

Jackson County
Equal Employment Opportunity Plan



Human Resources Department

August 20, 2019

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I. Plan Purpose

Jackson County is firmly committed to a policy of nondiscrimination in all personnel practices to ensure equal opportunity for recruitment, selection, appointment, promotions, transfers, development, and upward mobility for all individuals. The purpose of this plan is to implement and maintain an Equal Employment Opportunity (EEO) Program to ensure that the County does not discriminate in employment, based upon race, color, national origin, religion, creed, sex, political affiliation, non-disqualifying handicap, or age (except where gender, age, or physical requirements are legitimate occupational qualifications), or any other non-merit factor as protected by state or federal law; all aspects of employment shall be based solely on merit.

Established as a supplement to the Recruitment and Selection guidelines in Article IV of the Jackson County Human Resources Manual (Appendix A), the EEO Plan will be used as the method by which the County formulates its commitment to these ideals, measures achievements, and evaluates its effectiveness. It outlines objectives, assigns responsibilities, establishes goals and provides for an annual evaluation of the plan's effectiveness.

II. Statement of Equal Employment Opportunity

Jackson County recognizes its continued success in meeting the needs of its citizens requires the full and active participation of talented and committed individuals, regardless of their gender, race, color, creed, religion, national origin, disability or political affiliation. It is the policy of the County to foster, maintain, and promote equal opportunity by use of a systematic, consistent recruitment program, and to identify and attract the most qualified applicants for employment with the County. This policy is to be achieved by announcing all position vacancies, by evaluating all applicants using the same criteria, and by applying testing methods through the NCWorks Career Center. Selection decisions are made without regard to race, color, religion, sex, national origin, political affiliation, disability, age, or sexual orientation.

III. Goals and Objectives

The County's goal is to achieve a workforce that more closely reflects the labor force in Jackson County. The objectives of this plan include continuous commitment to provide equal employment opportunity to all qualified persons, and to continue to recruit, hire, train, promote and compensate persons in all jobs without regard to race, color, national origin, religion, creed, sex, political affiliation, non-disqualifying handicap, or age.

The County will make specific good faith efforts to identify the underutilization of women and minorities, and make the necessary changes to reduce or remove any existing barriers to their recruitment, selection, appointment, promotion, transfer, development, and upward mobility. A utilization analysis will be conducted annually to determine whether percentages of minorities and women employed in various job categories are substantially similar to percentages of those groups available in the relevant labor force. If an under representation is identified, employment procedures will be analyzed to determine if existing practices are the cause. Efforts will be made to seek qualified applicants to correct any substantial disparities identified as a result of this analysis. A periodic evaluation of the County's personnel policies

and practices relevant to employment practices will guarantee equal opportunities for all persons, while eliminating any artificial barriers to equal employment opportunity.

Underutilization of women and minorities in specific job categories may be caused by barriers to employment. Therefore, it is the County's objective to properly communicate the County's policy to all employees who are involved in the recruiting, screening, selection, promotion, disciplinary and related personnel processes for the purpose of making good-faith efforts to ensure personnel decisions are made without regard to race, color, national origin, religion, creed, sex, political affiliation, non-disqualifying handicap, or age. Further, the County will notify recruitment resources and community organizations of our EEO Plan and ask them to refer qualified candidates for available positions.

IV. Underutilization Review

Appendix B contains a table that summarizes the County's underutilization of women and minorities by EEO category and job groups within the category. This information comes from the Utilization Analysis Report that compares Jackson County government's workforce against to Jackson County's labor force by each job group. If the County's workforce in a particular job group is less than the labor force, then the job group will be defined as underutilized.

Significant underutilization is present in the following job categories for the specified race, national origin, and/or sex:

- Protective Services: Sworn
 - American Indian or Alaska Native Males
- Administrative Support
 - White Males
 - American Indian or Alaska Native Females
- Service/Maintenance
 - White Females
 - American Indian or Alaska Native Females

Jackson County is committed to having a workforce that reflects the community it serves. Jackson County will examine its recruitment and retention practices to determine ways to: attract more American Indian men for entry level sworn law enforcement positions; white men and American Indian women for administrative support positions (this job category typically has underrepresentation of men due to the preponderance of women in this job category across industries); and white and American Indian females in service/maintenance positions including entry level housekeeping and maintenance positions.

V. EEO Plan

Jackson County will establish the following EEO Plan. The County Manager, Human Resources Director, and Department Heads will strive to increase women and minority representation for underutilized positions by evaluating the recruitment and selection practices to ensure that women and minorities receive equal opportunity to secure employment. The County will continue its efforts to recruit and retain qualified individuals with disabilities in all levels of the workforce.

A. Hiring

Prior to beginning the hiring process, the Human Resources Director will review the Utilization analysis for the job category to determine if the position is attracting qualified women and/or minority applicants in numbers proportionate to their external availability.

If the position is underutilized, the Human Resources Director will review the EEO Plan and Jackson County Human Resources Manual as it relates to the recruitment and selection process. This requires a review of the job description and job posting to ensure the minimum education and experience requirements are job-related and consistent with business necessity and the safe performance of the position. Any hiring requirement that does not meet these criteria will be removed to avoid screening out qualified applicants.

The County will continue to make reasonable accommodations to applicants with physical and/or mental disabilities unless such an accommodation would create an undue hardship on the County.

B. Recruitment

The County's recruitment goal is to increase women and minority representation in underutilized positions by attracting qualified candidates to apply for the underutilized positions. Applicant's qualifications will be reviewed to ensure qualified individuals are treated in a nondiscriminatory manner. Vacancy announcements for underutilized positions may include the statement:

Women and minorities are encouraged to apply. EEO Employer.

The County will post all external vacancy announcements for a minimum of seven (7) days at the (1) County Human Resources Department and on the County's website - <https://www.jacksonnc.org/employment-opportunities> and (2) the local office of the NCWorks Career Center. Optional recruiting publicity shall be carried out through the media, as appropriate. Position vacancy announcements shall contain, at a minimum, (1) the title, the grade, and the location of the position; (2) the closing date of the announcement; (3) a summary of the duties of the position; (4) a summary of the basic qualifications; (5) the procedures for making application; and (6) a statement of equal employment opportunity.

The County will continue to partner with the local Employment Security Commission (ESC) in its recruitment efforts. The local NCWorks Career Center provides the following services for applicants:

1. Posts job opening to NCWorks Online;
2. Conducts training on how to apply for jobs;
3. Provides application materials to public;
4. Answers general questions about vacancies and application procedures;
5. Provides proficiency testing (when specified i.e. typing tests);
6. Forwards completed applications to County; and
7. Provides information on career planning and interview tips.

The County will actively work with recruitment sources (organizations having effective contact with women, minority groups and persons with disabilities) to improve recruitment efforts including local colleges/universities, vocational rehabilitation, and other agencies identified.

C. Compensation

The County will continue to use the County Pay Plan to determine the appropriate level of compensation for individuals. This method looks at the position being filled and the individual's qualifications and not gender, race, national origin or disability of employees to determine compensation. Each position within the County is assigned a Salary Grade with a range indicating the appropriate minimum and maximum salary. Further in each Grade there are Steps; Steps may be given for experience, however it is the practice of the County to start new employees in entry level positions at Step 1 in the assigned Salary Grade.

D. Training Programs

Department Heads, supervisors and other staff members involved in the recruitment and selection process will be trained by the Human Resources Director to ensure they understand the EEO Plan and are committed to its intent.

E. Harassment and Discrimination Prevention

The County prohibits harassment and discrimination based on protections provided under EEO laws. Any person who believes that they or another individual has been subjected to discrimination and/or harassment is encouraged to report the incident or action. The Grievance Procedures are explained in Appendix C.

Further, Jackson County does not tolerate any form of workplace harassment. No employee, regardless of position, may engage in conduct that falls under the definition of unlawful workplace harassment. This is generally defined as unwelcome or unsolicited comments, treatment, or conduct based upon age, race, sex, religion, color, national origin, political affiliation, or non-disqualifying handicap, that creates a hostile work environment or circumstance involving quid pro quo. All employees have a right to work in an environment free from unlawful workplace harassment and retaliation. Indifference by supervisors and other employees with authority will not be condoned either. The Human Resources Director will thoroughly investigate all complaints made by employee will take appropriate remedial or disciplinary action up to and including dismissal.

F. Internal Recruitment Opportunities

The County will make every effort to provide equal opportunity for positions by:

1. Posting opportunities on the County website and via interoffice memos to be placed in public areas of each department;
2. Assisting employees in identifying opportunities; and
3. Ensuring equal access to training, education programs and job mentoring when possible.

The Utilization Analysis will be annually reviewed by the Human Resources Director in an effort to ensure that qualified women and minorities are provided opportunities at rates

substantially similar to those of qualified men and non-minority employees. The County will strive to employ and retain qualified individuals with disabilities in all levels of its workforce.

G. Termination

The Human Resources Department implements the use of exit interviews to provide the exiting employee with the opportunity to:

1. Discuss the reason(s) for the separation/termination;
2. Voice any concerns the employee may have been hesitant to express while employed; and
3. Provide positive and negative comments and suggestions related to their employment experience.

The Human Resources Director will review exit interview data to analyze the reasons why women and minorities leave the County and compare to the reasons of men, non-minority employees, and employees without disabilities and their associated reason for leaving the organization. This information will be included in the annual report to the County Manager.

VI. Duties and Responsibilities for Implementation

A. County Manager

1. Support the County's EEO Plan and hold managers accountable for adhering to it.
2. Evaluate Department Head participation through annual performance evaluations.
3. Annually review, evaluate, and update the EEO Plan with Human Resources Director.

B. Human Resources Director

1. Develop, modify, and maintain an effective written EEO Plan in compliance with the applicable rules and regulations.
2. Implement and monitor the EEO Plan.
3. Implement and maintain EEO reporting and recording keeping systems to measure the effectiveness of the County's EEO Plan, and to determine whether goals and objectives have been attained.
4. Continue to use the County's Pay Plan to ensure compensation is based on the position and an individual's qualifications and experience.
5. Annually update the County's Utilization Analysis and Underutilization Report. Send the updated report to the County Manager and Department Heads, along with a comparison of last year's results with the current year's figures to aid in developing realistic and attainable goals to help the County achieve the Plan's objectives.
6. Assist Department Heads and Supervisors in identification of causes of underutilization (employment barriers) and recommend appropriate action.

7. Keep management informed of the latest developments in the area of EEO.
8. Review the Utilization Analysis prior to the beginning of the hiring process for any position.
9. Ensure only job-related recruitment, selection and promotion criteria are in place to remove any disparate treatment.
10. Provide training opportunities for supervisors and employees in the area of EEO, recruitment and selection, to make certain that supervisors understand their responsibility to take action to prevent the harassment of employees and applicants for employment.
11. Encourage employees to bring EEO-related questions and complaints to the attention of the Human Resources Department, so that, to the extent possible, complaints may be resolved internally.
12. Review exit interview and turnover data to ensure nondiscriminatory practices, in order to identify areas of concern and factors that may impact employee retention.
13. Conduct periodic audits to ensure that the required federal, state, and local employment discrimination posters and the County's EEO Plan are properly displayed.
14. Annually review, evaluate, and update the EEO Plan with County Manager to determine the effectiveness of the County in acquiring and maintaining a workforce where minorities and females are represented proportionally to the availability of minorities and females in the labor force.

C. Department Heads/Supervisors

1. Responsible for ensuring that the EEO goals and objectives set forth in the EEO Plan are adhered to by the operations of said department. This includes: selection, promotion, training, and related personnel actions.
2. Assist in evaluating EEO progress and identifying strategies for attracting underrepresented groups.
3. Lead by example. Treat all persons in the workplace fairly; with courtesy, dignity and respect. Promote an inclusive work environment that recognizes and values differences as a key to organizational success.
4. Ensure "EEO is the Law" poster and EEO Plan are displayed on employee bulletin boards.
5. Responsible for reviewing the recruitment, selection, and promotion process to ensure adherence to the Department's EEO Plan, and make hiring decisions based on an applicant's competencies and qualifications.
6. Responsible for the promotion of equal access to programs, services and activities provided to customers.

D. Employees

1. Treat persons in the workplace fairly, with courtesy, dignity and respect.
2. The EEO Plan and Grievance Procedures will be posted and conspicuously displayed in areas available to employees and applicants for employment.
3. The County's EEO Plan will be posted on the County website.

VII. EEO Plan Distribution

A. Internal Dissemination

1. Each employee will receive an electronic version of this plan during new employee orientation.
2. The EEO Plan and the Equal Employment Opportunity Commission's "EEO is the Law" poster will be conspicuously displayed in areas available to employees and applicants for employment.
3. The County's EEO Plan will be posted on the County website for employees and applicants for employment.

B. External Dissemination

1. The County's EEO Plan will be posted on the County website.
2. The County's EEO Plan will be shared with external agencies in an effort to increase the recruitment of women and minorities.
3. EEO statement included in all employment notices, advertising, brochures and other related publications.
4. Places recruitment ads in media that is easily accessible by all County residents.
5. Places on employment opportunities publically on the County's website.

Appendix A

Article IV. Recruitment and Selection

Section 1. Statement of Equal Employment Opportunity

Jackson County recognizes its continued success in meeting the needs of its citizens requires the full and active participation of talented and committed individuals, regardless of their gender, race, color, creed, religion, national origin, disability or political affiliation. It is the policy of the County to foster, maintain, and promote equal opportunity by use of a systematic, consistent recruitment program, and to identify and attract the most qualified applicants for employment with the County. This policy is to be achieved by announcing all position vacancies, by evaluating all applicants using the same criteria, and by applying testing methods through the NC Career Works Office. Selection decisions are made without regard to race, color, religion, sex, national origin, political affiliation, disability, age, or sexual orientation.

Section 2. Recruitment - Responsibility of the Human Resources Director

The Human Resources Director is responsible for an active recruitment program to meet current and projected staffing needs of the County using procedures that will ensure equal employment opportunities are afforded to current and prospective employees based on job-related requirements.

Recruitment of positions subject to the State Human Resources Act or positions in the offices of elected officials or the Board of Elections are not the responsibility of the Human Resources Director.

Recruitment efforts of the Human Resources Department and all County departments will be coordinated in a timely manner.

Section 3. Position Vacancy Announcements

All vacancy announcements for full-time, part-time, permanent and temporary positions shall be posted for a minimum of, but not limited to, seven (7) working days at (1) the County Human Resource Department and (2) the Jackson County website, (3) the local NC Career Works Office. Optional recruiting publicity shall be carried out through the media, as appropriate. Position vacancy announcements shall contain, at a minimum, (1) the title, the grade, and the location of the position; (2) the closing date of the announcement; (3) a summary of the duties of the position; (4) a summary of the basic qualifications; (5) the procedures for making application; and (6) a statement of equal employment opportunity.

It shall also be County policy to make all job vacancy announcements accessible to current employees by providing each department with a copy of the announcement to be posted within the department in a high-traffic, high-visibility area. Jackson County may post and distribute job vacancy announcements internally first to assess if there are qualified internal applicants eligible for promotion or transfer, before positing externally when deemed appropriate.

Section 4. Application for Employment

A county approved employment application shall be the standard application accepted for all position listings. No agency or a department may accept employment applications; all referrals must be made through the County Human Resources Department or the local NC Career Works Office

Section 5. Applicant Tracking

- A. The Human Resources Director shall be responsible for maintenance of records of all position vacancy announcements, including posting and closing dates, all optional referral sources used in the recruitment process, and the pool of applicants considered for each vacancy.
- B. The applicant pool data for each position shall include an alphabetized listing of all applicants, address, phone number, referral sources and test scores, when applicable, for each position vacancy announcement. In addition, EEO-4 forms, providing data on race and sex of applicants, shall be maintained by the Human Resource Department.
- C. All applications will be kept on file for a minimum of two (2) years from the date of the original application.

Section 6. Qualification Standards & Position Requirements

- A. All applicants considered for employment or promotion shall meet the employment standards established by the classification specifications relating to the position to which the appointment is being made.
- B. All appointments shall be made on the basis of merit and without regard to race, color, religion sex, national origin, political affiliation, disability, age or sexual orientation.
- C. Consideration may be given to "Trainee" appointments when there is an absence of qualified applicants from which to make a selection. In this instance, the deficiencies may be eliminated through orientation and on--the-job training, and the classification is granted a trainee status by the County Manager at the recommendation of the Human Resources Director for (General County Positions) or Office of State Human Resources (all positions subject to the State Human Resources Act).
- D. Work-Against Appointment. When qualified applicants are unavailable and there is no trainee provision for the vacant classification, an appointment may be made below the level of the regular classification in a work-against situation, for the purpose of allowing the employee opportunity to gain the qualifications needed for the full classification, through on-the-job experience. The appointee must meet the minimum education and experience standard of the classification to which initially appointed. A work-against appointment may not be made when applicants are available who meet the education and experience requirements for the full classification of the position in question.
- E. The Jackson County Board of County Commissioners may adopt residency requirements for certain County positions. The County Manager and Department Heads are required to be a resident of Jackson County unless otherwise approved by the Board of County Commissioners.

Section 7. Selection

Department Heads (in cooperation with the Human Resources Director) shall develop, utilize, and document, on a consistent and routine basis, a selection process which best suits the needs in filling positions within each agency/department. All selection methods developed and utilized by the Department Heads shall be valid measures of job performance.

In filling vacancies, every effort should be made to promote qualified employees from within before outside replacement is considered.

Section 8. Appointments

It is the policy of the County of Jackson to employ according to merit and qualification in consideration of such factors as aptitude, attitude, education, knowledge and skills, character, physical and other attributes required for positions in the service of the County.

The Jackson County Human Resources Director and the Department Head of the vacant position will screen applications down to a qualified pool and interview.

The Jackson County Human Resources Director and Department Head, after interviewing applicants for positions with the County, will make recommendations to the County Manager the name or names of persons to fill any existing vacant positions.

The County Manager will have the responsibility for making and approving all appointments to vacant positions, with the exception of Department Heads, employees subject to the State Human Resources Act, employees appointed by the Board of Elections or employees whose positions are at the pleasure of an elected official i.e. the Sheriff's office and the Register of Deed's office. The Sheriff and the Register of Deeds shall have authority over appointments in their respective departments, with the county Human Resources Director determining the class and the salary of new employees.

The Board of Commissioners must approve the appointment by the Sheriff or the Register of Deeds of a relative by blood or marriage of nearer kinship than first cousin or of a person who has been convicted of a crime involving moral turpitude.

The starting salary will be set in accordance to Article III. The Pay Plan. All new employees will serve in a probationary status as outlined in the following section.

- A. Temporary Appointment. A temporary appointment may be made to permanent or temporary positions and shall be limited to a maximum duration of twelve (12) months. Any individual appointed to a temporary position will not be eligible for paid leave and/or any other fringe benefits, excluding Social Security Insurance and Workers' Compensation Insurance.
- B. Permanent Appointment. A permanent appointment is an appointment to a permanently established position where the incumbent is expected to be retained in the position on a permanent basis. Permanent appointments follow the satisfactory completion of a probationary period of employment, as explained in this personnel policy manual.
- C. Full-Time Appointments. A full-time appointment is an appointment to a position where the employee is expected to work a minimum of 40.0 hours per week.
- D. Part-time Appointments. A part-time appointment is an appointment to a position where the employee is regularly scheduled to work less than 29 hours per week and is paid on an hourly basis.

Section 9. Probationary Period of Employment

An employee appointed to a permanent position shall serve a probationary period of one (1) year. Any employee serving a probationary period following initial appointment may be dismissed at any time during the probationary period. Following successful completion of the probationary period, the employee may be dismissed only as provided in Article VIII.

Section 10. Promotion

Candidates for promotion shall be chosen on the basis of their qualifications. First consideration for filling position vacancies shall be given to employees already in service with the County. If a current employee is chosen for promotion, the department head shall forward the request to the Human Resources Director with recommendations for classification and salary along with reasons for selecting the employee over other applicants. Recommendations for promotion of current employees shall be based on documented performance appraisal instruments that evidence achievement and outstanding performance. After considering the Department Head's recommendation, the County Manager shall confirm or reject the appointment. If the County Manager confirms the appointment, the starting salary will be set in accordance with pay policies adopted by the Jackson County Board of County Commissioners.

Section 11. Demotion

- A. An employee whose work is unsatisfactory may be demoted provided that the employee shows promise of becoming a satisfactory employee in another position. Such a demotion shall be made in accordance with the procedures in Article VIII. The employee shall be provided with written notice citing the recommended effective date of the demotion, the reasons for the demotion, and the appeal rights available to the employee as stated in Article VIII of this ordinance.
- B. An employee who wishes to accept a position with less complex duties and reduced responsibilities may request a voluntary demotion. A voluntary demotion is not a disciplinary action and is made without using the procedures in Article VIII of this ordinance.

Section 12. Transfer

- A. If a vacancy occurs and an employee eligible for transfer from another department wishes to be considered for the appointment, a written request and application must be forwarded to the Human Resources Director during the recruitment period for the position. The request for transfer shall be subject to approval of the County Manager acting on the recommendation from the Department Head and the Human Resources Director. Any employee transferred without his or her having requested it, may appeal the action in accordance with the grievance procedure in Articles VIII or IX.
- B. Any employee who has successfully completed a probationary period who transfers to another position and/or department may be required to serve an additional probationary period of six (6) months at the discretion of the Department Head.

Appendix B

Utilization Analysis Chart

Using simple subtraction, the utilization analysis chart that appears below compares Jackson County's Workforce Analysis Chart to the relevant market statistics of Jackson County, North Carolina. The negative numbers indicate underutilization (i.e., where Jackson County's workforce has comparatively fewer qualified people, cross-classified by race, national origin, and sex, than similar qualified people available in the labor market). Workforce utilization is calculated to the closest whole number. Data used for this report was generated from an EEO-4 Report for year ending June 2012 and labor statistics provided by the U.S. Department of Justice, Office of Justice Programs EEO Short Form generator.

Job Category	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races
Officials/Administrators														
Your Agency	20/71%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	8/29%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Jackson County	1,120/57%	4/0%	0/0%	45/2%	25/1%	0/0%	0/0%	745/38%	4/0%	4/0%	15/1%	15/1%	0/0%	4/0%
Utilization % *	15%	0%	0%	2%	1%	0%	0%	-9%	0%	0%	-1%	-1%	0%	0%
Professionals														
Your Agency	19/30%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	42/66%	2/3%	1/2%	0/0%	0/0%	0/0%	0/0%
Jackson County	1,165/40%	10/0%	30/1%	60/2%	4/0%	0/0%	4/0%	1,465/50%	19/1%	55/2%	85/3%	4/0%	0/0%	4/0%
Utilization % *	-10%	0%	-1%	2%	0%	0%	0%	15%	2%	0%	-3%	0%	0%	-%
Technicians														
Your Agency	11/48%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	12/52%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Jackson County	140/32%	15/3%	4/1%	10/2%	0/0%	0/0%	4/1%	225/51%	10/2%	0/0%	25/6%	0/0%	0/0%	4/1%
Utilization % *	16%	-3%	-1%	-2%	0%	0%	-1%	1%	2%	0%	-6%	0%	0%	-1%
Protective Services: Sworn														
Your Agency	38/84%	1/2%	1/2%	0/0%	0/0%	0/0%	0/0%	5/11%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Jackson County	185/65%	10/4%	10/4%	30/11%	0/0%	0/0%	0/0%	35/12%	0/0%	4/1%	10/4%	0/0%	0/0%	0/0%
Utilization % *	19%	-1%	-1%	-11%	0%	0%	0%	-1%	0%	-1%	-4%	0%	0%	0%

Job Category	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races
Protective Services: Non-sworn														
Your Agency	11/58%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	8/42%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Jackson County	30/60%	0/0%	0/0%	0/0%	0/0%	10/20%	0/0%	10/20%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization % *	-2%	0%	0%	0%	0%	-20%	0%	22%	0%	0%	0%	0%	0%	0%
Administrative Support														
Your Agency	10/11%	0/0%	1/1%	0/0%	0/0%	0/0%	0/0%	77/86%	2/2%	0/0%	0/0%	0/0%	0/0%	0/0%
Jackson County	1,070/27%	10/0%	30/1%	75/2%	35/1%	0/0%	0/0%	2,485/62%	10/0%	40/1%	195/5%	15/0.4%	4/0%	10/0%
Utilization % *	-16%	0%	0%	-2%	-1%	0%	0%	23%	2%	-1%	-5%	-0%	-0%	-0%
Skilled Craft														
Your Agency	1/100%	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%
Jackson County	1,715/79.7%	50/2.3%	15/0.7%	235/10.9%	10/0.5%	0/0%	4/0.2%	85/3.9%	0/0%	15/0.7%	20/0.9%	4/0.2%	0/0%	0/0%
Utilization % *	20%	-2%	-1%	-11%	-0%	0%	-0%	-4%	0%	-1%	-1%	-0%	0%	0%
Service/Maintenance														
Your Agency	54/78%	0/0%	1/1%	0/0%	0/0%	0/0%	0/0%	14/20%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Jackson County	2,520/46%	45/1%	65/1%	280/5%	25/0%	0/0%	15/0%	2,060/38%	25/0 %	50/1%	355/6%	10/0%	0/0%	15/0%
Utilization % *	32%	-1%	0%	-5%	0%	0%	0%	-17%	0%	-1%	-6%	0%	0%	-0%

*Only the full-time data was used from the EEO-4 Report.

Data for Para-Professionals was included in the totals for Administrative Support (5 White Males, 1 Black or African American Male, 5 White Females, and 2 Hispanic or Latino Females).

Utilization Analysis Chart: Two or More Standard Deviations

In evaluating discriminatory practices in the workforce, courts have generally recognized that statistics showing underutilization of qualified employees (classified by race, national origin, or sex) by two standard deviations or more may be significant. Based on Jackson County’s data, the utilization analysis chart below displays only the job categories with underutilization of two or more standard deviations. In the displayed job category, the chart also indicates each particular group (cross-classified by race, national origin, and sex) in which the underutilization by two or more standard deviations occurred.

Job Category	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races
Protective Services: Sworn				✓										
Administrative Support	✓										✓			
Service/Maintenance								✓			✓			

Appendix C

Article IX. Grievance Procedures

Section 1. Purpose

The process outlined here provides an adequate and fair hearing and resolving matters of employment conditions of Jackson County employees. Nothing herein shall prohibit employees from filing complaints of unlawful discrimination, harassment, or retaliation in accordance with Jackson County policy.

Section 2. Applicability/Coverage

This grievance policy and associated procedures applies to all departments and all employees of Jackson County set forth in Article I. Organization of the Human Resources System, Section 2. Coverage with the exception of employees subject to the North Carolina Human Resources Act, employees of the Board of Elections, Sheriff, and Register of Deeds. For those employees subject to the North Carolina Human Resources Act, appeals of termination should be directed to the Office of Administrative Hearings. Any other grievance by these employees should be directed to their respective Department Director or Board. For employee of the Board of Elections, Sheriff, or Register of Deeds, grievances must be presented to the Board of Elections, the Elections Director, the Sheriff, or the Register of Deeds respectively.

Section 3. Definition

A grievance is defined as a claim or complaint of an event or condition that affects the circumstances under which an employee works, allegedly caused by misinterpretation, unfair application, or lack of established policy pertaining to employment conditions. A complaint may involve allegations of safety and health hazards, unsatisfactory physical facilities, unfair or discriminatory supervisory or disciplinary practices, unjust treatment by fellow employees, harassment, or bullying.

Section 4. Policy

- A. Every employee shall have the right to present his/her grievance in accordance with these procedures, with or without a representative, free from interference, coercion, restraint, discrimination, penalty, or reprisal. Every employee will be allowed such time away from his/her regular duties as may be necessary and reasonable as determined by the Department Head, Human Resources Director and/or County Manager, for the processing of a grievance under these procedures without loss of pay, vacation, or of other leave accruals. All grievances filed due to dismissal or based on alleged discrimination may be appealed directly to the County Manager by submittal of grievance to the Human Resources Director or corresponding appointing authority, indicating whether the alleged discrimination was based on race, color, religion, sex, national origin, political affiliation, physical or mental disability, age, veteran status, genetic information, or any other legally protected class under federal, state, or local law. Filing a grievance pursuant to this section does not supersede the statute of limitations applicable to filing charge of discrimination with the Equal Employment Opportunity Commission.
- B. Grievance filed on an untimely basis will be dismissed. Allegations of discrimination, if raised more than thirty calendar days after the party alleging discrimination became aware of or should

have become aware of the alleged discrimination, shall be dismissed.

- C. Employees who are covered by the North Carolina State Human Resources Act must follow the administrative procedures outline per specific Departmental policy, and, specifically for unlawful workplace harassment, for filing complaint of discrimination or harassment.
- D. The dismissal of your grievance related to discrimination has no bearing on your ability to bring a charge of discrimination with the Equal Employment Opportunity Commission.

Section 5. Objectives

The objectives of this policy and associated procedures include the following:

1. To assure employees of a means to have their complaints considered rapidly, fairly, and without fear of reprisal.
2. To encourage employees to express themselves about how their conditions of work affect them as employees.
3. To provide better understanding of policies, practices and procedures which affect employees.
4. To provide Jackson County Department Heads with greater opportunity, both to exercise proper responsibility in dealing with employees, and to improve their effectiveness in carrying out established policies.
5. To improve employee opportunities in performing duties with effectiveness and satisfaction.

Section 6. Procedure

A. Step One

1. An employee must file a grievance in writing with the immediate supervisor within five (5) business days of the date of a grievable incident having occurred. The immediate supervisor shall meet with the employee within five (5) business days of receipt of the grievance and attempt to informally and expeditiously resolve the grievance. If the grievance is not settled, then the employee and immediate supervisor should document a statement of relief that describes the action the employee desires the immediate supervisor or organization should take to resolve the grievance.
2. If the immediate supervisor's informal resolution efforts fail, the immediate supervisor must issue a written decision to the employee and the Department Head on the grievance and submit it no later than five (5) business days following the meeting that summarized the grievance, the requested statement of relief, and documentation as to why the grievance was not resolved. The grievance procedure would at this point move to Step Two.
3. If the employee alleged sexual harassment or hostile work environment by the immediate supervisor, the employee may file the complaint with the Department Head, Human Resources Director or County Manager, or corresponding appointing authority. Alternatives as to who to report alleged harassment or hostile work environment to are outlined in Article V. Conditions of Employment, Section 4. Unlawful Workplace
4. Harassment, Subsection A. should the immediate supervisor, Department Head, or County Manager be the sources of the employee's grievance.

B. Step Two

1. Employees not reaching resolution with the informal response at Step One may file the grievance and statement of relief desired, in writing, with the Department Head within five (5) business days of receipt of the immediate supervisor's written decision and shall state the basis for the complaint, and, if based on alleged discrimination, indicate whether the alleged discrimination was based on race, color, religion, sex, national origin, political affiliation, physical or mental disability, age, veteran status, genetic information, or any other legally protected class under federal, state, or local law.
2. The Department Head shall meet with the employee within five (5) business days of receipt of the Step Two grievance, and review the decision at Step One, and make an independent determination on the merits of the grievance. Within five (5) business days of meeting with the employee, the Department Head shall issue a written decision to the employee with copies to the immediate Supervisor and Human Resources Director. If the employee and Department Head reach an agreement at this step, the decision and statement of relief shall be issued and the grievance will be considered resolved.
3. Should the grievance not be resolved at the Department Head level, Step Three of this procedure is available to the employee.

C. Step Three (Not applicable to elected official employees (Sheriff and Register of Deeds), employees of the Board of Elections, or employees subject to the North Carolina Human Resources Act)

1. Employees not reaching a resolution or timely response in Step Two are able to take the grievance to the Human Resources Director. This enables the employee, immediate supervisor, and Department Head to have the grievance reviewed by someone external to the department. The grievance may be filed with the Human Resources Director within five (5) business days of the decision or decision due date of Step Two. The Human Resources Director shall review the grievance and render a decision within five (5) business days.
2. The decision, in writing shall be provided to the employee, immediate supervisor, and Department Head. Should the employee and Human Resources Director reach a resolution, the prescribed relief shall be outlined and the grievance shall be resolved.
3. If no resolution is reached at this level, the employee may proceed to Step Four of the prescribed grievance process.

D. Step Four

1. Employees not reaching resolution at Step Three may forward the written grievance to either the County Manager or the corresponding appointing authority within five (5) business days of receipt of the Step Three decision. The County Manager shall review the grievance and render a decision within ten (10) business days.
2. The decision, in writing shall be provided to the employee, immediate supervisor, Department Head, and Human Resources Director. Should the employee and the County Manager reach a resolution, the prescribed relief shall be outlined and the grievance shall be resolved.
3. If no resolution is reached at this level, the employee may proceed to Step Five of the prescribed grievance process.

E. Step Five

1. Employees not reaching resolution at Step Four may forward the written grievance to the Jackson County Board of Commissioners within five (5) business days of receipt of the Step Four decision. The Jackson County Board of Commissioners shall review the grievance and render a decision within thirty (30) calendar days.
2. At Step Five in the grievance procedure, the Jackson County Board of Commissioners are utilized for a final binding decision.
3. The decision issued and applicable relief to resolve the grievance is at this stage final and binding and in itself is not grievable.

Section 7. Protection of Complainants, Employees, Witnesses and Representatives, from Interference, Harassment, Intimidation, and Reprisal.

All employees shall be free from any or all restraint, interference, coercion, or reprisal on the part of their co-workers or Department Heads in making any complaint or appeal, in serving as representative of an appellant, in appealing as witnesses, or in seeking information in accordance with these procedures. The above principles apply with equal force after a complaint has been resolved. Should these principles be violated, the facts shall be brought to the attention of the County Manager by the appellant, his/her representative, or the person affected so that the appropriate remedial action may be taken.

Section 8. Maintenance of Records

All documentations, records, and reports shall be retained for the minimum of three years and shall be held by the Human Resources Department. These records shall be subject to review by the employee, the employee's Department Head, the Human Resources Director, the County Manager, or other corresponding appointing authority, and by the Board of County Commissioners.

Section 9. Alternate Remedies

The existence of these grievance procedures does not preclude any individual from pursuing other remedies available under law.