

**North Carolina
Department of Agriculture & Consumer Services**



Equal Employment Opportunity Plan

March 1, 2026

**North Carolina Department of Agriculture & Consumer Services (NCDA&CS)
2026 Equal Employment Opportunity Plan**

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Program Elements

1. Equal Employment Opportunity Action Plan Certification Statement

This certifies that the attached Equal Employment Opportunity Plan represents the North Carolina Department of Agriculture & Consumer Services (NCDA&CS)' commitment to provide equal employment opportunities to all applicants and employees. I attest that the NCDA&CS follows the North Carolina Equal Employment Opportunity Policy along with applicable federal and state laws, including applicable executive orders governing equal employment opportunities.

Steven W. Troxler
Agency Head Signature

2-24-26
Date

STEVEN W. TROXLER
Printed Name

Tara Sandford
EEO Officer Signature

2-25-26
Date

Tara L. Sandford
Printed Name

2. Policy Statement

STATEMENT OF NORTH CAROLINA EQUAL EMPLOYMENT OPPORTUNITY POLICY

A portion of the policy is shown below. The entire policy can be found on the Office of State Human Resources (OSHR) website at: <https://oshr.nc.gov/policies-forms/eoo/equal-employment-opportunity-policy>. The statutory authority for this policy is North Carolina G.S. 126-4(10); Article 6, and the relevant North Carolina Administrative Code is 25 NCAC 011.0104.

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

3. NCDA&CS Agency Overview

(Attachment 1: NCDA&CS Organizational Chart)

a. Mission:

To provide services that promote and improve agriculture, agribusiness, and forests; protect consumers and business; and conserve farmland and natural resources for the prosperity of all North Carolinians.

b. Vision:

To become a globally recognized leader in the Agriculture / Agribusiness industry

c. Purpose:

The North Carolina Department of Agriculture & Consumer Services' divisions have responsibilities in regulatory and service areas covering agronomy; animal health; weights and measures; gas and oil inspection; crop and livestock statistics; USDA commodity distribution; state farm operations; food, drug and cosmetic testing for purity; agricultural marketing and promotion; agricultural marketing grading; international agricultural crop and livestock marketing; operation of the North Carolina State Fair and North Carolina Mountain State Fair; operation of four state farmers' markets; research station operations; seed and fertilizer inspection; nursery and plant pest eradication activities; regulation of the structural pest control industry; agricultural environmental issues; soil and water conservation; forest management and protection; state and federal agricultural legislation; and agricultural economic analysis.

d. Values:

While our Mission, Vision, and Purpose define what we do and why we do it, our organizational values define how we carry out that work. As part of the Statewide Performance Management Process, NCDA&CS annually selects five organizational values to guide employee performance during the fiscal year. These values establish clear expectations for conduct and decision-making, align with performance goals, and guide how results are achieved throughout the performance cycle.

2025-2026 NCDA&CS Values

Accountability: Accepts full responsibility for oneself and for one's contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on their public duty and presenting oneself as a credible representative of the agency and state, to maintain the public's trust.

Customer Service: Consistently demonstrates a strong commitment to providing services to external and internal customers. Establishes and manages long lasting relationships with stakeholders. Proactively identifies customer needs and requirements with relevant insight into consumer success, delivers quality service, and continuously improves performance of self and others. Develops, implements, and evaluates work processes which are both efficient and effective from the customers' perspectives. Addresses immediate business problems with valued solutions.

Ethics & Integrity: Maintains social, ethical, and organizational norms. Earns the trust of others through firm adherence to codes of conduct and ethical principles. Works and communicates in a direct and honest manner with colleagues and clients. Follows through on commitments and obligations. Interacts in a way that builds others' confidence in the intentions of the individual and of the organization. Maintains trust through accountability, transparency, and unbiased decisions.

Safety & Health: Consistently demonstrates a strong commitment to providing state employees with a safe and healthy workplace. Proactively identifies and reduces, or takes action to reduce, risks and hazards and abides by regulatory requirements. Understands the importance of safe work practices and personal protective equipment, enables assigned employees to do the same, and acts to correct unsafe conditions, not waiting for others to correct issues. Develops, implements, and evaluates work processes (utilizes Hazard Recognition practices) that address immediate risk and improves systems to address future risk. Complies with state and agency safety requirements for the position, including training, medical clearance, use of personal protective equipment, injuries/illness reporting requirements, and medical treatment for work-related injuries/illness.

Teamwork & Collaboration: Cooperates with others to accomplish common goals. Articulates and enforces the norms of teamwork and creates commitments through the practice of collaboration. Works with interested parties and other employees to achieve shared goals. Treats others with dignity and respect. Maintains a friendly demeanor. Values the contributions of others. Communicates confidently and clearly using visual, written, and verbal methods. Understands, respects, and responds non-judgmentally to those different from them. Builds effective teamwork. Uses negotiation and persuasion to mobilize others to work toward a common goal.

4. Agency Achievements and Best Practices

NCDA&CS continues to focus on ensuring that all terms and conditions of employment are fair and accessible and that employment decisions are made without regard to race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age, political affiliation, National Guard or veteran status, genetic information, or disability. In support of this mission, standardized procedures, as detailed in this plan, are consistently administered in the following areas: recruitment and selection, compensation, benefits, onboarding, training, performance management, discipline, and grievance.

NCDA&CS is staffed with two Employee Relations/EEO positions. The HR Consultant III serves as manager of the programs and as the Agency EEO Officer. The HR Consultant II serves as primary consultant on employee relations matters and plays a supportive role in the Agency's EEO programming. The Employee Relations and EEO team is dedicated to developing and implementing a stronger, improved, and more welcoming workplace, as demonstrated by the following:

- NCDA&CS is in the sixth year of a fully implemented systematic EEO review of all NCDA&CS hiring decisions. Additionally, enhancements have been made to our review process to further support the NCDA&CS' commitment to equal employment, which includes a more comprehensive review of hiring packages.
- All division leaders are involved in the annual planning process and have the opportunity to provide input. EEO planning discussions are held as necessary to assist management in establishing agency EEO goals and to promote a successful program in collaboration with agency leaders.
- EEO information events and associated activity is regularly disseminated using Agency-wide email.
- The EEO team, in collaboration with the Recruitment, Learning & Performance, and Safety teams, created a database of approved competency-based interview questions for managers to utilize. The database was launched in May 2023, was updated January 2026, and is maintained by ER/EEO teammates.

The agency remains committed to a well-trained workforce. The ER/EEO team collaborates with the Learning & Performance team as needed to ensure success. The current ER/EEO Manager is a certified Equal Employment Opportunity and Diversity Fundamentals (EODF) facilitator and regularly offers EODF training sessions to meet our goal of ensuring ensure that all managers are fully engaged and educated in EODF. Additionally, with the EODF training managers who have not completed the training in the past five years are encouraged to consider taking it again.

All new employees receive an Equal Employment Opportunity Policy overview during New Employee Orientation; this overview is conducted by the ER/EEO team. In addition, all new employees are assigned Unlawful Workplace Harassment awareness and prevention training as an annual refresher. Prior to launching the refresher training, Learning & Performance staff researches available courses and collaborates with ER/EEO and Safety staff to select training that aligns with the department's commitment to a workplace that values and respects all employees. Unlawful Workplace Harassment training is on the department's list of required training for all employees. The Agency is committed to prevention strategies and continues to require employees to complete training annually.

The ER/EEO Office maintains a centralized interview question database that is developed and administered in accordance with State recruitment and selection guidelines. All interview questions are regularly reviewed and revised to ensure they are job-related, consistent with business necessity, and applied uniformly. Hiring managers are required to utilize this database when conducting interviews. Launched in 2022, the NCDA&CS homegrown workforce development program, *Cultivate Your Strengths*, is designed to promote awareness of differences, fairness, and inclusion. The program is based on comprehensive, research-driven principles supported by the Gallup® organization. *Cultivate Your Strengths* provides strategies to demonstrate the following "meets expectations" and "exceeds expectations" descriptions within the Teamwork & Collaboration value:

- Treats team members in a respectful, courteous, and professional manner.
- Supports the team despite different points of view or setbacks.
- Considers the views of other people (and agencies and/or departments, if relevant) when analyzing a situation or developing a solution.
- Consistently works well with a variety of different people.
- Develops positive and productive relationships with other team members.
- Promotes a shared purpose across state agencies.
- Provides guidance to others as they work through conflicts and disagreements so they can build consensus and become better "team players".

The current ER/EEO Manager, a Gallup® Certified Strengths Coach, leads *Cultivate Your Strengths* and manages the program department-wide. She has successfully promoted it to Division and Section heads, and participants frequently recommend it, driving growing interest both within and beyond NCDA&CS.

In 2025, the NCDA&CS Plant Industry Division selected *Cultivate Your Strengths* to support teambuilding within their management team. Participants noted that the session provided valuable insights into their individual strengths and expressed appreciation for the opportunity to engage with the CliftonStrengths assessment. In addition, Human Resources staff hired after the initial *Cultivate Your Strengths* roll-out participated in their own introductory session. Four members of the previous HR cohort also voluntarily attended, reflecting their strong interest in CliftonStrengths and desire to support new teammates. The participants actively engaged throughout their one-day workshop. The Emergency Programs Division, a previous *Cultivate Your Strengths* cohort, combined the Strengths framework with a workshop on assertive communication, designed to reduce unproductive conflict and promote more effective collaboration and team dynamics. Building on the success of their 2024 *Cultivate Your Strengths*

workshop, which served approximately 40 HBCU internship and fellowship participants and staff, the Office of Historically Black Colleges and Universities (HBCU) Outreach at the N.C. Department of Transportation invited the ER/EEO Manager to return in 2025 to deliver the program to a new cohort. This continued partnership reflects the program's positive reception and the HBCU team's commitment to providing professional development opportunities for HBCU and Minority Serving Institution students and alumni. All *Cultivate Your Strengths* program graduates are offered individualized coaching with the ER/EEO Manager, which supports the program's primary goal of valuing each other's strengths and leveraging them practically in team settings. Several graduates have elected this option, and all report *Cultivate Your Strengths* as an effective means for resolving conflict and fostering an inclusive work environment.

The agency continues to use the NCDA&CS intranet/internet pages and Agency-wide email to promote EEO awareness and are committed to growing presence and awareness of EEO requirements and benefits of EEO initiatives throughout the Agency.

5. Assignment of Responsibility & Accountability

a. *Commissioner of Agriculture*

The Commissioner has the ultimate responsibility for ensuring the EEO Policy and programs specific to their organization are fully developed and successfully implemented. The Commissioner 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.

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 Officer/Director. This designee should have access to the agency head and be 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 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.

b. *Managers and Supervisors*

It is key to understanding that employment decisions will impact the success or failure of the EEO Program, requiring adherence by all parties, especially 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.

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 population.
3. Assist the EEO Officer in periodic evaluations to determine the effectiveness of the EEO Program; and
4. Provide a work environment and management practices which support equal opportunity in all terms and conditions of employment.

c. EEO Officer

The EEO Officer is ultimately responsible for the development and implementation of the EEO Plan and Program. Ideally, the EEO Officer should report directly to the Agency Head. If not, the EEO Officer should have direct access to the Agency Head regarding EEO related matters.

1. Interpret and apply Federal laws, state statutes, policy regulations and guidelines related to discrimination in employment and equal opportunity.
2. Ensure the EEO Plan is submitted by March 1 annually in accordance with the EEO Instruction and Format Guide as specified by the OSHR.
3. Ensure hiring recommendations are reviewed for compliance with EEO program objectives prior to the final agency hiring decision.
4. Ensure all employees are made aware of the EEO Policy including the Annual EEO plan, EEO Policy, Reasonable Accommodation Policy, and Unlawful Workplace Harassment Policy, and develop strategies to prevent unlawful workplace harassment and retaliation in the workplace.
5. Maintain and analyze data on workforce utilization and employment practices, including records of all complaints and grievances alleging discriminatory practices.
6. Advise management of the EEO program's impact and effectiveness on workforce demographics at all occupational levels.
7. Provide or coordinate EEO training for management and employees.
8. Provide confidential consultation for management and employees in matters involving EEO concerns.
9. Ensure federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities.
10. Establish and maintain effective working relationships with groups concerned with EEO.
11. Coordinate programs to achieve program objectives.
12. Present information on the EEO plan and program to management and employees on a regular basis; and
13. Ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1.

d. EEO Committee

The EEO Committee is vital to the success and acceptance of the Agency EEO Program. This group has the potential to influence top management in decisions relating to the use of human resources within the organization. An effective EEO Committee is composed of both managers and employees, with agency-wide representation, that reflects sensitivity to all EEO issues.

1. Serve as a communication link between managers and employees and the EEO staff on aspects of the EEO Plan and Program.
2. Review and evaluate the EEO plan and program.
3. Review employment data in each occupational category.
4. Survey the organizational climate and employee attitudes and evaluate the resultant data.

5. Meet with the Agency Head in conjunction with the EEO Officer to discuss EEO Programs, report on the employees' concerns, and recommend changes or additions to the EEO Policy, Plan, or Program.
6. Identify recruitment resources and other activities designed to strengthen the EEO Program; and
7. Once appointed, all members should attend the EEO training if they have not already completed the course.
8. Best practice is that the EEO Committee meet quarterly, but it is important that the group remain engaged and active if meetings are less frequent.

The NCD&CS EEO Committee consists of eight (8) employees from various divisions within the department.

6. Dissemination of the EEO Policy and Plan

a. *Internal Dissemination:*

1. All employees have access to a hard or electronic copy (via the intranet) of the NCD&CS EEO Plan.
2. Managers and supervisors are effectively trained annually on their responsibilities to the EEO Program and related agency policy.
3. The EEO policy statement is posted on bulletin boards in common areas and other areas where employees and/or the public may congregate.
4. Newsletters and other in-house publications are used to communicate information about the EEO plan, program, and policy on a regular basis; and
5. Input is solicited from all employees on the agency EEO plan, policy, and program through Division Directors and Division HR Representatives.

b. *External Dissemination:*

1. A copy of the EEO policy is provided to each resource, subcontractor, vendor and/or supplier (as required by relevant rules and regulations governing Human Resources; Contracts and Grants; and Purchasing).
2. The EEO Plan is posted on the NCD&CS external website;
3. A copy of the agency vacancy list, job announcements and any other pertinent material to the appropriate recruitment resource(s); and
4. Maintain regular and routine contact with recruitment resources.

7. Program Activities

a. *Recruitment*

Attract a varied pool of well qualified applicants to each occupational category, including veterans and persons with disabilities (Attachment 2: NCD&CS Merit Based Recruitment Plan). Specifically, this EEO Plan includes the following provisions concerning recruitment:

1. Reviewing and monitoring recruitment procedures to abolish any biased or inequitable practices which exist.
2. Reviewing all recruitment literature to ensure that it addresses and is relevant to all employees.
3. Instituting measures that will improve the recruitment process as it relates to the established program objectives.
4. Actively recruit qualified candidates by using known resources, including collaborating with (recruitment programs offered by OSHR; and
5. Identifying efforts to actively recruit veterans and persons with disabilities.

NCD&CS will establish relationships with schools, colleges, universities and professional organizations who offer distinct programming focused on individuals who may be interested in employment in the various occupational groups utilized within the NCD&CS divisions. Hiring managers are encouraged to work with their assigned Human Resources Recruiter to review and revise job postings which attract a varied pool of well qualified applicants.

b. Selection

Follow the State's recruitment and selection guidelines, ensuring that all steps in the selection process are non-discriminatory and job-related. (Attachment 2: NCD&CS Merit Based Recruitment Plan). Specifically, this EEO Plan includes the following provisions concerning selection:

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, and monitoring the employment of individuals to ensure the assignment of work and workplace is fair and consistent. These reasons are identified through EEO review of hiring packages. When necessary, the ER/EEO team requires additional documentation from management to justify applicant selection.
3. Cooperating with OSHR or other trained resources as needed on the review and validation of written tests, interviews, or other selection criteria.
4. Providing training for employees who screen applications in proper techniques to eliminate any potential bias.
5. Providing training for hiring managers on proper interviewing techniques to eliminate any potential bias, and the requirements of Merit Based Hiring.
6. Ensuring that testing and interviewing processes are accessible to people with disabilities; and
7. Developing and implementing structured interview procedures that are documented and reviewed by the EEO Officer. As previously mentioned, hiring managers must use the centralized interview question database when developing interview questions.

c. Onboarding

Provide the same level of orientation to all new employees, to ensure their understanding of the agency's organizational structure and their role. Specifically, this EEO Plan includes the following provisions concerning onboarding:

1. NCD&CS Human Resources administers a structured, uniform New Employee Orientation program to all new employees. This program includes, but is not limited to, the following topics the State of NC benefits package and NCD&CS optional benefits, navigation of the Integrated HR-Payroll System and NC Learning Center; NCD&CS Safety Culture; the mission, vision and purpose of NCD&CS; select OSHR policies, including Equal Employment Opportunity, Unlawful Workplace Harassment, Workplace Violence Policy, Disciplinary Action Policy, and Employee Grievance; select NCD&CS policies such as Attendance, Motor Vehicle Use, and Drug Free Workplace, Controlled Substance and Alcohol Testing. Additional topics include Acceptable Use of Information Technology , Public Records, and Use of State Property Overview. These are presented at the orientation sessions conducted by Human Resources and/or included in online modules assigned to all new employees.
2. The NCD&CS Human Resources Onboarding and Orientation Review Team (OORT) reviews feedback received from new employee participants and continues to support agency initiatives related to onboarding and orientation. The team identifies opportunities for improvement,

submits recommended enhancements to onboarding and orientation processes for management approval, and develops appropriate training offerings.

3. The agency transitioned from in-person to virtual orientation in 2020 in response to the COVID-19 pandemic. Beginning in 2026, orientation will be offered in a hybrid format, with employees residing within a two-hour radius of Raleigh attending in person and those outside this radius participating virtually. This approach was informed by participant feedback indicating a desire for increased in-person engagement. The hybrid model enhances accessibility while allowing Human Resources presenters to engage more effectively with employees and foster positive working relationships. OORT remains committed to continuously enhancing employee satisfaction and supporting long-term employee success.

d. Promotion

Enhance upward mobility and fully utilize the skills of the existing workforce in a fair and equitable manner.

The EEO Program impacts not only recruitment, selection, and hiring but also promotion and the upward mobility of qualified employees. It is equally unlawful to fail to provide an equal opportunity for upward mobility to all employees as to fail to offer an equal opportunity for employment. To ensure that all employees who are qualified for promotion or other forms of upward mobility are not adversely affected by the process of selecting employees for these opportunities, this EEO Plan includes the following provisions:

1. All NCDA&CS employees are informed of job vacancies within the agency, including promotional/upward mobility by e-mail which is distributed to the agencywide email group;
2. NCDA&CS complies with the OSHR Promotional Priority Policy, which is available at: <https://oshr.nc.gov/hr-governance/policies/promotional-priority-policy>.
3. The ER/ EEO team reviews every hiring decision to ensure that the selection process reflects established program objectives.

e. Training

Enhance employee development and advancement opportunities to be demographically inclusive at all levels. (Attachment 3: NCDA&CS Mandatory and Recommended Training) Specifically, this EEO Plan includes the following provisions concerning training:

The NCDA&CS Human Resources Learning & Performance section administers training in a fair and unbiased manner by assigning and regularly monitoring training records for all NCDA&CS employees and by thoughtfully selecting and developing training programs and tools that support a welcoming and inclusive workplace. The team analyzes the performance requirements of all job classes to identify agency-wide training needs and ensure alignment with organizational goals.

The Learning & Performance section ensures that required training assignments are made and completed in a consistent and timely manner and that training opportunities are accessible to all employees. This team regularly promotes internal and external training opportunities. The team works closely with NCDA&CS Division Management to identify training needs, available resources, and potential obstacles to participation, and collaborates with management to remove barriers and resolve issues that may hinder employee development.

Employee Training

Employee training is a cost-effective program. NCDA&CS invests a great deal of time and money in acclimating employees to the job and the workforce. It is often more efficient and cost-

effective to train qualified employees to perform other jobs or to move to higher levels than to search for qualified people outside of the organization.

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.). As previously referenced, NC G.S. 126-16.1. requires all newly hired, promoted, or appointed supervisors and managers to complete EEO training, which includes education and awareness of manager and supervisor EEO responsibilities.

In 2025, the Learning & Performance team, in collaboration with the ER/EEO team, conducted a pilot training session for supervisors, managers, and field office representatives responsible for scheduling testing for employees holding CDLs and subject to FMCSA/DOT regulations. The session was delivered by McLaughlin Young, the provider for the North Carolina Employee Assistance Program (NC EAP). Since then, Learning & Performance has developed similar training to meet these requirements and, together with the ER/EEO team, continues to offer it to all remaining supervisors and managers. The training has also been expanded to include Reasonable Suspicion procedures for employees not subject to FMCSA/DOT regulations.

The course titled *Cultivate the Leader in You: Recruitment & Selection Training* continues to be a requirement for all NCDA&CS staff engaged in the hiring process, including those hired into manager/supervisor position. The curriculum includes the NCDA&CS Standard Operating Procedure for Hiring, along with the following online modules:

[Are Your Job Postings Excluding Great Candidates?](#)

[Eliminate Discrimination in Recruitment](#)

[Inclusive Recruitment Includes Managers](#)

[Write Behavior-Based Interview Questions](#)

[Ask Relevant Questions to Potential Candidates](#)

This curriculum is a preliminary training that was implemented while a more comprehensive recruitment and selection training is being developed by the Learning & Performance team in collaboration with the Recruitment team. This training will provide hiring managers and supervisors education and information regarding administering the EEO plan in the selection process, specifically:

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. Identifying and eliminating artificial barriers to employment
6. Implementing the EEO Program; and
7. Managing EEO in the workforce.

New managers and supervisors are required to complete *Cultivate the Leader in You: Performance Management Training for New Managers*. This program includes self-paced NCVIP LMS modules that provide instruction on the NCVIP system and completion of the three required performance management components—Performance Plan, Interim Review, and Annual Performance Evaluation—along with a virtual instructor-led course covering performance plan development, coaching and feedback, and the probationary review process. This long-standing required training remains a core component of the Department’s supervisory development framework.

As previously mentioned, *Cultivate Your Strengths* provides strategies to demonstrate “meets expectations” and “exceeds expectations” descriptions within the Teamwork & Collaboration value.

Appropriate modifications of the NCDA&CS management training program are part of the EEO Plan. The Learning & Performance team, in collaboration with the ER/EEO, Recruitment & Selection, Benefits, Classification & Compensation, and Safety teams, is currently developing a curriculum for new supervisors and managers. The curriculum includes required instruction on hiring practices, disciplinary action, performance management, and workplace communication, with emphasis on consistency, documentation, and non-discriminatory application of policies.

f. Compensation and Benefits

Ensure that all employees receive compensation and benefits without discrimination by analyzing practices to determine patterns and trends.

NCDA&CS follows a structured, uniform procedure which ensure fairness and impartiality in the administration of compensation. This procedure aligns with the State of North Carolina’s compensation system. includes to criteria for approval or all salary recommendations. This process includes a systematic method to determine salaries, including, but not limited to evaluating related education, training, and experience as well as the salaries of current employees performing similar duties and responsibilities. Additionally, NCDA&CS ensures that all benefits and privileges of employment are equally available to all employees. This includes leave policies, retirement plans, insurance programs and other terms, conditions and privileges of employment.

g. Performance Management

Hold managers and supervisors responsible for the completion of the Agency’s Performance Management program by including it as an expectation in their performance evaluation. Ensure the performance management system, including employee performance standards, is free from bias.

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. Each Agency is responsible to ensure the NCVIP tool is equitably administered. Specifically, this EEO Plan includes provisions for monitoring performance ratings of all covered employees for patterns and trends.

It is the policy of North Carolina State Government to provide a performance management system which evaluates employees’ accomplishments and behaviors related to goals and organizational values to achieve organizational mission, goals, and business objectives. The State performance management system involves three stages: performance planning, performance feedback, and the annual performance evaluation. NCDA&CS Human Resources administers the performance management process in accordance with the Performance Management policy approved by the State Human Resources Commission. NCDA&CS monitors compliance with the NCVIP system to ensure the process is free from bias, including monitoring annual performance evaluation ratings to identify trends and patterns. This is accomplished by an annual NCVIP audit performed by ER/EEO and Learning & Performance teammates.

h. Transfers and Separations Including Reduction-In-Force

Identify trends and measure impact on employees.

NCDA&CS uses a structured and uniform procedure for determining the primary reasons employees voluntarily transfer and/or separate from the agency. This procedure involves conducting exit interviews with departing employees or obtaining information by utilizing post transfer or separation questionnaires. The ER Manager/EEO Officer conducts an analysis of the information collected and shares with executive management through the HR Director for any patterns, trends and/or conditions that need immediate attention.

i. Disciplinary Process

Provide equitable treatment for all employees in accordance with the Employee Disciplinary, Appeal and Grievance Policy. The Disciplinary Action Policy can be found on the OSHR website at <https://oshr.nc.gov/policies/disciplinary-action-policy>.

The disciplinary process is a progressive, corrective action that management uses to inform an employee of concerns or issues via a written warning, demotion, suspension or dismissal by the appointing authority when just cause exists for the discipline or dismissal. Specifically, this EEO Plan includes the following provisions concerning the disciplinary process:

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

NCDA&CS Human Resources administers a standardized disciplinary procedure through the ER/EEO Manager, who also serves as the EEO Officer. In this dual role, this position ensures familiarity with agency disciplinary procedures, informally reviews employee performance or conduct concerns with management, recommends solutions or appropriate actions, and provides impartial guidance to promote fairness and consistency. Disciplinary actions are monitored department-wide through a Disciplinary Actions Monitoring Report distributed to business units as needed, with quarterly data also provided to the HR Director for dissemination to Executive Staff.

Employees are notified of changes to the Disciplinary Action Policy through training, distribution of the policy to managers and supervisors, and communication with the Department's Human Resources Representatives. An overview of the policy is also provided during new employee orientation.

j. Grievance Process

Ensure fair and equitable review of complaints in accordance with the State Employee Grievance policy. The Disciplinary Action Policy can be found on the Office of State Human Resources (OSHR) website at <https://oshr.nc.gov/hr-governance/policies/employee-grievance-policy>. Specifically, this EEO Plan includes the following provisions concerning the grievance process:

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 patterns and trends.

The NCDA&CS grievance process ensures fair and equitable review of employee complaints and is administered by the Employee Relations/EEO Manager and Consultant. The agency's standardized procedure provides clear communication steps between supervisors and employees, ensures consistent processing of grievances and appeals, and is administered in accordance with the Discipline/Appeals/Grievance Policy in the State Human Resources Manual.

The EEO Informal Inquiry is a component of the Agency's grievance policy. In this process, the EEO Officer is familiar with the established grievance procedures and has the authority to informally review concerns with employees, discuss issues, suggest solutions, recommend actions to the appropriate authority, and provide sound guidance.

8. Equal Employment Opportunity and Diversity Fundamentals (EODF)

Equal Employment Opportunity and Diversity Fundamentals (EODF) was formerly known as Equal Employment Opportunity Institute (EEOI).

Managers and supervisors hired, promoted or appointed on or after **July 1, 1991**, are required to participate in the EODF or other OSHR approved program **within 12 months** of assuming the role. Managers and supervisors hired prior to July 1, 1991, are encouraged to participate in EODF as a refresher, since many laws and policies have changed over time.

This EEO Plan includes the following procedures to administer and monitor the completion of EODF training for eligible employees:

1. EODF completion data is monitored on a quarterly basis for compliance.
2. EEO Officer notifies managers and supervisors via a reminder that an EODF requirement is incomplete.

OSHR, via the NC Learning Center, dynamically assigns EODF training to all NCDA&CS managers and supervisors. This training is to be completed within one year of their first appointment to a supervisory position. The ER/EEO Office regularly monitors training records and tracks completion to ensure that EODF assignments are completed in a timely manner. All EEO committee members complete EODF training and the training is made available by request to those who participate in the Certified Public Manager Program or in their assigned role may assist or support managers in any duties applicable to EEO policy, rules, or procedures. Additionally, those completing the EODF training are encouraged to complete the "EODF Refresher" training every 5 years. The refresher is a condensed version, consisting of self-paced LMS modules only, rather than the required classroom session and final exam components found in the full EODF curriculum.

In support of the Agency's efforts to comply with N.C.G.S. §126-16.1, the ER/EEO Manager, who is currently the agency's only certified EODF Facilitator, is expected to conduct quarterly or as needed EODF classes for NCDA&CS managers. This expectation is outlined within her current NCVIP Performance Management plan and position description.

9. Program Evaluation, Monitoring, and Reporting

An evaluation, monitoring and reporting mechanism is designed to assess overall EEO Program effectiveness and to determine the achievement of the objectives as identified in the EEO Plan. This mechanism will provide NCDA&CS management with data on the various program activities, workforce trends, and progress towards achievement of program objectives.

Program Evaluation and Monitoring

The ER/EEO team regularly assesses the following areas:

- Reviews hiring and promotion practices to ensure decisions are based on job-related abilities using standardized processes.
- Reviews discipline, grievance, and performance management data to evaluate any trends and to ensure that bias is not a factor in decision-making.

- Conducts quarterly analysis of data collected in the exit interview and/or associated survey and shares with HR Director for dissemination to Executive Staff.

As previously noted, the ER/EEO team is responsible for analyzing the flow of applicants through selection and appointment processes, identifying reasons for the non-selection of qualified applicants, and ensuring that employment decisions, work assignments, and workplace practices are fair, consistent, and job-related. This review is conducted through EEO evaluation of hiring and promotion packages, and when necessary, additional justification or documentation is requested from management to support selection decisions.

In addition, the ER/EEO team reviews disciplinary actions, grievances, and performance management data to identify trends, assess consistency in decision-making, and evaluate whether bias may be a contributing factor. This analysis supports proactive identification of potential disparities and promotes equitable application of policies across the Department. Data collected through exit interviews and associated surveys is also analyzed on a quarterly basis and shared with the HR Director for dissemination to Executive Staff.

Program Reporting

The EEO Officer is responsible for providing reports to Executive Staff on a regular basis and to the OSHR, as requested. These reports will be used to ensure that the NCDA&CS 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 (<https://oshr.nc.gov/state-employee-resources/introducing-workday-state-north-carolina>)
- Business Objects (BOBJ) transactional reports for hires, separations, promotions, disciplinary actions, grievances, and other employee actions
- NCVIP data for performance management ratings
- The internal ER/EEO tracking log for disciplinary actions, grievances, EEO Informal Inquiry, reasonable accommodations, and other related matters

10. Harassment Prevention and Strategies

The OSHR Unlawful Workplace Harassment policy establishes that the State of North Carolina prohibits all forms of unlawful workplace harassment or retaliation, including sexual harassment and discrimination, and requires agencies to implement strategies to maintain work sites free from such conduct. All employees have the right to work in an environment free from discrimination and harassing conduct. No State employee shall engage in conduct that constitutes unlawful workplace harassment, sexual harassment, discrimination, or retaliation, and no employment decisions shall be based on race, religion, color, national origin, ethnicity, sex (including pregnancy, gender identity or expression, and sexual orientation), age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability.

NCDA&CS provides the following strategies, which are designed to prevent and eliminate unlawful workplace harassment and retaliation in the workplace.

Strategy #1: Agency Commitment to Prohibiting Unlawful Workplace Harassment, Sexual Harassment, and Retaliation

Supervisors who witness or are informed of any violation of this policy must immediately notify the EEO Officer, HR Director, or ER Representative. Failure to report such incidents may result in disciplinary action, up to and including dismissal. Investigations of complaints will be conducted promptly and involve only those with a legitimate need to know.

Employees found to have engaged in harassment in violation of this policy are subject to disciplinary action, up to and including dismissal, based on the severity of the offense.

Strategy #2: Providing Communication via the NCDA&CS Unlawful Workplace Harassment Procedures (Attachment #4, NCDA&CS Unlawful Workplace Harassment Procedures)

This procedure covers current or former who believe they were subject to unlawful workplace harassment. This procedure provides the steps of communication between Human Resources, Supervisors and Employees and uniformity in processing a grievance.

Strategy #3: Prevention Strategies

Prevention strategies are included in NCDA&CS Unlawful Workplace Harassment Procedures:

- Post the State of North Carolina and the NCDA&CS EEO Policy Statements on the NCDA&CS Intranet.
- Require all employees, no matter their status, to complete annual online Unlawful Workplace Harassment training. Managers should ensure that their employee(s) complete the training annually to guarantee their personnel are continually refreshed on workplace harassment and their rights. Managers should reinforce the Unlawful Workplace Harassment policy throughout the year during meetings and whenever appropriate. Work areas that show a need for training may be mandated by management to complete instructor-led training.
- Require all new employees to attend orientation and complete the orientation curriculum in the NC Learning Center where they are introduced to the policy and prevention plan and sign an acknowledgement form. New employees are advised that the NCDA&CS has a zero tolerance for Unlawful Workplace Harassment and employees are required to report such behavior to the ER/EEO office.
- Training conducted by the ER/EEO team includes the following:
 - OSHR's Policy on Unlawful Workplace Harassment;
 - Definitions of Discrimination, Harassment, & Retaliation and the corrective steps;
 - Procedure for reporting Harassment;
 - State and Federal laws;
 - The NCDA&CS steps to prevent harassment in the workplace

11. Reduction-In-Force Procedures

These procedures are designed to analyze layoff decisions and to determine their actual or potential adverse impact on demographically underutilized groups. The OSHR Reduction-In-Force policy is available here: <https://oshr.nc.gov/policies-forms/separation/reduction-in-force-policy>.

NCDA&CS Reduction-In-Force (RIF) Procedure

NCDA&CS has the authority to separate an employee whenever it is necessary due to shortage of funds or work, abolishment of a position, or other material change in duties or organization. NCDA&CS 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
- Length of service

NCD&CS shall notify the employee in writing of separation as soon as possible and in any case not less than 30 calendar days prior to the effective date of separation. The written notification shall include the reasons for the reduction in force, expected date of separation, the employee's eligibility for priority reemployment consideration, applicable appeal rights, and other benefits available.

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

Pursuant to the State Human Resources Manual, employees with career status (as defined by 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 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:

https://www.ncleg.gov/enactedlegislation/statutes/html/bysection/chapter_126/gs_126-1.1.html

12. Executive Orders

a. *Promoting Health and Wellness by Clarifying Protections Afforded to Pregnant State Employees (EO #82)*

After its release in December 2018, Executive Order (EO) #82 (*Promoting Health and Wellness by Clarifying Protections Afforded to Pregnant State Employees*) was disseminated to the Agency through Division HR Representatives who were instructed to post in common areas where employees and/or the public may congregate. The Agency has been committed to upholding the Pregnancy Discrimination Act of 1978, which prohibits unfavorable treatment of a covered individual because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth, and will continue to extend workplace protections and modifications to pregnant Agency employees upon request. In addition, Agency Reasonable Accommodation procedures will be utilized to implement additional workplace adjustments that will further promote physical and mental health of pregnant workers.

A state-of-the-art mother's room or nursing room has been established at the newest NCD&CS facility, the Steve Troxler Agricultural Sciences Center. NCD&CS EEO officer and Division HR Representatives continue to have discussions as needed to ensure rooms are established according to the requirements of the executive order.

Education initiatives to inform employees of this Executive Order include:

- Inclusion of requirement in new employee orientation;
- Email and other communications, such as the HR newsletter, *The Cultivator's* Leaflet, to all employees;
- Email distribution of the Executive Order # 82, the Fact Sheet, and the EO # 82 Accommodations Flyer to all Division HR Representatives, for posting throughout every facility;
- Discussion of requirements at staff meetings and trainings, such as EEOF; and
- Inclusion in updates to the Reasonable Accommodation procedures for NCD&CS.

b. *Employment First for North Carolinians with Disabilities (EO #92)*

In March 2019, Governor Roy Cooper signed EO #92 (Employment First for North Carolinians with Disabilities) and NCDA&CS adopted provisions of the Executive Order. NCDA&CS complies with federal and state laws governing reasonable accommodation (ADA, ADAA, Title VII of the Civil rights Act as amended, EO 92, the Pregnancy Discrimination Act of 1978, EO #82, and the State of NC/OSHR Reasonable Accommodation Policy, which is available at: <https://oshr.nc.gov/documents/reasonable-accommodation-policy-effective-february-20-2025/open>).

The NCDA&CS Reasonable Accommodation Procedure (*see Attachment #5*) provides a uniform written procedure for processing a request for accommodation in accordance with the Reasonable Accommodation Policy found in the State Human Resources Manual. This procedure includes steps of communication between supervisors, employees and Human Resources. Additionally, the procedure is uniform in processing an accommodation request, ensuring that requests are addressed timely, fairly, and consistently. The NCDA&CS will encourage employees to complete the Voluntary Self-Identification of Disability form in the Integrated HR/Payroll System.

On June 27, 2023, a new federal law, The Pregnant Workers Fairness Act (PWFA), came into effect. This law requires covered employers to provide “reasonable accommodations” to a worker’s known limitations related to pregnancy, childbirth, or related medical conditions, unless the accommodations will cause the employer an “undue hardship.” Since its inception, the ER/EEO office has incorporated this law into our internal procedures and has engaged in the interactive process for two (2) eligible employees.

This EEO Plan includes a focus on the employment of persons with disabilities in compliance with federal and state laws, including Executive Order #92. The Integrated HR Payroll System’s Fiori interface allows employees to self-identify disabilities in Employee Self Service, with HR staff available to assist. Since implementing this feature, the number of employees reporting a disability has increased, from 78 employees (4.5% of the workforce) in 2024 to 99 employees (5.5%) in 2025.

c. *Prohibiting the Use of Salary History (EO #93)*

In April 2019, EO #93 (Prohibiting the Use of Salary History in the State Hiring Process) was issued by Governor Roy Cooper. This Executive Order prohibited state agencies from requesting salary history from applicants or relying on previously obtained prior salary information in determining an applicant’s salary. OSHR was required to remove the employment history fields from the state application. This Order specifically required that state agencies collect and compile information regarding their efforts to educate relevant staff about this EO and provide this information to OSHR in their annual EEO Plan.

Since that time, NCDA&CS has ensured that all HR staff have been trained in the new salary administration requirements. In addition, the requirement has been discussed in agency-wide staff meetings with executive and division management led by HR management and disseminated throughout the organization through various communications channels, including revisions to all related internal procedures.

d. *Furthering Fair Chance Policies in State Government Employment (EO # 158)*

On August 18, 2020, EO #158 (Furthering Fair Chance Policies in State Government Employment) was issued by Governor Roy Cooper. This 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. As a council of state agency, NCD&CS has chosen not to adopt this Executive Order. However, whenever there may be a relevant criminal history, the agency assesses it in accordance with the Green factors.

e. *Recognizing the Value of Experience in State Government Hiring (EO278)*

Effective June 1, 2023, 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 Executive Order 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 the state. This Order specifically required that state agencies add the following language to all job postings: “equivalent combination of education and experience. If that language appears below, then you may qualify through EITHER years of education OR years of directly related experience, OR a combination of both.”

Since that time, NCD&CS has ensured that all HR staff have been trained and understand how directly related experience may be counted toward meeting minimum qualifications.

f. *Directing North Carolina’s Progress on Workforce Development (EO # 11)*

Effective March 25, 2025, Executive Order #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 EO # 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.

As described above, NCD&CS provides abundant opportunities for employees to receive training. The OSHR Employee Learning and Development Policy was most recently updated on December 11, 2025. This policy assists agencies, through a financial assistance program, in workforce planning and development for non-academic and academic activities relating to identified knowledge, skills, and abilities. The agency has publicized these opportunities at Division trainings regarding employee benefits, employee relations, and learning and performance concerns. NCD&CS has set an internal utilization goal for the next three months of using at least three percent of the funding. The Learning and Performance team is continuing to publicize these offerings and support to staff and is undertaking an assessment of Division trainings, certificates, and other workforce development needs to better utilize these funds.

Data Elements

This section provides a general workforce analysis. The Business Objects (BOBJ) Reports are included in the EEO Plan’s Data Elements section to show workforce availability.

a. Workforce Availability

NCD&CS determines workforce availability in equal employment opportunity planning by using the Labor Force Analysis method. The Office of State Human Resources (OSHR), through the Integrated HR/Payroll System, provides data on the distribution of workers in each agency workforce.

The B0170 reports (see *Attachment #6, B01070 Agency EEO Plan Fixed Format Report*) identify the number and percentage of current incumbents in each SOC Category and Subcategory, as well as the number and percentage expected based on the available labor force, as determined using census data.

b. 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/>.

NCD&CS has specific job classifications in all eight SOC categories, as listed below:

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. **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.
3. **Management Related** – Occupations which support the internal operations of an agency, department, or facility.
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. **Protective Services** - Occupations in which workers are entrusted with public safety, security, and protection from destructive forces.
7. **Service** - Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property.
8. **Skilled Craft** - Occupations in which workers perform jobs which require special manual skill, and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

As of December 31, 2025, the NCD&CS has approximately 1787 SHRA (Subject to the HR Act) and EHRA (Exempt from the HR Act) employees. The Department is comprised of the following six sections (with primary divisions listed in parenthesis):

- Commissioner's Office (Chief of Staff, Public Affairs, and Agency General Counsel);

- Administration (Policy and Legislative Development, Internal Audit, Agricultural Development/Farmland Preservation, State Fair, Public Safety, Information Technology, Agricultural Statistics, Budget & Finance, Human Resources, and Property & Construction);
- Consumer Protection (Emergency Programs, Food & Drug Protection, Meat & Poultry Inspection, Standards, Structural Pest Control & Pesticides, Veterinary, and Agricultural Sciences);
- Agricultural Services (Agronomic Services, Food Distribution, Marketing, Plant Industry, Research Stations, and Soil & Water Conservation);
- Western NC Agricultural Programs (Small Farms, Western NC Farmers' Market, and Western Agricultural Center); and
- North Carolina Forest Service.

These divisions have responsibility for providing regulation and services covering agronomy; animal health; weights and measures; gas and oil inspection; crop and livestock statistics; USDA commodity distribution; state farm operations; food, drug and cosmetic testing for purity; agricultural marketing and promotion; agricultural marketing grading; international agricultural crop and livestock marketing; operation of the North Carolina State Fair and North Carolina Mountain State Fair; operation of four state farmers' markets; research station operations; seed and fertilizer inspection; nursery and plant pest eradication activities; regulation of the structural pest control industry; agricultural environmental issues; soil and water conservation; forest management and protection; state and federal agricultural legislation; and agricultural economic analysis.

c. Race and Ethnicity

For the purposes of the workforce availability analysis, the race/ethnicity categories listed below 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.

d. Veteran Placement

North Carolina State Government uses employment objectives to support veterans by promoting equitable representation of these individuals within its workforce (5.1%). As such, NCDA&CS will continue to encourage veterans to self-identify. In addition, NCDA&CS will monitor compliance with the veterans' preference policy through documentation and EEO review of employment packages prior to final offer approval.

In 2025, NCDA&CS employed 79 veterans, representing 4.4% of the agency's total workforce, a slight increase in percentage from the previous year. In 2024, 81 veterans were employed, representing approximately 4.2% of the agency's workforce.

e. Program/Employment Objectives (2025 Results)

The 2025 EEO Plan established employment objectives for all occupational categories and sub-categories in which underutilization was identified and at least five employees were employed. Based on these objectives, NCDA&CS next evaluated its capacity to eliminate or reduce underutilization by estimating anticipated job openings. This analysis was conducted by the EEO Officer in collaboration with managers and supervisors and was based on vacancies occurring in the prior 12 months, along with projected openings resulting from factors such as expansion or operational changes. These estimates informed the Agency's ability to address identified underutilization. The results of this analysis are presented below.

Officials and Administrators:

- **Officials and Administrators:**
 - Goals were set to hire 5 White Males (WM), 1 Black Female (BF), and 1 White Female (WF). Classifications are located throughout the agency and include Communications Director and Feed Administrator.
 - These goals were partially met with increases as follows: 3 WM, 1 WF, and 1BF

Management Related:

- **Business Specialists (including Purchasing) Occupations**
 - Goals were set to hire 1 WM, 1 WF, 2 BM, 1 BF, 1 Hispanic Male (HM), 1 Hispanic Female (HF), 1 Asian Male (AM), 2 Asian Female (AF), and 1 American Indian/Alaskan Native (AIAN) was set. The classifications are Business Officer I, Marketing Specialist III and Program Coordinator.
 - These goals were partially met with increases as follows: 1 WM; 1BF
- **HR, Training and Labor Relations Specialists:**
 - A goal was set in the Human Resources Office to hire 1 WM, 1 HM, and 1 HF in the Staff Development Specialist II classification.
 - This goal was met by hiring 1 WM.
- **Finance Specialists:**
 - Goals were set to hire 1 HM, 1 HF, 2 AM, and 1 AF in the Finance Specialist and Grants Monitoring Assistant classifications.
 - These goals were partially met with increases as follows: 1 HM.

Professionals:

- **Computer and Mathematical Occupations:**
 - Goals were set to hire 1 WF in the Applications Systems Analyst II, Forest Supervisor III, and Engineer II classifications.
 - These goals were not met.
- **Architecture and Engineering Occupations:**
 - Goals were set to hire 2 BM and 1 BF in the Engineer I, Chemistry Supervisor I, and Quality and Safety Specialist classifications.
 - These goals were partially met with increases as follows: 1 BM.
- **Life, Physical and Social Science Occupations:**
 - Goals were set to hire 4 WF, 1 BM, 2 BF, 4 AM, 3 HM and 2 .Classifications include Research Specialist, Superintendent II and Health & Safety Administrator I.
 - These goals were partially met with increases as follows: 8 WF, 2 BM
- **Arts, Design, Entertainment, and Media Occupations:**

- Goals were set to hire 1 WM, 1 BM, 2 BF, 1 HM, 1 HF, 1 AM and 1 AF. Classifications include Information & Communication Specialist I and II.
- These goals were partially met with increases as follows: 1 WM
- **Community, Social Service and Religious Occupations:**
 - A goal to hire 1 WF was set in the Administrative Officer classification.
 - This goal was not met.
- **Legal Occupations: -8 Minority (White Female)**
 - A goal to hire 1 WF was set in the classification ofr General Counsel.
 - This goal was not met.
- **Healthcare Practitioners:**
 - A goal to hire 2 BF for Med Lab Technician and Med Lab Technologist classifications.
 - These goals were not met.

Technicians & Technologists:

- **Drafters, Engineering & Mapping Technology:**
 - Goal to hire 1 White Male is set for 2025 for Technical Trainer III.
- **Life, Physical and Social Sciences Technology:**
 - Goals were set for hiring 2 WF, 2 BM, 2 BF, HM, and 1 HF in the classifications of Metrologist I, Agricultural Technician, Chemistry Technician I, and Chemistry Technician II.
 - This goal was partially met by increases as follows: 1 WF, 1 HM

Administrative Support:

- **Administrative Support Occupations:**
 - Goals were set to hire 1 WM, 1 WF, 4 BF, 1 HM, 2 HF, 1 AM, and 1 AF in the classifications of Inventory Assistant, Administrative Associate II and Administrative Support Specialist.
 - This goal was partially met with increases as follows: 2 HM

Protective Service:

- **Protective Service Supervisors:**
 - Goals were set to hire 4 BM, 1 BF, 2 HM, 1 HF, 1 AM, 1 AF, and 1 AIAN for classifications of Forest Fire Equipment Operator and Security Guard.
 - These goals were not met.

Service:

- **Service Supervisors:**
 - Goals were set to hire any qualified candidate of any race or gender for classification of Food Regulatory Supervisor.
 - These goals were not met.
- **Healthcare Support Occupations:**
 - Goals were set to hire 1 BF in the Medical Laboratory Assistant classification.
- **Food and Beverage Occupations:**
 - Goals were set to hire BM, BF, HM or HF in the Food Regulatory Specialist I & II classifications.
 - These goals were partially met with increases as follows: 1 BF, 1 AIANF.

Skilled Crafts:

- **Skill Craft Supervisors:**
 - A goal to hire 1 Minority Male or Female was set within the Plant Industry Division.
 - This goal was not met.
- **Farming, Fishing, and Forestry Occupations:**
 - Goals were set to hire 4 BM, 11 HM, 4 HF, 1 AM, 1 AF, and 1 AIAN Male in the VERT III, Pesticide Inspector, Standards Inspector I & II classifications.
 - These goals were partially met with increases as follows: 2 BM, 1 AM, 1 HF, 1 AF
- **Installation, Maintenance, and Repair Occupations: -**
 - Goals were set to hire 3 BM, 1 HM, and 1 AIAN Male in the Electrician II, Maintenance Construction Technician II & III classifications.

- These goals were partially met with increases as follows: 1 BM.
- **Transportation and Material Moving:**
 - Any minority in Vehicle Equipment Operator classification.
 - This goal was met with an increase as follows: 1 BM

f. Identification and Correction of Issues

Throughout 2026, NCDA&CS will actively recruit qualified applicants across all SOC categories through career fairs, collaboration with veterans' organizations, networking with other government agencies, and enhanced promotion of the NC EAP. The Department will continuously monitor recruitment practices and EEO outcomes, addressing any concerns identified through audits, employee feedback, or other mechanisms promptly, to ensure ongoing compliance with EEO policies and applicable laws. To support these objectives, NCDA&CS has established the following targeted actions as goals for 2026:

- Continue providing education and information to hiring managers and supervisors regarding administering the EEO plan in the selection process.
- Continue developing and conducting training for Human Resource staff, hiring managers on applying employment priorities, including Veterans' Preference, National Guard Preference, and Promotional Priority.
- Continue utilizing internship programs and temporary employment options to introduce potential applicants to NCDA&CS career opportunities while giving them experience.

Attachments

- Attachment 1: NCDA&CS Organizational Chart
- Attachment 2: NCDA&CS Merit-Based Recruitment and Selection Plan
- Attachment 3: Mandatory and Recommended Training
- Attachment 4: NCDA&CS Unlawful Workplace Harassment Procedure
- Attachment 5: NCA&CS Reasonable Accommodation Procedures
- Attachment 6: NCDA&CS B01070 Report, Agency EEO Plan Fixed Format, Year Ending 12-31-2025

NORTH CAROLINA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES

North Carolina Board of Agriculture

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**Admin. Service Director
Amanda Poole**

**Emergency Programs
Kelly Nilsson**

**Legislative Liaison
Cameron Dawson**

**Agricultural Statistics
Tony Dorn**

**Environmental Program
Specialist
Alex Jones**

**Small Farms
Archie Hart**

**Chief Law Enforcement
Glen Coley**

**Food and Drug
Anita MacMullan**

**Internal Audit
Derek Allred**

**Budget & Finance
Pam Allen**

**Agronomic Services
Dr. David Hardy**

**Western Ag Center
Sean McKeon**

**Deputy State Forester
Kevin Harvell**

**Meat & Poultry
Inspection
Dr. Karen Beck**

**Ag. Development
Farmland
Preservation
Evan Davis**

**Human Resources
Pam Hess**

**Food Distribution
Walter G. Beal**

**Marketing
Peter Thornton**

**Asst State Forester
Forest Protection
Jason Guidry**

**Standards
Marcus Helfrich**

**State Fair
Kent Yelverton**

**Property & Construction
Andy Meier**

**Plant Industry
Dr. William R. Foote**

**Coastal Division Director
Jim Slye**

**Structural Pest Control
and Pesticides
Patrick Jones**

**Public Safety
Anthony Prignano**

**Research Stations Director
Teresa Lambert**

**Piedmont Division Dir.
Keith Money**

**Veterinary
Dr. Michael Martin**

**Soil & Water Conservation
David Williams**

**Mountain Division Dir
Michael Cheek**

**ASC Complex Manager
Brenda Jackson**

**Agricultural Research
Specialist
Weston McCorkle**

**Aviation Director
Robert Delleo**



DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES

NUMBER: HR #018
SUBJECT: Merit Based Recruitment and Selection Plan

TOTAL PAGES: 8

REVISED EFFECTIVE DATE: 8/1/2014 & 5/18/22

APPROVED BY: Steven W. Troxler 5/18/2022
Steven W. Troxler, Commissioner Date Signed

RELATED LEGISLATION:

- A. NC General Statute 126
- B. State Human Resources Manual, Equal Opportunity
- C. State Human Resources Manual, Workforce Planning, Recruitment & Selection

I. PURPOSE

The purpose of this Merit-based Recruitment and Selection Plan is to fill positions subject to the State Human Resources Act from among the most qualified individuals.

In the recruiting and selection process, the Department of Agriculture and Consumer Services will give equal employment opportunity to all applicants, without regard to race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability; and decisions will be based solely on job related criteria. The recruitment and selection process will be consistently applied, nondiscriminatory and promote fairness, diversity and integrity. The recruitment and selection process will comply with all Federal and State laws, regulations and policies.

II. COMMITMENT FROM MANAGEMENT

The Commissioner, Human Resources Management Director and Executive Management accept responsibility for ensuring that all hiring practices are applied consistently and equitably, thereby demonstrating commitment and support of the Merit-based Recruitment and Selection Plan.

The Commissioner, Human Resources Management Director and Executive Management accept responsibility for ensuring the recruitment and selection process complies with all

applicable and existing state and federal laws, policies, and rules governing human resources actions. The Merit-based Recruitment and Selection Plan will also comply with established policies issued by the Office of State Human Resources. It is the commitment of the department to recruit qualified applicants and to promote the recruitment of minorities, women, individuals with disabilities, and others who may be under-represented demographically through the use of sound Human Resources practices and principles.

III. ETHICS STATEMENT

The citizens of North Carolina and the state workforce deserve strong assurances that knowledge, skills, and abilities (KSAs) and/or competencies are the basis for state government hiring decisions, not political patronage. In order to assure the integrity of state government, every employee has a responsibility to view public service as a public trust and to act impartially. Preferential treatment will not be given to any private organization or individual based on political affiliation or influence.

IV. COMMUNICATION

The Department of Agriculture and Consumer Services will implement strategies to inform employees, applicants and the general public of the Merit-based Recruitment and Selection Plan.

After receiving approval from the State Human Resources Commission, employees will be informed of any subsequent revisions of the Merit-based Recruitment and Selection Plan and processes. The Merit-based Recruitment and Selection Plan will be posted on the agency Intranet. Employees with questions may contact the Human Resources Management Office at (919) 707-3200.

The Department of Agriculture and Consumer Services will post a summary of the Merit-based Recruitment and Selection Plan in the Human Resources Management Office, provide a copy of the plan and procedures to each Division Director, and include a statement about this plan on the vacancy announcement.

V. TRAINING

The Department of Agriculture and Consumer Services will provide merit-based recruitment and selection training to managers/supervisors and Human Resources Management Office staff. Updates and revisions to the Department of Agriculture and Consumer Services Merit-based Recruitment and Selection Plan will be communicated through written materials and training sessions.

VI. ROLES/DEFINITIONS/EXPECTATIONS

Executive Management staff is responsible for leadership in developing and implementing merit-based procedures and demonstrating commitment and support for merit-based recruitment and selection.

Managers and supervisors are responsible for evaluating the need for filling vacant positions; maintaining accurate and current position descriptions for subordinate jobs; understanding the concepts of the merit-based system and communicating the process to employees and applicants; making every effort to achieve and maintain a diverse workforce; demonstrating commitment and support for merit-based recruitment and selection; making all hiring decisions based on merit principles; and documenting selection decisions.

Human Resources Management Office and Equal Employment Opportunity (EEO) staff are responsible for demonstrating commitment and support for merit-based recruitment and selection in daily operations; providing technical advice and assistance to managers and supervisors; developing agency specific policies and procedures for merit-based actions; ensuring the training of managers and supervisors on a variety of issues relating to merit-based recruitment and selection; monitoring recruitment and selection activities for adherence to merit-based policies and procedures; and maintaining recruitment and selection data in order to conduct employment trend analysis. Individuals with responsibilities which include human resources functions may also provide assistance and guidance to managers and supervisors. For the purposes of this plan, such individuals will be considered a part of the Human Resources Management Office staff.

Employees and applicants are responsible for obtaining vacancy information in order to submit the required materials; providing full and complete information as to their qualifications; and submitting materials for the vacancy by the established deadline.

VII. PRE-RECRUITMENT/RECRUITMENT ACTIVITIES

The Department of Agriculture and Consumer Services will strive to actively recruit from a variety of sources to achieve a diverse workforce that successfully meets the needs and demands of the agency.

A. Pre-Recruitment

1. The hiring manager, with assistance and guidance from the Human Resources Management Office staff, will:
 - assess the need for the position to ensure it contributes to meeting the goals, objectives, and mission of the work unit;
 - Review the duties, responsibilities, knowledge, skills, abilities, education and experience of the position to determine if they correspond with the current use of the position.
 - Revise the position description, work plan, and recruitment standards when necessary and notify HR of such revisions to determine if job evaluation is in order.
2. A job evaluation is necessary only when significant changes in the duties and responsibilities of the position are noted; and thereby change the recruitment standards for the vacancy. This differs from job analysis which is the review and validation of the most recent position description. Therefore, if the position

description on file reflects the recruiting standards for the vacancy, there is no need to conduct a job evaluation as long as the most recent job information on file accurately reflects the current KSAs/ competencies, education, experience, duties and preferences of the class vacancy. With consultation from the HR office, the hiring manager should ensure that relevant critical tasks, essential functions, KSAs/ competencies and training and experience requirements necessary for the vacancy, which may be in addition to the class specification's minimum recruitment standards, are identified. The additional minimum selective criteria identified by the hiring supervisor shall be posted in the vacancy announcement.

3. If a job analysis indicates that current recruitment standards do not appropriately reflect the position to be recruited for, management, in consultation with HR, should determine if the job is appropriately classified or requires an update of the position description and recruitment standards. Any significant discrepancies in the intended recruitment standards and the current job duties must be reconciled through HR before recruitment begins.

B. Recruitment

1. Relevant recruitment standards that correspond to the current duties and responsibilities of the position will guide the information that management incorporates into the vacancy announcement. HR will ensure the vacancy announcement meets the requirements of the department's plan and the State Human Resources policies.
2. The Division Director and Human Resources Management Office staff will determine the appropriate option in posting a vacancy (internal to the agency, state government, or external). In addition, the Human Resources Management Office staff will consult with the Division Director to determine additional recruitment sources, if needed, to target specific audiences, including professional journals, newspapers, technical colleges/universities and the internet.
3. The hiring manager will determine any selection tool(s) that will be used in the final evaluation process prior to the closing date for the position. Any selection tool(s) utilized will be objective, based upon job-related KSAs and/or competencies, and be consistently applied to all applicants in the final selection pool. The Human Resources Management Office staff is available for assistance and review of selection tools and procedures. Some examples of selection tools include structured interview, written tests, skills tests, and reference checks.

VIII. SELECTION PROCESS

A. Definitions

1. Selective Criteria: Additional essential qualifications specifically related to the duties and responsibilities of the individual position
2. Knowledge, skills, and abilities (KSAs)
 - a. Knowledge: Information which makes adequate performance on the job possible
 - b. Skill: A proficiency that is readily observable, quantifiable, and measurable (examples include skill in data-based management; skill in operating a vehicle)
 - c. Ability: Capacity to perform an activity at the present time
3. Competencies: Knowledge, skills, and abilities that contribute to the success in the job and to the organization's mission and goals. Competencies must be 1) demonstrated on the job, 2) measured according to standards set by the organization, and 3) required of the job based upon the organization's needs.
4. Essential qualifications (minimum qualifications): Minimum education and experience requirements including knowledge, skills, abilities and/or competencies and other selective criteria included on the vacancy announcement such as required license or certification.
5. Preferences (criteria that may be used when determining who to interview): Specific types of experiences, degrees, licenses, KSAs, and/or competencies or other selection factors above those minimally required to perform the duties and responsibilities of a position.
6. Qualified: Those applicants whose credentials indicate the possession of education and experience, selective criteria, and KSAs and/or competencies included in the vacancy announcement.
7. Most qualified: Applicants who, to the greatest extent, possess qualifications which exceed the essential requirements (minimum education and experience, selective criteria, and KSAs and/or competencies) described in the vacancy announcement

B. Determining qualified and most qualified applicants

1. Determining qualified applicants (applicants who meet the minimum education, experience and KSAs/ competencies of the posting requirements): Applications are submitted to the Human Resources Office, where a designated staff member screens all applications to determine those that meet minimum/essential qualifications, including any selective criteria. Management may provide technical consultation to HR on the posted criteria.

If the quality of applications is deemed insufficient, the hiring manager may choose to re-advertise the position.

2. Determining the most qualified applicants – (applicants whose education, experience and KSAs/ competencies clearly exceed the posting requirements): The hiring manager will determine who will screen for most qualified. The hiring manager may choose any of the following to screen for most qualified: Human Resources Staff, a designated subject matter expert, the hiring manager or a panel made up of any combination of the aforementioned staff .

Applications referred to the hiring manager must be reviewed in relation to all applicable state and federal employment laws and policies.

Reasons for each applicant’s non-selection must be recorded in the e-recruit (applicant tracking) system. The final selection recommendation will be made from among the most qualified applicants. Applicants with priority consideration shall also be given appropriate consideration. The hiring manager shall use selection tools that are objective and based upon job-related KSAs/competencies. Any selection tool used will be consistently applied to all applicants in the final pool. The hiring manager will also be responsible for documenting the selection process (i.e., additional selective criteria, KSAs/ competencies and preferences) and justifying the hiring recommendation and/or decision. Written notice shall be provided to each unsuccessful applicant who was in the group of most qualified applicants. HR staff will be available for guidance and assistance to the hiring manager at any time during the selection process.

IX. EMPLOYMENT REEMPLOYMENT PRIORITIES

The Human Resources Management Office staff will review the initial applicant pool to identify applicants with priority status. All employment/reemployment priorities are to be afforded in accordance with State policy. This will require, in some instances, that applications of individuals with certain priorities will be included among those referred to the hiring manager. All individuals involved in application evaluation, including the hiring manager, will receive advice and guidance from the Human Resources Management Office staff regarding the priority consideration which must be afforded.

Consideration must be given to applicants that have the following priorities:

Consideration	Definition
Priority Reemployment	For complete details on the priority to be afforded to individuals who have been notified of pending separation due to reduction in force, refer to the State Human Resources Manual, Reduction in Force Priority Policy.
Exempt Policy-Making and Exempt Managerial	For complete details on the priority to be afforded to individuals separated from exempt policy-making and exempt managerial positions for reasons other than just cause, refer to the State Human Resources Manual, Priority Reemployment for Policy-Making and Exempt Managerial Employees Policy.

Veterans & National Guard Preference	For complete details on preferences to be afforded to individuals eligible for veterans and national guard preference, refer to the State Human Resources Manual, Veterans & National Guard Preference Policy.
Promotional Priority	Career state employees are eligible for priority consideration over non-state applicants when the individuals possess substantially equal qualifications. Refer to the State Human Resources Manual, Promotional Priority Policy for additional details.

X. MAKING THE FINAL SELECTION RECOMMENDATION DECISIONS

The final selection recommendation will be made from among the most qualified applicants. Applicants with priority reemployment must also be given appropriate consideration. The hiring manager will utilize selection tools that are objective and based upon job-related KSAs and/or competencies. Any selection tool will be consistently applied to all applicants in the final pool. The hiring manager will also be responsible for documenting the selection process and justifying the hiring recommendation. The Human Resources Management staff will be available for guidance and assistance to the hiring manager during the selection process. The Human Resources Management Office staff will review the applicant package to ensure employment/reemployment priorities are properly afforded. Applicants not selected for the position will receive timely written notice from the Human Resources Management Office of the selection decision.

XI. APPROVAL PROCESS

All employment recommendations must be forwarded by the Division Director to the appropriate Assistant Commissioner for review and approval. After review and approval by the Deputy Commissioner, the Selection/Rejection form is submitted to the Human Resources Management office. The Human Resources Management staff member will communicate the final approval to the Division Director or his/her designee. Offers of employment may be made only after the final approval is communicated to the Division Director by the Human Resources Management Office.

XII. DOCUMENTATION OF PROCESS

It will be the practice of the Department of Agriculture and Consumer Services to maintain documentation of the merit-based recruitment and selection process in order to support the decisions and to provide fact-based information for monitoring and evaluating recruitment and selection practices and procedures.

A file will be maintained for each hiring event for a minimum of three years. Each file will contain:

- Any record of job analysis conducted for the vacancy including any additional KSAs and/or competencies or other selective criteria that resulted from job analysis (or a reference to the job analysis utilized for the vacancy)
- Employment request form
- Vacancy announcement
- Recruitment sources
- Selection tools and criteria
- Applications received
- Applicant referral form
- Selection/rejection form
- Inventory of applicants as unqualified, qualified, and most qualified
- Letters to unsuccessful applicants notifying them the position has been filled

XIII. APPEALS PROCESS

If an applicant wishes to appeal non-selection the following conditions must apply:

- Applicant timely applied for the position in question;
- Applicant was not hired into the position;
- Applicant was among the most qualified persons applying for the position;
- Successful applicant for the position was not among the most qualified persons applying for the position.

Refer to the State Human Resources Manual, Grievance Policy for additional details on the appeals criteria and process.

XIV. MONITORING/EVALUATION

The Human Resources Management staff will periodically review program data across the agency to ensure the recruitment and selection activities are in compliance with the agency plan. The Human Resources Management staff will also comply with the reporting and plan update requirements from the Office of State Human Resources.

REVISION HISTORY

- On May 18, 2022, this policy was changed to include the National Guard as a preference.
- On August 14, 2014, this policy was changed from a Policy to a Plan as required by the revisions to Section 2 of the State Human Resources Manual, Recruitment and Posting of Vacancies.



Mandatory* & Highly Recommended Training



Last revised: July 2025

All Employees: Mandatory				
Topic	Title(s)	Format	Provided by	Description
Agency Onboarding & Orientation	AGR New Employee Orientation Curriculum	LMS	NCDA&CS	Assigned to new and transfer employees. Consists of training, forms, and policies assigned to new employees. Complements New Employee Orientation vILT sessions.
	AGR New Employee Orientation	vILT	NCDA&CS	New and transfer employees invited according to hire date. Live virtual instructor led session with agency leadership and Human Resources management/staff.
Attendance	AGR Attendance Policy Overview	LMS	NCDA&CS	Explains agency policy. Included in New Employee Orientation vILT.
	AGR Attendance Policy & Acknowledgement	LMS	NCDA&CS	Agency policy on attendance and leave. Electronic signature required. Included in AGR New Employee Orientation Curriculum; annual policy review/acknowledgement in September.
Disciplinary Action	AGR Disciplinary Action Policy Overview	LMS	NCDA&CS	Explains state policy. Included in Included in New Employee Orientation vILT.
	AGR Disciplinary Action Policy & Acknowledgement	LMS	NCDA&CS	State policy on disciplinary action. Electronic signature required. Included in AGR New Employee Orientation Curriculum.
Drug-Free Workplace, Controlled Substance & Alcohol Testing	AGR Drug Free Workplace, Controlled Substance, and Alcohol Testing Policy Overview	LMS	NCDA&CS	Explains agency policy. Included in New Employee Orientation vILT.
	AGR Drug Free Workplace, Controlled Substance, and Alcohol Testing Policy & Acknowledgement	LMS	NCDA&CS	Agency policy on controlled substance and alcohol testing. Electronic signature required. Included in AGR New Employee Orientation Curriculum; annual policy review/acknowledgement in September.

*Additional courses deemed mandatory by Division management may be assigned. **For a list of required courses for temporary employees, visit [the HR Learning & Performance intranet page.](#)**

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Mandatory* & Highly Recommended Training



All Employees: Mandatory, Cont'd.				
Topic	Title	Format	Provided by	Description
Fraud, Waste, and Abuse	AGR AS Fraud, Waste, and Abuse Policy & Acknowledgement	LMS	NCDA&CS	Explains Department policy on fraud, waste, and abuse. Included in AGR New Employee Orientation Curriculum.
Grievance	AGR Employee Grievance Policy Overview	LMS	NCDA&CS	Explains state policy. Included in New Employee Orientation vILT.
	AGR Employee Grievance Policy & Acknowledgement	LMS	NCDA&CS	Included in AGR New Employee Orientation Curriculum.
Information Technology Acceptable Use; Email Usage	AGR Information Technology Acceptable Use Policy & Acknowledgment	LMS	NCDA&CS	Agency policy on acceptable use of computer equipment. Electronic signature required. Included in AGR New Employee Orientation Curriculum.
	AGR Information Technology Email Usage Policy & Acknowledgement	LMS	NCDA&CS	Agency policy on email use. Electronic signature required. Included in AGR New Employee Orientation Curriculum.
Learning & Performance, LMS NCVIP	NCVIP Training-Employee-Performance Planning (PP)	LMS	NCDA&CS	Included in AGR New Employee Orientation Curriculum.
	AGR Performance Management Policy & Acknowledgement	LMS	NCDA&CS	Included in AGR New Employee Orientation Curriculum.
Motor Vehicle Usage & Telematics	AGR Motor Vehicle Policy & Telematics Installation Overview	LMS	NCDA&CS	Explains agency policy. Included in New Employee Orientation vILT.
	AGR Motor Vehicle Use Policy & Acknowledgement, AGR Acknowledgement Telematics Installation	LMS	NCDA&CS	Included in AGR New Employee Orientation Curriculum; annual policy review/acknowledgement in May.
Public Records and Retention Practices	AGR Cultivate the Leader in You: Public Records and Retention General Overview	LMS	NCDA&CS	Included in AGR New Employee Orientation Curriculum; one-time assignment issued to all current employees and temps.

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Mandatory* & Highly Recommended Training



All Employees: Mandatory, Cont'd.				
Topic	Title	Format	Provided by	Description
Unlawful Workplace Harassment	AGR Unlawful Workplace Harassment Policy Overview	LMS	NCDA&CS	Explains state policy and agency procedures. Included in New Employee Orientation vILT.
	AGR Unlawful Workplace Harassment Policy & Acknowledgement	LMS	NCDA&CS	State policy on unlawful workplace harassment. Electronic signature required. Included in AGR New Employee Orientation Curriculum. Annual policy review/acknowledgement in March.
Workplace Violence	AGR Cultivate an Awareness of Workplace Violence for New Employees	LMS	NCDA&CS	Included in AGR New Employee Orientation Curriculum.
	AGR Workplace Violence Policy Overview	LMS	NCDA&CS	Explains state policy and agency procedures. Included in New Employee Orientation vILT.
	AGR Workplace Violence Policy & Acknowledgement; Workplace Violence Procedure Plan; Workplace Violence Prevention Training	LMS	NCDA&CS	Included in AGR Cultivate an Awareness of Workplace Violence for New Employees; agency assigns policy, plan, and training as annual refresher. Annual policy review/acknowledgement in January.
Payroll, Benefits, Time, and Leave technology (Integrated HR-Payroll System)	FIORI 2.0 modules titled My Timesheet, My Paystubs, and My Benefits	LMS	Office of State Controller	Managers responsible for assigning this training to their employees. NCDA&CS HR does not have assignment access.
Cyber Security	Titles selected by NC Department of Information Technology (NC DIT)	LMS	NC DIT, OSHR	Assigned every other month by NC DIT/OSHR.

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Mandatory* & Highly Recommended Training



All Employees: Mandatory, Cont'd.				
Topic	Title	Format	Provided by	Description
Safety	AGR Emergency Action Plan	LMS	NCDA&CS	Included in AGR New Employee Orientation Curriculum.
	Active Assailant Response Training for State Government Agency/University Employees	LMS	OSHR	Included in AGR New Employee Orientation Curriculum.

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Mandatory* & Highly Recommended Training



Managers**: Mandatory				
Please note: Additional training may be required according to your role and assigned by your manager.				
Topic	Title	Format	Provided by	Description
Disciplinary Action	AGR Disciplinary Action in the Workplace: Practical Strategies for Managers and Supervisors	Blended: LMS and vILT	NCDA&CS	Performance management, coaching, counseling, and progressive discipline. Contact AGR.ER.EEO@ncagr.gov to discuss scheduling.
Equal Employment Opportunity	Equal Employment Opportunity and Diversity Fundamentals (EEOFD)	Blended: LMS and vILT	NCDA&CS, OSHR	Automatically assigned by OSHR to applicable new supervisors.
Leave Management (Integrated HR Payroll System)	Manager Self Service (MSS) MS200	LMS	Office of State Controller	Time and leave approval for direct reports. NCDA&CS HR does not have assignment access. Must be assigned by manager or self-requested.
Performance Management	AGR Cultivate the Leader In You: Performance Management	vILT	NCDA&CS	Performance management policy, manager responsibilities, practical tools; NCVIP technology components. These courses are considered mandatory training for all new managers. Seasoned managers also encouraged to complete these courses.
	AGR Cultivate the Leader In You: Performance Plan NCVIP Technology	LMS		
	AGR Cultivate the Leader In You: Interim Review NCVIP Technology	LMS		
	AGR Cultivate the Leader In You: Annual Performance Evaluation NCVIP Technology	LMS		
Position Descriptions	AGR Cultivate the Leader in You: Position Descriptions	LMS	NCDA&CS	Self-paced online course. Prerequisite for virtual instructor-led training. Open to all supervisors, managers, Division HR reps, and other interested parties. Contact Shawn Garland for details.
	AGR Cultivate the Leader In You: Advanced Position Description Training	vILT	NCDA&CS	Division Directors and HR instructors determine schedule. Contact Shawn Garland for details.
Safety	AGR OSHA 10-Hours General Industry	vILT	NCDA&CS	Assigned to all supervisors. Supervisors are required to attend a training session once they become available.
Workers' Compensation	Workers' Compensation Basics for Supervisors	LMS	OSHR	Assigned to all managers and division representatives for workers compensation. New division representatives, please contact Shawn Garland for assignment.

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Mandatory* & Highly Recommended Training



All Employees: Highly Recommended

The following ongoing learning opportunities are open to all employees; however, your manager may be required to approve your attendance.

Topic	Title	Format	Provided by	Assigned/Schedule
Customer Service	AGR Cultivate Quality Customer Service	LMS	NCDA&CS	Available for all employees. Search LMS for <i>AGR Cultivate Quality Customer Service</i> . Covers non-discrimination, service delivery expectations, and handling difficult customer situations.
Essential Skills (also known as “soft skills”)	Leading At Levels - Individual Contributor (LAAL-IC) and/or Supervisor (LAAL-S) Series	ILT, vILT	NCDA&CS, OSHR	Courses are offered statewide by NCDA&CS and OSHR facilitators. Those not in formal supervisory positions can enroll in Supervisor courses, just as supervisors / managers can enroll in Individual Contributor sessions. Contact Shawn Garland for details.
Performance Management	AGR Cultivate the Leader In You: Performance Plan NCVIP Technology Interim Review NCVIP Technology Annual Performance Evaluation NCVIP Technology	LMS	NCDA&CS	Self-paced LMS modules covering technology steps specific to NCVIP tasks.
State Government	NC101: A Tour of State Government	LMS	OSHR	Explains the structure of North Carolina State Government. Open to all state employees; especially helpful for those new to NC State Government. Search LMS for NC101 for details.
Train-the-Trainer	Qualified Training Professional (QTP)	Blended: LMS and ILT	OSHR	Audience: those in training roles who have not had formal training or those new to roles with training duties. For more information on QTP, visit the Leadership Training page in the NC Learning Center (LMS) .

Employees not in formal leadership roles may benefit from courses in the manager curriculum (below). Contact [HR Learning & Performance](#) for more information.

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Mandatory* & Highly Recommended Training



Managers: Highly Recommended				
Topic(s)	Title	Format	Provided by	Assigned/Schedule
Americans with Disabilities Act (ADA)	ADA Online Training	LMS	NCDA&CS	Assigned upon request. Purpose and provisions of ADA laws and related legislation, state policy, agency-procedures, and state legislation; manager responsibilities.
Classification & Compensation	TBA	TBA	NCDA&CS	Under development. Some classification content provided in <i>Position Descriptions</i> .
Customer Service	AGR Cultivate Quality Customer Service	LMS	NCDA&CS	Available for all employees. Search LMS for <i>AGR Cultivate Quality Customer Service</i> . Covers non-discrimination, service delivery expectations, and handling difficult customer situations.
Equal Employment Opportunity and Affirmative Action, Legally Defensible Hiring, ADA, Harassment Prevention	Equal Employment Opportunity and Diversity Fundamentals Refresher (EEO/DF Refresher)	LMS	OSHR	Recommended for managers who completed EEO/DF or equivalent course 5+ years ago. Contact Shawn Garland for assignment.
Grievances	Grievance Overview (OSHR)	LMS	OSHR NCDA&CS	OSHR module assigned upon request. Grievance content included in <i>Disciplinary Action</i> training. Additional NCDA&CS training under development.
Investigation Training	TBA	TBA	NCDA&CS	Under development. Investigations content included in <i>Disciplinary Action</i> .
Leave of Absence	TBA	TBA	NCDA&CS	Under development. Leave options; manager roles and responsibilities.
Position Descriptions	AGR Cultivate the Leader In You: Writing and Revising Position Descriptions	LMS	NCDA&CS	Required for and assigned to those responsible for writing job descriptions; open to all managers. Division Human Resources Representatives also required to complete this training. Contact Shawn Garland with questions about this requirement.
	AGR Cultivate the Leader In You: Advanced Position Description Training	ILT or vILT	NCDA&CS	Required for and assigned to those responsible for writing job descriptions. Scheduled by Division. Contact Shawn Garland for details.

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Mandatory* & Highly Recommended Training



Managers: Highly Recommended, Cont'd.				
Topic(s)	Title	Format	Provided by	Assigned/Schedule
State Government	NC101: A Tour of State Government	LMS	OSHR	Explains the structure of North Carolina State Government. Open to all state employees; especially helpful for those new to NC State Government. Search LMS for NC101 for details.
Supervisory/Management Skills	Leading At Levels Supervisory Skills Series (LAAL-S) and Management Skills (LAAL-M)	ILT	NCDA&CS, OSHR	Courses are offered statewide by NCDA&CS and OSHR facilitators. Those not in formal supervisory positions can enroll in Supervisor courses, just as supervisors / managers can enroll in Individual Contributor sessions. Contact Shawn Garland for details.
	Advanced Skills for Managers (ASM)	ILT	OSHR	Target audience: Middle managers (those who supervise supervisors; those who have program management responsibilities but may not supervise supervisors; or supervisors of professional staff) AND have completed basic leadership skills training. LAAL-S and LAAL-M are appropriate prerequisites. Contact Shawn Garland for details.
	NC Certified Public Manager® Program	ILT	OSHR	In-depth, comprehensive, competency-based, nationally certified development program for public sector middle managers in the state of North Carolina. Contact Shawn Garland for details.
Unlawful Workplace Harassment	Recognizing, Preventing and Correcting Unlawful Workplace Harassment for Managers	ILT or vILT	NCDA&CS	Scheduled upon request. Manager responsibilities in preventing, recognizing, and correcting unlawful workplace harassment; review of state policy and agency procedures. Contact HR Employee Relations/EEO AGR.ER.EEO@ncagr.gov to schedule.
Workplace Violence	Workplace Violence Awareness for Managers	ILT or vILT	NCDA&CS	Scheduled upon request. Manager responsibilities in preventing and reporting workplace violence; review of state policy and agency procedures. Contact HR Employee Relations/EEO AGR.ER.EEO@ncagr.gov to schedule.

Acronyms used in this document – AGR= Agriculture ILT: Instructor Led Training; LMS: Learning Management System; NCDA&CS: NC Department of Agriculture and Consumer Services; NCVIP: North Carolina Valuing Individual Performance; OSHR: Office of State Human Resources; vILT: Virtual Instructor Led Training



DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES

NUMBER: HR #016

TOTAL PAGES: 02

SUBJECT: Unlawful Workplace Harassment Procedures

AMENDS: Unlawful Workplace Harassment Procedures, dated June 28, 2017

Revised: September 1, 2025

RELATED POLICY:

Unlawful Workplace Harassment Policy, as referenced in the State Human Resources Manual

POLICY STATEMENT

It is the policy of the NCDA&CS that no state employee may engage in speech or conduct that is defined as Unlawful Workplace Harassment and that all employees are guaranteed the right to work in an environment free from Unlawful Workplace Harassment, intimidation and retaliation. Violations of this policy will not be tolerated and may result in disciplinary action up to and include dismissal.

PURPOSE STATEMENT

The purpose of this document is to provide a written procedure for any former employee or any full time or part time employee with either a permanent probationary, trainee, time-limited or temporary appointment within the North Carolina Department of Agriculture and Consumer Services (NCDA&CS) who believes he/she was subject to Unlawful Workplace Harassment. This procedure will provide the steps of communication between Human Resources, Supervisors and Employees and uniformity in processing a grievance.

OBJECTIVE

- To achieve and/or maintain a workplace free of harassment (speech or conduct that falls under the definition of unlawful workplace harassment).
- To create a procedure for employees who feel they are/were subjected to or witnessed unlawful workplace harassment, whether the incident occurred to them personally or to another employee.

GRIEVANCE PROCESS FOR UNLAWFUL WORKPLACE HARASSMENT

Any former employee or full time or part time employee with either a permanent probationary, trainee, time-limited or temporary appointment wanting to submit a grievance for Unlawful Workplace Harassment as stated in the State Human Resources Manual, Employee Grievance Policy, should follow the NCDA&CS Grievance Procedures.

PROCESS AND TRAINING FOR PREVENTING UNLAWFUL WORKPLACE HARASSMENT

To prevent Unlawful Workplace Harassment, Discrimination and Retaliation, the NCDA&CS has developed the following strategies:

- Post the State of North Carolina and the NCDA&CS EEO Policy Statements on the NCDA&CS Intranet.
- Require all employees, no matter their status, to complete annual online Unlawful Workplace Harassment training. Managers should ensure that their employee(s) complete the training annually to guarantee their personnel are continually refreshed on workplace harassment and their rights. Managers should reinforce the Unlawful Workplace Harassment policy throughout the year during meetings and whenever appropriate. Work areas that show a need for training may be mandated by management to complete instructor-led training.
- Require all new employees to attend orientation where they are introduced to the policy and prevention strategies and sign an acknowledgement form.

Training conducted by Human Resources includes the following:

- OSHR's Policy on Unlawful Workplace Harassment;
- Definitions of Discrimination, Harassment, & Retaliation and the corrective steps;
- Procedure for reporting Harassment;
- State and Federal laws;
- The NCDA&CS steps to prevent harassment in the workplace.



DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES

NUMBER: HR 004

TOTAL PAGES: 2

SUBJECT: Reasonable Accommodation Procedures

AMENDS: Reasonable Accommodation Procedures dated December 6, 2016

Revised: September 1, 2025

RELATED POLICY:

Reasonable Accommodation Policy, as indicated in the State Human Resources Manual

PURPOSE STATEMENT

The purpose of this document is to provide a written procedure for processing a request for accommodation in the North Carolina Department of Agriculture and Consumer Services (NCDA&CS) (under the State Human Resources Manual Grievance Policy). This procedure will provide the steps of communication between supervisors and employees and uniformity in processing an accommodation request.

OBJECTIVE

Ensure employees have access to reasonable accommodation procedures to address accommodation request timely, fairly, and consistently.

REASONABLE ACCOMODATION PROCESS

1. The employee shall inform their Supervisor, Employee Relations (ER)/Equal Employment Opportunity (EEO), or Human Resources (HR) Director/Designee of the need for an accommodation by requesting the Reasonable Accommodations Request form.
 - a. Once received, the Supervisor will sign the form acknowledging receipt. A copy will be retained for the Unit file and given to the employee.
 - b. The original signed form must be sent to the Employee Relations (ER)/Equal Employment Opportunity (EEO) team, preferably by email: agr.er.eeo@ncagr.gov.
2. The ER/EEO Manager or HR Director/Designee may request documentation of the employees' functional limitations to support the request. The documentation may include medical clarification, a copy of the physician's response letter, Family Medical Leave (FML) paperwork, the employees essential job functions, and/or job description. Any medical documentation collected must be maintained in a confidential medical file.
3. When an accommodation is requested, the ER/EEO Manager or HR Director/Designee along with the Supervisor shall, in consultation with the employee:
 - a. Discuss the purpose and the essential functions of the particular job involved.
 - b. Determine the precise job-related limitation.
 - c. Identify the potential accommodations and assess the effectiveness each would have in allowing the employee to perform the essential functions of the job.

- d. Select and implement the reasonable accommodation that is the most appropriate for both the employee and the agency. While an employee's preference will be given consideration, the agency is free to choose among reasonably effective accommodations and may choose the one that is less expensive or easier to provide.
4. The ER/EEO Manager or HR Director/Designee will work with the employee to obtain technical assistance, as needed.
5. The ER/EEO Manager or HR Director/Designee will provide a written decision to the employee within a reasonable amount of time, not to exceed 30 days from original employee request, unless a longer time is agreed upon.

APPLICANTS

1. The job applicant shall inform the Supervisor, ER/EEO Manager, or HR Director/Designee of the need for an accommodation. Hiring officials who have been notified by an applicant of a need for accommodation should contact the designated ER/EEO Manager or HR Director/Designee for assistance. The ER/EEO Manager or HR Director/Designee will discuss the needed accommodation and possible alternatives with the applicant.
2. The EEO Manager or HR Director/Designee will make a decision regarding the request for accommodation and, if approved, take the necessary steps to see that the accommodation is provided.

APPEALS

Employees/Applicants who are dissatisfied with the decision pertaining to his/her accommodation request may file a grievance in accordance with the North Carolina State Government Employee Grievance Policy within 15 calendar days of receiving the decision. Employees/Applicants may also elect to file a grievance directly with the Equal Employment Opportunity Commission (EEOC). Employees/Applicants who file a grievance directly with the EEOC may not, however, file a contested case with the Office of Administrative Hearing if the internal process has not been completed.

B0170: Labor Force Standard - Employee Distribution
by SOC Subcategory as of DEC 2025 Based on 2020 Census

Execution Date : 1/29/26

Agriculture Consumer Services

SOC Category: OFFICIALS AND ADMINISTRATORS ===== Subcategory: OFFICIALS AND ADMINISTRATORS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	65	34	2	5	1	1	0	4	0	0	0	0	0	0	0	112	44	13	5	5	0
% Employed	58.0	30.4	1.8	4.5	0.9	0.9	0.0	3.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	39.3	11.6	4.5	4.5	0.0
Labor Force Standard																					
# Expected	54	34	7	9	4	2	3	2	1	1	0	0	1	1			48	29	11		
% 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	0	-5	-4	-3	-1	-3	2	-1	-1	0	0	-1	-1			-4	-16	-6		
% Difference	10.2	0.5	-3.9	-2.7	-2.1	-0.8	-1.8	2.6	-0.3	-0.3	0.0	0.0	-0.7	-0.6			-0.8	-9.4	-4.8		
N.C. Population (Information Purposes Only)																					
% 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 ===== Subcategory: BUSINESS SPECIALISTS, INCL PURCHASING

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	31	49	6	6	0	1	0	2	0	0	0	0	0	0	0	95	58	15	9	5	0

% Employed	32.6	51.6	6.3	6.3	0.0	1.1	0.0	2.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	61.1	15.8	9.5	5.3	0.0
Labor Force Standard																					
# Expected	37	35	6	10	3	2	2	2	1	1	0	0	1	1			50	27	9		
% Expected	38.9	35.8	6.1	10.2	2.3	2.1	1.3	1.6	0.3	0.2	0.0	0.0	0.6	0.6			49.9	24.1	9.3		
# Difference	-6	14	0	-4	-3	-1	-2	0	-1	-1	0	0	-1	-1			8	-12	0		
% Difference	-6.3	15.8	0.2	-3.9	-2.3	-1.0	-1.3	0.5	-0.3	-0.2	0.0	0.0	-0.6	-0.6			11.2	-8.3	0.2		
N.C. Population (Information Purposes Only)																					
% 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 ===== Subcategory: HR, TRAINING AND LABOR RELATIONS SPEC

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	1	6	2	3	0	0	0	0	0	0	0	0	0	0	0	12	9	5	0	1	0
% Employed	8.3	50.0	16.7	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	75.0	41.7	0.0	8.3	0.0
Labor Force Standard																					
# Expected	3	6	1	3	1	1	1	1	1	1	0	0	1	1			12	10	2		
% Expected	19.9	44.4	6.5	20.0	1.2	3.7	0.7	1.3	0.1	0.4	0.0	0.0	0.5	1.2			69.8	33.9	9.3		
# Difference	-2	0	1	0	-1	-1	-1	-1	-1	-1	0	0	-1	-1			-3	-5	-2		
% Difference	-11.6	5.6	10.2	5.0	-1.2	-3.7	-0.7	-1.3	-0.1	-0.4	0.0	0.0	-0.5	-1.2			5.2	7.8	-9.3		

N.C. Population (Information Purposes Only)

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	3	8	0	0	1	0	0	0	0	0	0	0	0	0	0	12	8	1	1	2	0
% Employed	25.0	66.7	0.0	0.0	8.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	66.7	8.3	8.3	16.7	0.0
Labor Force Standard																					
# Expected	6	4	1	2	1	1	1	1	1	1	0	0	1	1			9	9	2		
% Expected	42.2	32.7	5.3	11.6	1.7	1.3	1.4	1.8	0.2	0.4	0.0	0.0	0.7	0.8			47.8	23.7	9.3		
# Difference	-3	4	-1	-2	0	-1	-1	-1	-1	-1	0	0	-1	-1			-1	-8	-1		
% Difference	-17.2	34.0	-5.3	-11.6	6.6	-1.3	-1.4	-1.8	-0.2	-0.4	0.0	0.0	-0.7	-0.8			18.9	-15.4	-1.0		

N.C. Population (Information Purposes Only)

% 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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SOC Category: MANAGEMENT RELATED ===== Subcategory: MARKETING OCCUPATIONS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
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Agency Data																					
# Employed	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	0	0	0	0
% Employed	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	0.0	0.0	0.0	0.0
Labor Force Standard																					
# Expected	2	2	1	1	1	1	1	1	1	1	1	0	1	1			6	8	1		
% Expected	39.7	36.1	5.3	7.9	1.7	1.6	3.0	2.3	0.3	0.2	0.1	0.0	0.9	0.8			48.1	22.3	9.3		
# Difference	-2	1	-1	-1	-1	-1	-1	-1	-1	-1	-1	0	-1	-1			-3	-8	-1		
% Difference	-39.7	63.9	-5.3	-7.9	-1.7	-1.6	-3.0	-2.3	-0.3	-0.2	-0.1	0.0	-0.9	-0.8			51.9	-22.3	-9.3		
N.C. Population (Information Purposes Only)																					
% 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 ===== Subcategory: COMPUTER AND MATHEMATICAL OCCUPATIONS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	106	15	1	1	2	0	3	4	0	0	0	0	2	0	0	134	20	13	8	6	0
% Employed	79.1	11.2	0.7	0.7	1.5	0.0	2.2	3.0	0.0	0.0	0.0	0.0	1.5	0.0	0.0	100.0	14.9	9.7	6.0	4.5	0.0
Labor Force Standard																					
# Expected	66	22	11	7	5	2	16	6	1	1	0	0	3	1			38	49	13		
% Expected	48.9	16.3	7.7	4.9	3.1	0.9	11.4	4.1	0.2	0.2	0.0	0.0	1.5	0.7			26.4	32.5	9.3		
# Difference	40	-7	-10	-6	-3	-2	-13	-2	-1	-1	0	0	-1	-1			-18	-36	-5		

% Difference	30.2	-5.1	-7.0	-4.2	-1.6	-0.9	-9.2	-1.1	-0.2	-0.2	0.0	0.0	0.0	-0.7			-11.5	-22.8	-3.3		
N.C. Population (Information Purposes Only)																					
% 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 ===== Subcategory: ARCHITECTURE AND ENGINEERING OCCUPATIONS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	9	1	1	1	0	0	0	2	0	0	0	0	0	0	0	14	4	4	1	1	0
% Employed	64.3	7.1	7.1	7.1	0.0	0.0	0.0	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	28.6	28.6	7.1	7.1	0.0
Labor Force Standard																					
# Expected	10	2	1	1	1	1	1	1	1	1	0	0	1	1			6	8	2		
% Expected	70.0	10.4	5.1	1.9	2.4	0.8	5.9	1.9	0.2	0.1	0.0	0.0	1.0	0.2			15.1	18.3	9.3		
# Difference	-1	-1	0	0	-1	-1	-1	1	-1	-1	0	0	-1	-1			-2	-4	-1		
% Difference	-5.7	-3.3	2.0	5.2	-2.4	-0.8	-5.9	12.4	-0.2	-0.1	0.0	0.0	-1.0	-0.2			13.5	10.3	-2.2		
N.C. Population (Information Purposes Only)																					
% 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 ===== Subcategory: LIFE, PHYSICAL AND SOCIAL SCIENCE OCCUP

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	124	67	8	4	0	3	6	11	0	0	0	0	0	0	0	223	85	32	9	6	0
% Employed	55.6	30.0	3.6	1.8	0.0	1.3	2.7	4.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	38.1	14.3	4.0	2.7	0.0
Labor Force Standard																					
# Expected	83	84	8	12	3	3	15	13	1	1	0	0	3	3			113	56	21		
% Expected	36.9	37.3	3.5	5.3	1.3	1.3	6.3	5.5	0.3	0.2	0.0	0.0	1.1	1.1			49.6	23.7	9.3		
# Difference	41	-17	0	-8	-3	0	-9	-2	-1	-1	0	0	-3	-3			-28	-24	-12		
% Difference	18.7	-7.3	0.1	-3.5	-1.3	0.0	-3.6	-0.6	-0.3	-0.2	0.0	0.0	-1.1	-1.1			-11.5	-9.4	-5.3		
N.C. Population (Information Purposes Only)																					
% 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 ===== Subcategory: COMMUNITY, SOC SERV AND RELIGIOUS OCCUP

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	6	1	0	0	0	0	0	0	0	0	0	0	0	0	0	7	1	0	0	0	0
% Employed	85.7	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	14.3	0.0	0.0	0.0	0.0
Labor Force Standard																					
# Expected	2	3	1	2	1	1	1	1	1	1	0	0	1	1			8	9	1		
% Expected	25.8	38.3	8.0	20.4	1.4	2.5	0.6	0.4	0.4	0.9	0.0	0.0	0.4	0.9			62.5	34.6	9.3		

# Difference	4	-2	-1	-2	-1	-1	-1	-1	-1	-1	0	0	-1	-1			-7	-9	-1		
% Difference	59.9	-24.0	-8.0	-20.4	-1.4	-2.5	-0.6	-0.4	-0.4	-0.9	0.0	0.0	-0.4	-0.9			-48.2	-34.6	-9.3		
N.C. Population (Information Purposes Only)																					
% 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 ===== Subcategory: LEGAL OCCUPATIONS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0
% Employed	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Labor Force Standard																					
# Expected	2	2	1	1	1	1	1	1	1	1	0	0	1	1			6	8	1		
% Expected	36.8	44.2	3.9	7.1	1.1	3.6	0.6	1.1	0.1	0.3	0.0	0.0	0.3	1.1			56.3	17.8	9.3		
# Difference	1	-2	-1	-1	-1	-1	-1	-1	-1	-1	0	0	-1	-1			-6	-8	-1		
% Difference	63.2	-44.2	-3.9	-7.1	-1.1	-3.6	-0.6	-1.1	-0.1	-0.3	0.0	0.0	-0.3	-1.1			-56.3	-17.8	-9.3		
N.C. Population (Information Purposes Only)																					
% 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 ==== Subcategory: EDUCATION, TRAINING AND LIBRARY OCCUP

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1	0	0	0	0
% Employed	66.7	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	33.3	0.0	0.0	0.0	0.0
Labor Force Standard																					
# Expected	1	2	1	1	1	1	1	1	1	1	0	0	1	1			6	8	1		
% Expected	18.3	54.4	3.8	14.9	0.8	2.5	1.1	1.6	0.1	0.7	0.0	0.0	0.4	1.2			74.1	25.5	9.3		
# Difference	1	-1	-1	-1	-1	-1	-1	-1	-1	-1	0	0	-1	-1			-5	-8	-1		
% Difference	48.4	-21.1	-3.8	-14.9	-0.8	-2.5	-1.1	-1.6	-0.1	-0.7	0.0	0.0	-0.4	-1.2			-40.8	-25.5	-9.3		
N.C. Population (Information Purposes Only)																					
% 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 ==== Subcategory: ARTS, DESIGN, ENTERTAIN AND MEDIA OCCUP

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	5	10	0	0	0	1	0	0	0	0	0	0	0	0	0	16	11	1	1	0	0
% Employed	31.3	62.5	0.0	0.0	0.0	6.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	68.8	6.3	6.3	0.0	0.0
Labor Force Standard																					
# Expected	7	7	2	1	1	1	1	1	1	1	0	0	1	1			11	9	2		

% Expected	39.6	39.8	6.4	4.7	2.6	3.3	1.0	1.0	0.1	0.2	0.0	0.0	0.7	0.7		49.0	19.3	9.3		
# Difference	-2	3	-2	-1	-1	0	-1	-1	-1	-1	0	0	-1	-1		0	-8	-1		
% Difference	-8.3	22.7	-6.4	-4.7	-2.6	3.0	-1.0	-1.0	-0.1	-0.2	0.0	0.0	-0.7	-0.7		19.8	-13.0	-3.0		
N.C. Population (Information Purposes Only)																				
% 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 ===== Subcategory: HEALTHCARE PRACTITIONERS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	10	17	0	2	0	0	1	0	0	0	0	0	0	0	0	30	19	3	1	1	0
% Employed	33.3	56.7	0.0	6.7	0.0	0.0	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	63.3	10.0	3.3	3.3	0.0
Labor Force Standard																					
# Expected	10	15	1	2	1	1	1	1	1	1	0	0	1	1			20	9	3		
% Expected	31.6	47.4	2.8	6.5	1.2	2.1	2.8	3.1	0.2	0.4	0.0	0.0	0.6	1.2			59.5	19.1	9.3		
# Difference	0	2	-1	0	-1	-1	0	-1	-1	-1	0	0	-1	-1			-1	-6	-2		
% Difference	1.7	9.3	-2.8	0.2	-1.2	-2.1	0.5	-3.1	-0.2	-0.4	0.0	0.0	-0.6	-1.2			3.8	-9.1	-6.0		
N.C. Population (Information Purposes Only)																					

% 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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SOC Category: TECHNICIANS AND TECHNOLOGISTS ===== Subcategory: HEALTH 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
Agency Data																					
# Employed	7	26	0	3	0	0	0	0	0	0	0	0	0	0	0	36	29	3	1	0	0
% Employed	19.4	72.2	0.0	8.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	80.6	8.3	2.8	0.0	0.0
Labor Force Standard																					
# Expected	5	19	2	8	1	1	1	1	1	1	0	0	1	1			30	16	4		
% Expected	11.4	52.3	4.9	22.1	1.1	2.4	1.0	2.0	0.2	0.8	0.0	0.0	0.4	1.4			79.6	34.5	9.3		
# Difference	2	7	-2	-5	-1	-1	-1	-1	-1	-1	0	0	-1	-1			-1	-13	-3		
% Difference	8.0	19.9	-4.9	-13.8	-1.1	-2.4	-1.0	-2.0	-0.2	-0.8	0.0	0.0	-0.4	-1.4			1.0	-26.2	-6.5		
N.C. Population (Information Purposes Only)																					
% 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 ===== Subcategory: DRAFTERS, ENGINEERING & MAPPING TECHNOL

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	3	8	0	1	0	0	0	0	0	0	0	0	0	0	0	12	9	1	1	0	0
% Employed	25.0	66.7	0.0	8.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	75.0	8.3	8.3	0.0	0.0

Labor Force Standard																					
# Expected	8	2	2	1	1	1	1	1	1	0	0	0	1	1			5	8	2		
% Expected	64.6	13.2	10.6	4.0	3.2	0.8	1.4	0.2	0.5	0.0	0.0	0.0	1.4	0.1			18.2	20.7	9.3		
# Difference	-5	6	-2	0	-1	-1	-1	-1	-1	0	0	0	-1	-1			4	-7	-1		
% Difference	-39.6	53.5	-10.6	4.3	-3.2	-0.8	-1.4	-0.2	-0.5	0.0	0.0	0.0	-1.4	-0.1			56.8	-12.4	-1.0		
N.C. Population (Information Purposes Only)																					
% 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 ===== Subcategory: LIFE, PHYSICAL & SOCIAL SCIENCE TECHNOL

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	67	22	6	3	2	1	4	1	0	0	0	0	0	1	0	107	28	18	5	5	0
% Employed	62.6	20.6	5.6	2.8	1.9	0.9	3.7	0.9	0.0	0.0	0.0	0.0	0.0	0.9	0.0	100.0	26.2	16.8	4.7	4.7	0.0
Labor Force Standard																					
# Expected	41	30	9	15	3	4	2	3	1	1	0	0	1	1			53	38	10		
% Expected	38.1	28.0	8.4	13.2	2.6	3.3	1.6	2.1	0.7	0.5	0.0	0.0	0.9	0.6			47.1	32.4	9.3		
# Difference	26	-8	-3	-12	-1	-3	2	-2	-1	-1	0	0	-1	0			-25	-20	-5		
% Difference	24.5	-7.4	-2.8	-10.4	-0.7	-2.4	2.1	-1.2	-0.7	-0.5	0.0	0.0	-0.9	0.3			-20.9	-15.6	-4.6		

N.C. Population (Information Purposes Only)

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
% Employed	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Labor Force Standard																					
# Expected	1	1	1	1	1	1	1	1	1	1	0	1	1	1			5	8	1		
% Expected	26.7	47.0	7.3	11.0	2.0	2.4	0.9	0.8	0.1	0.2	0.0	0.1	0.3	1.2			61.4	24.7	9.3		
# Difference	0	-1	-1	-1	-1	-1	-1	-1	-1	-1	0	-1	-1	-1			-5	-8	-1		
% Difference	73.3	-47.0	-7.3	-11.0	-2.0	-2.4	-0.9	-0.8	-0.1	-0.2	0.0	-0.1	-0.3	-1.2			-61.4	-24.7	-9.3		

N.C. Population (Information Purposes Only)

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					

# Employed	25	120	4	28	2	4	0	0	0	4	0	0	0	1	0	188	157	43	13	5	0
% Employed	13.3	63.8	2.1	14.9	1.1	2.1	0.0	0.0	0.0	2.1	0.0	0.0	0.0	0.5	0.0	100.0	83.5	22.9	6.9	2.7	0.0

Labor Force Standard

# Expected	28	97	12	35	3	8	1	3	1	2	0	1	1	3			145	65	18		
% Expected	14.5	51.5	6.0	18.5	1.4	3.8	0.5	1.1	0.1	0.7	0.0	0.1	0.4	1.2			75.6	32.1	9.3		
# Difference	-3	23	-8	-7	-1	-4	-1	-3	-1	2	0	-1	-1	-2			12	-22	-5		
% Difference	-1.2	12.3	-3.9	-3.6	-0.3	-1.7	-0.5	-1.1	-0.1	1.4	0.0	-0.1	-0.4	-0.7			7.9	-9.2	-2.4		

N.C. Population (Information Purposes Only)

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
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Agency Data

# Employed	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0
% Employed	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0

Labor Force Standard

# Expected	2	1	1	1	1	1	1	0	1	1	0	0	1	1			4	7	1		
% Expected	60.8	10.7	13.9	7.0	2.4	0.2	1.4	0.0	0.4	0.6	0.0	0.0	0.8	1.6			18.5	25.9	9.3		
# Difference	0	-1	-1	-1	-1	-1	-1	0	-1	-1	0	0	-1	-1			-4	-7	-1		
% Difference	39.2	-10.7	-13.9	-7.0	-2.4	-0.2	-1.4	0.0	-0.4	-0.6	0.0	0.0	-0.8	-1.6			-18.5	-25.9	-9.3		

N.C. Population (Information Purposes Only)

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	86	1	4	1	0	0	0	0	1	0	0	0	1	0	0	94	2	7	11	3	0
% Employed	91.5	1.1	4.3	1.1	0.0	0.0	0.0	0.0	1.1	0.0	0.0	0.0	1.1	0.0	0.0	100.0	2.1	7.4	11.7	3.2	0.0
Labor Force Standard																					
# Expected	52	12	16	8	4	2	1	1	1	1	0	1	2	1			24	34	9		
% Expected	54.9	12.0	16.8	8.0	3.3	1.1	0.6	0.2	1.0	0.3	0.0	0.1	1.3	0.4			21.6	31.3	9.3		
# Difference	34	-11	-12	-7	-4	-2	-1	-1	0	-1	0	-1	-1	-1			-22	-27	2		
% Difference	36.6	-10.9	-12.5	-6.9	-3.3	-1.1	-0.6	-0.2	0.1	-0.3	0.0	-0.1	-0.2	-0.4			-19.5	-23.9	2.4		

N.C. Population (Information Purposes Only)

% 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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SOC Category: SERVICE ===== Subcategory: SERVICE SUPERVISORS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
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Agency Data																					
# Employed	0	2	1	0	0	0	1	0	0	0	0	0	0	0	0	4	2	2	0	0	0
% Employed	0.0	50.0	25.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	50.0	50.0	0.0	0.0	0.0
Labor Force Standard																					
# Expected	2	1	1	1	1	1	1	1	1	1	1	0	1	1			5	8	1		
% Expected	37.1	24.0	11.9	10.3	6.7	3.4	2.4	1.2	0.5	0.4	0.1	0.0	0.7	1.5			39.3	36.8	9.3		
# Difference	-2	1	0	-1	-1	-1	0	-1	-1	-1	-1	0	-1	-1			-3	-6	-1		
% Difference	-37.1	26.0	13.1	-10.3	-6.7	-3.4	22.6	-1.2	-0.5	-0.4	-0.1	0.0	-0.7	-1.5			10.7	13.2	-9.3		
N.C. Population (Information Purposes Only)																					
% 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: SERVICE ===== Subcategory: HEALTHCARE SUPPORT OCCUPATIONS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	0	3	0	0	1	0	0	2	0	0	0	0	0	0	0	6	5	3	0	1	0
% Employed	0.0	50.0	0.0	0.0	16.7	0.0	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	83.3	50.0	0.0	16.7	0.0
Labor Force Standard																					
# Expected	1	3	1	3	1	1	1	1	1	1	0	0	1	1			9	10	1		
% Expected	5.9	45.0	4.4	35.8	0.4	3.7	0.2	1.0	0.1	1.5	0.0	0.0	0.2	1.7			87.0	47.1	9.3		
# Difference	-1	0	-1	-3	0	-1	-1	1	-1	-1	0	0	-1	-1			-4	-7	-1		
% Difference	-5.9	5.0	-4.4	-35.8	16.3	-3.7	-0.2	32.3	-0.1	-1.5	0.0	0.0	-0.2	-1.7			-3.7	2.9	-9.3		

N.C. Population (Information Purposes Only)																				
% 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: SERVICE ===== Subcategory: FOOD AND BEVERAGE OCCUPATIONS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	9	13	1	3	0	0	0	0	0	2	0	0	0	0	0	28	18	6	1	1	0
% Employed	32.1	46.4	3.6	10.7	0.0	0.0	0.0	0.0	0.0	7.1	0.0	0.0	0.0	0.0	0.0	100.0	64.3	21.4	3.6	3.6	0.0
Labor Force Standard																					
# Expected	6	10	4	4	2	3	1	1	1	1	1	0	1	1			19	17	3		
% Expected	20.8	33.2	11.5	12.5	7.0	8.1	1.3	1.5	0.4	0.6	0.1	0.0	1.3	1.7			55.9	42.9	9.3		
# Difference	3	3	-3	-1	-2	-3	-1	-1	-1	1	-1	0	-1	-1			-1	-11	-2		
% Difference	11.3	13.2	-7.9	-1.8	-7.0	-8.1	-1.3	-1.5	-0.4	6.5	-0.1	0.0	-1.3	-1.7			8.4	-21.5	-5.7		
N.C. Population (Information Purposes Only)																					
% 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: SERVICE ===== Subcategory: BUILDING AND GROUNDS OCCUPATIONS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
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Agency Data																					
# Employed	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	3	0	3	0	0	0
% Employed	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	100.0	0.0	0.0	0.0
Labor Force Standard																					
# Expected	1	1	1	1	1	1	1	1	1	1	0	1	1	1			5	8	1		
% Expected	31.3	15.3	15.2	11.7	11.3	10.6	0.9	0.7	0.7	0.6	0.0	0.1	1.0	0.6			38.9	51.7	9.3		
# Difference	-1	-1	-1	-1	2	-1	-1	-1	-1	-1	0	-1	-1	-1			-5	-5	-1		
% Difference	-31.3	-15.3	-15.2	-11.7	88.7	-10.6	-0.9	-0.7	-0.7	-0.6	0.0	-0.1	-1.0	-0.6			-38.9	48.3	-9.3		
N.C. Population (Information Purposes Only)																					
% 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 ==== Subcategory: SKILLED CRAFT SUPERVISORS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	29	2	2	2	0	0	2	0	1	0	0	0	0	0	0	38	4	7	1	2	0
% Employed	76.3	5.3	5.3	5.3	0.0	0.0	5.3	0.0	2.6	0.0	0.0	0.0	0.0	0.0	0.0	100.0	10.5	18.4	2.6	5.3	0.0
Labor Force Standard																					
# Expected	25	4	5	2	3	1	1	1	1	1	0	0	1	1			9	15	4		
% Expected	63.6	8.2	12.3	3.8	7.3	1.2	0.8	0.3	1.1	0.2	0.0	0.0	0.8	0.2			13.7	27.0	9.3		
# Difference	4	-2	-3	0	-3	-1	1	-1	0	-1	0	0	-1	-1			-5	-8	-3		

% Difference	12.7	-2.9	-7.0	1.5	-7.3	-1.2	4.5	-0.3	1.5	-0.2	0.0	0.0	-0.8	-0.2			-3.2	-8.6	-6.7		
N.C. Population (Information Purposes Only)																					
% 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 ==== Subcategory: FARMING, FISHING & FORESTRY OCCUPATIONS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	263	73	4	3	3	1	0	2	1	1	0	0	2	1	0	354	81	18	18	19	0
% Employed	74.3	20.6	1.1	0.8	0.8	0.3	0.0	0.6	0.3	0.3	0.0	0.0	0.6	0.3	0.0	100.0	22.9	5.1	5.1	5.4	0.0
Labor Force Standard																					
# Expected	121	20	31	9	130	35	2	2	6	1	0	0	3	1			67	216	33		
% Expected	34.0	5.5	8.6	2.4	36.5	9.7	0.3	0.5	1.6	0.1	0.0	0.0	0.6	0.1			18.2	59.7	9.3		
# Difference	142	53	-27	-6	-127	-34	-2	0	-5	0	0	0	-1	0			14	-198	-15		
% Difference	40.3	15.1	-7.5	-1.6	-35.7	-9.4	-0.3	0.1	-1.3	0.2	0.0	0.0	0.0	0.2			4.7	-54.6	-4.2		
N.C. Population (Information Purposes Only)																					
% 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 ===== Subcategory: CONSTRUCTION AND EXTRACTION OCCUPATIONS

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2	0	1	0	0	0
% Employed	50.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	50.0	0.0	0.0	0.0
Labor Force Standard																					
# Expected	2	1	1	1	1	1	1	1	1	1	0	0	1	0			5	8	1		
% Expected	52.3	2.0	10.1	0.3	29.9	1.5	0.6	0.1	1.8	0.1	0.0	0.0	1.2	0.0			4.0	44.4	9.3		
# Difference	-1	-1	-1	-1	-1	-1	0	-1	-1	-1	0	0	-1	0			-5	-7	-1		
% Difference	-2.3	-2.0	-10.1	-0.3	-29.9	-1.5	49.4	-0.1	-1.8	-0.1	0.0	0.0	-1.2	0.0			-4.0	5.6	-9.3		
N.C. Population (Information Purposes Only)																					
% 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 ===== Subcategory: INSTALLATION, MAINTENANCE & REPAIR OCCUP

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	74	1	4	2	3	1	6	0	0	0	0	0	0	0	1	92	4	16	6	6	0
% Employed	80.4	1.1	4.3	2.2	3.3	1.1	6.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.1	100.0	4.3	17.4	6.5	6.5	0.0
Labor Force Standard																					

# Expected	66	3	12	2	8	1	2	1	2	0	0	0	2	1			7	28	9		
% Expected	71.7	2.3	12.2	1.2	8.5	0.4	1.1	0.1	1.1	0.0	0.0	0.0	1.3	0.1			4.0	24.6	9.3		
# Difference	8	-2	-8	0	-5	0	4	-1	-2	0	0	0	-2	-1			-3	-12	-3		
% Difference	8.7	-1.2	-7.9	1.0	-5.2	0.7	5.4	-0.1	-1.1	0.0	0.0	0.0	-1.3	-0.1			0.3	-7.2	-2.8		

N.C. Population (Information Purposes Only)

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

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	78	18	8	7	1	0	0	0	1	1	0	0	1	2	0	117	28	21	6	7	0
% Employed	66.7	15.4	6.8	6.0	0.9	0.0	0.0	0.0	0.9	0.9	0.0	0.0	0.9	1.7	0.0	100.0	23.9	17.9	5.1	6.0	0.0
Labor Force Standard																					
# Expected	43	18	20	15	9	8	3	2	1	1	0	0	1	1			44	59	11		
% Expected	36.0	14.9	16.5	12.4	7.6	6.2	2.4	1.6	0.6	0.4	0.0	0.0	0.8	0.4			35.5	47.7	9.3		
# Difference	35	0	-12	-8	-8	-8	-3	-2	0	0	0	0	0	1			-16	-38	-5		
% Difference	30.7	0.5	-9.7	-6.4	-6.7	-6.2	-2.4	-1.6	0.3	0.5	0.0	0.0	0.1	1.3			-11.6	-29.8	-4.2		

N.C. Population (Information Purposes Only)

% 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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SOC Category: SKILLED CRAFT ===== Subcategory: TRANSPORTATION AND MATERIAL MOVING OCCUP

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	31	0	4	0	1	0	1	1	1	0	0	0	0	0	0	39	1	8	1	3	0
% Employed	79.5	0.0	10.3	0.0	2.6	0.0	2.6	2.6	2.6	0.0	0.0	0.0	0.0	0.0	0.0	100.0	2.6	20.5	2.6	7.7	0.0
Labor Force Standard																					
# Expected	17	4	11	3	3	1	1	1	1	1	0	0	1	1			10	22	4		
% Expected	43.3	9.3	26.8	7.6	6.3	2.3	1.2	0.5	0.8	0.3	0.0	0.0	1.4	0.3			20.0	45.8	9.3		
# Difference	14	-4	-7	-3	-2	-1	0	0	0	-1	0	0	-1	-1			-9	-14	-3		
% Difference	36.2	-9.3	-16.5	-7.6	-3.7	-2.3	1.4	2.1	1.8	-0.3	0.0	0.0	-1.4	-0.3			-17.4	-25.3	-6.7		
N.C. Population (Information Purposes Only)																					
% 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		

B0170: Labor Force Standard - Agency Total (All Occupations)
as of DEC 2025 Based on 2020 Census

Execution Date : 1/29/26

Agriculture Consumer Services

	White Male	White Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Fem	AIAN Male	AIAN Fem	NHPI Male	NHPI Fem	Two+ Male	Two+ Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets	Nat Guard
Agency Data																					
# Employed	1,041	501	58	75	20	13	25	29	5	8	0	0	6	5	1	1,787	631	244	99	79	0
% Employed	58.3	28.0	3.2	4.2	1.1	0.7	1.4	1.6	0.3	0.4	0.0	0.0	0.3	0.3	0.1	100.0	35.3	13.7	5.5	4.4	0.0
Labor Force Standard																					
# Expected	601	551	172	204	99	61	31	26	9	9	0	0	15	15			851	611	167		
% 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	440	-50	-114	-129	-79	-48	-6	3	-4	-1	0	0	-9	-10			-220	-367	-68		
% Difference	24.7	-2.8	-6.4	-7.2	-4.4	-2.7	-0.3	0.2	-0.2	-0.1	0.0	0.0	-0.5	-0.5			-12.2	-20.3	-3.8		
N.C. Population (Information Purposes Only)																					
% 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		