail Service Center Raleigh, NC 27699-2001
Division of Social Services/Child Development & Early Education (DSS/DCDEE)	Judith Bradshaw	F/B	919-527-6380	2413 Mail Service Center Raleigh, NC 27699-2413
Division of Vocational Rehabilitation (DVR) / Services for the Blind (DSB) / Services for the Deaf & Hard of Hearing (DSDHH)	Jerry Daniels	M/W	919-855-3517	2801 Mail Service Center Raleigh, NC 27699-2801
Black Mountain Neuro-Medical Treatment Center	Norrie Stone	F/W	828-259-6729	932 Old US 70 West Black Mountain, NC 28711
Broughton Hospital (& Facility Engineering)	Alicia Nexen	F/W	828-433-2401	1000 S. Sterling Street Morganton, NC 28655
Caswell Development Center	Angie Downey	F/W	252-208-4293	2415 W. Vernon Avenue Kinston, NC 28504
Central Regional Hospital	Kimbla Eaton	F/B	919-764-7200	300 Veazey Road Butner, NC 27509
Cherry Hospital	Ron Hill	M/W	919-947-7478	1401 W. Ash St. Goldsboro, NC 27530
J. Iverson Riddle Developmental Center	Kim Sparks	F/W	828-433-2787	300 Enola Road Morganton, NC 28655
Julian F. Keith ADATC	Diane McCann	F/W	828-257-6200	201 Tabernacle Road Black Mountain, NC 28711
Longleaf Neuro-Medical Treatment Center	Carolyn Hardy	F/W	252-399-2108	4761 Ward Boulevard Wilson, NC 27893
Murdoch Developmental Center	Lisa Lunsford	F/B	919-575-1015	1600 East C Street Butner, NC 27509
O'Berry Neuro-Medical Treatment Center	Miles Johnson	M/W	919-581-4041	400 Old Smithfield Road Goldsboro, NC 27523
R.J. Blackley ADATC	Magnolia Lugo	F/B	919-575-7720	100 H Street Butner, NC 27509
Walter B. Jones ADATC	Amy Marion	F/B	252-830-3426	2577 West Fifth Street Greenville, NC 27834