



# **EQUAL EMPLOYMENT OPPORTUNITY PLAN 2026-2028**

[www.chathamcountync.gov](http://www.chathamcountync.gov)

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## ***Statement of Plan***

Chatham County adopted its first formal Equal Employment Opportunity (EEO) Plan in 2021 to strengthen compliance with federal and state laws related to discrimination, equal employment opportunity, and adverse impact. The Plan is intended to foster and maintain a workplace culture that values fairness, equity, respect, and inclusion for employees, applicants, and the community served by Chatham County. In addition, the Plan provides guidance to Chatham County leadership and hiring managers to support equitable employment practices, reduce barriers to opportunity, and promote compliance with applicable employment laws and regulations.

### ***2024 Updated EEO Statement:***

Chatham County Government is committed to fostering a diverse workforce that enhances the quality and perspective of the services we deliver to our residents and visitors. Our policy is grounded in the principle of treating all employees and applicants fairly and equitably, while respecting their privacy and constitutional rights. We strive to ensure equal pay for work of equal value and to acknowledge outstanding performance in all personnel transactions. Furthermore, we are dedicated to promoting equal employment opportunities, regardless of race, sex, sexual orientation, gender expression, color, religion, national origin, disability, age, protected veteran status, or any other non-merit factor.

Exceptions to this plan are only made where religion or sex constitute bona fide occupational qualifications required by business necessity, and where disability does not unreasonably hinder satisfactory job performance, with or without accommodations. Chatham County is fully committed to safeguarding employees against discrimination permitted by law, based on race, color, gender identity, age, disability, genetic information, marital status, political affiliation, whistleblower activity, parental status, and military service (past, present, or future). Furthermore, we prohibit retaliation against individuals for participating in Equal Employment Opportunity (EEO) activities or opposing discriminatory practices.

Equal employment, as outlined in this plan, includes specific objectives and action steps to support fair treatment and access to opportunity for all applicants and employees. The County is committed to fostering a workplace where employment decisions are based on job-related criteria and where all individuals are treated with respect and consistency. The plan includes, but is not limited to, the following elements:

1. An analysis of Chatham County programs and policies to prevent unlawful discrimination, either intentional or unintentional, affecting all employment practices, including recruitment and selection; promotions, demotions, and transfers; compensation, training, benefits, discipline and all other terms and conditions of employment.
2. An analysis of the County's workforce demographics in comparison to the relevant labor market will be conducted to identify patterns that may warrant further review of employment practices. This analysis will include a self-assessment and barrier analysis to evaluate whether any policies, practices, or procedures may unintentionally limit equal employment opportunity. Where appropriate, the County will take steps to address identified barriers in a manner consistent with applicable federal and state nondiscrimination laws.

3. The development of a method and working group charged with implementing and evaluating the Equal Employment Opportunity Plan and provisions for continuous improvements to the plan.
4. The responsibility for the implementation of the County's Equal Employment Opportunity plan is assigned to its EEO Officer who will work closely with the Human Resources and Risk Management Director and the EEO Working Group.
5. All management personnel share this responsibility, and specific training is provided to ensure compliance is achieved.
6. All applicants and employees of Chatham County may report concerns or file complaints alleging discrimination through the EEO Officer or other designated reporting channels. The County is committed to ensuring that individuals can raise concerns without fear of retaliation.

The Equal Employment Opportunity Plan (EEO) will be updated and revised periodically to reflect changes in federal and/or state anti-discrimination laws. This plan will be monitored by the EEO Officer and EEO Working Group, a group of diverse employees (gender, race, supervisor/non-supervisor, etc.) who will be tasked with conducting regular internal audits, barrier analyses and any other necessary tasks to address any barriers to equal opportunity. This group will meet bi-monthly (every two months) and will work directly with the EEO Officer to ensure effective implementation of the EEO Plan. This group is vital to the success and acceptance of the County's EEO Plan. A list of the current members is below:

Brenda Clegg	Equity, Community Engagement & EEO Officer
Nellie Benitez	Lead and Focus on Fathers Program Specialist IV, Health Department
Chance Mullis	Assistant Planning Director
Julie Farrington-Cheek	Safety & Risk Management Manager
Renita Foxx	Diversion & Advocacy Programs, Director
Brenton Hart	Policy Analyst
Sammy Lassiter	Facilities- Housekeeping
Kevin Lindley	Environmental Quality & Sustainability Director
Rita Van Duinen	Branch Manager, Chatham Community Library
Jennifer Yancey	Community Employment Case Manager, Social Services

All employees of Chatham County have the right to review and comment on the Equal Employment Opportunity Plan. A copy of the plan will be available in the administrative offices of each department and on the County's external and internal websites. Any questions relating to the details of this Plan should be referred to the EEO Officer (919) 542-8328.

\_\_\_\_\_  
Bryan Thompson, County Manager

\_\_\_\_\_  
Date

\_\_\_\_\_  
Brenda Clegg, CDE®, SHRM-CP, EEO, Community Engagement & EEO Officer

\_\_\_\_\_  
Date

## ***Anti-Discrimination Statement***

Chatham County does not and shall not discriminate based on race, color, religion (creed), gender, including pregnancy, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status in any of its activities or operations. These activities include, but are not limited to, the hiring and termination of employees or contractors, selection of volunteers, selection of vendors, and provision of services to residents, community partners and visitors within the county.

## ***Chatham County Anti-Harassment Policy***

**Applicable Definitions (Found in Personnel Policy, Article V, Section 3)**

**Last Updated: August 18, 2025**

### ***Section 3: Harassment***

- A. Bullying.** Bullying is verbal or physical conduct that causes harm, intimidates, or coerces another person. Bullying is not necessarily based on a person's membership in a protected category like race, sex, age or disability, among other protected classes.
- B. Discrimination.** Discrimination occurs when an employee or applicant is treated unfavorably because of their race, color, national origin, ethnicity, religion, sex, pregnancy, marital or familial status, age (40 or older), political affiliation, National Guard or veteran status, disability or genetic information, or any other characteristic protected by law.
- C. Harassment.** Harassment is unwelcomed conduct based of any of the protected characteristics as defined by law (race, color, religion, sex, pregnancy, national origin, age (40 or older), disability or genetic information). Harassment exists when:
  - 1. Submission to harassing conduct is made, either explicitly or implicitly, a term or condition of an individual's employment,
  - 2. Submission to or rejection of such conduct is used as the basis for an employment decision.
  - 3. The conduct interferes with an employee's work or creates an intimidating, hostile, abusive, or offensive work environment.
- D. Nonverbal Harassment.** Nonverbal harassment includes intimidating or confrontational body language, gestures, staring, touching, hugging, or patting; blocking a person's movement or standing too close; brushing against a person's body; the display of sexually suggestive or degrading pictures and/or racist or other derogatory cartoons or drawings.
- E. Sexual Harassment.** Sexual harassment is one type of harassment and includes unwelcome sexual advances, unwelcome physical contact of a sexual nature or unwelcome verbal or physical conduct of a sexual nature. Unwelcome verbal or physical conduct of a sexual nature includes the repeated making of unsolicited, inappropriate gestures or comments and the display of sexual materials not appropriate for the workplace.
- F. Stereotyping.** Harassment is based on a protected characteristic if it is centered on social or cultural expectations—be they intended as positive, negative, or neutral—regarding how people of a particular protected group may act or appear. This includes harassment grounded in sex-based assumptions about

family responsibilities, suitability for leadership, gender roles, weight and body types, or being a survivor of gender-based violence.

- G. Verbal Harassment.** Verbal harassment includes jokes, slights, slurs, insults, and innuendoes; threats; degrading sexual remarks; whistling or “cat calls”; comments on a person's body or sex life; pressures for sexual favors; participating in derogatory, insulting/spiteful gossip or offensive discussions.

### ***Technology & Sexual Harassment***

Technology presents a unique set of challenges in the modern workplace, including:

- H. Harassment through social media** - inappropriate posts or messages, repeated requests for dates, etc.
- I. Text message harassment** - text messages that are inappropriate or that are meant to intimidate or harass
- J. Sexting** - sexually explicit or offensive images (photos or videos) sent via electronic media
- K. Cyberstalking** - obsessive and inappropriate following of a co-worker or employee on social websites, blogs, etc.

It doesn't matter who owns the device or where the inappropriate content appears - offensive electronic communications that affect the workplace can constitute workplace harassment. Sexual harassment that occurs online or through some other electronic medium is prohibited.

### ***Section 5: Anti-Harassment and Policy and Procedures***

#### **A. Anti-Harassment Statement**

1. Chatham County is committed to maintaining an environment free from bullying and harassment, which can be a form of workplace discrimination. Harassment and discrimination, either physical or verbal, are a violation of the law and county policy. All employees have a right to work in an environment free from bullying or harassing conduct, including sexual harassment. The county requires that all employees (including contractors) refrain from bullying or harassing anyone, including coworkers, members of the public, vendors, volunteers, interns, and clients. This policy is designed to provide an understanding of Chatham County’s commitment to uphold a safe, positive working environment for employees, managers, directors, contractors, vendors and volunteers and interns.

- B.** This Section applies to all officers and employees of Chatham County, including, but not limited to, regular full and part-time employees, temporary employees, volunteers, and individuals working under contract for the county.

1. Elected officials may not discriminate nor harass others as listed in Sections A and B of this article; however, they are excluded from the protections this article provides regarding employment and holding of office.

- C.** Harassment and discrimination, either physical or verbal, are a violation of the law and county policy. The intent of this section is to clarify Chatham County's position on the prevention, discovery, and remedy of harassment and discrimination in the workplace. It is the intent of Chatham County to maintain a workplace free of harassment and discrimination from any source. This section affirms the county's refusal to tolerate harassment and discrimination; informs managers, supervisors and other employees of performance

expectations, guidelines, and possible penalties related to harassment and discrimination; and provides procedures for employees who believe they have been harassed.

- D.** Individuals that report bullying or harassment in good faith are protected from retaliation by the County or any employee of the County. Retaliation includes, but is not limited to employee discipline, discharge, further acts of discrimination, or other adverse actions when those acts are intended to punish an employee for reporting harassment, opposing discrimination, or filing or assisting with a complaint to local, state, or federal antidiscrimination agencies. The County will promptly investigate complaints of bullying, harassment, or retaliation. Such investigations will be fair and impartial. All employees of Chatham County are required to cooperate with investigations of workplace bullying, harassment, or retaliation.
- E.** In addition to the conduct above, harassment and discrimination may be unsolicited and unwelcome sexual advances; unsolicited and unwelcome requests for sexual favors; and other unsolicited and unwelcome verbal or physical conduct of a sexual, harassing, or discriminatory nature, when:
  - 1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
  - 2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
  - 3. Such conduct has the purpose or effect of substantially interfering with a person's work performance or creating an intimidating, hostile, or offensive work environment.
- F.** Prohibited acts of harassment and discrimination can take a variety of forms, ranging from subtle pressure for sexual activity to disparate acts in hiring and discipline. Some examples include, but are not limited to, the following:
  - 1. Unsolicited and unwelcome conduct in the form of pinching, grabbing, patting, or propositioning.
  - 2. Making either explicit or implied job threats or promises in return for submission to sexual favors.
  - 3. Making sexually oriented comments on appearance, including dress or physical features.
  - 4. Telling sexually explicit stories.
  - 5. Displaying sexually explicit or pornographic material or pictures that may embarrass or offend employees in the workplace, regardless of the method of display.
  - 6. Sexual assaults on the job by supervisors and fellow employees.
  - 7. Jokes or remarks of a sexual or discriminatory nature made in front of people who find them offensive.
  - 8. Use of sexually suggestive objects.
  - 9. Prolonged staring or leering at a person.
  - 10. Whistling to attract the attention of a person.
  - 11. Continued invitations to social events outside the workplace, after being told such invitations are unwelcome.
  - 12. Use of offensive terms that have a sexual or discriminatory nature; and
  - 13. Use of sexually degrading or discriminatory words to describe a person.
- G.** The Anti-Harassment and Anti-Discrimination Policy have been violated when any of the foregoing conduct: (1) influences employment decisions, (2) makes the job environment hostile, or (3) unreasonably interferes with work performance.
- H.** The purpose of the Anti-Harassment and Anti-Discrimination Policy shall not be used to bring frivolous or malicious charges against employees or public officials. Harassment and discrimination do not include

personal compliments welcomed by the recipient or social interactions or relationships freely entered by employees or prospective employees.

- I. This Section will be distributed to all employees of the county. Every employee will be required to acknowledge their receipt of this section in writing. A copy of the acknowledgment shall be kept in the regular personnel file. Department heads, office holders and supervisors shall be responsible for ensuring that all employees under their direction are familiar with this section.

### ***Procedures for Handling Harassment and Discrimination Issues***

- A. Employees of the County Sheriff and Register of Deeds shall follow procedures for handling harassment and discrimination as outlined by their individual agency.
- B. Because behavior that may offend an employee may not be intended as harassment, it is encouraged that the employee, who believes they have been harassed first tell the individual that the behavior is offensive and ask that the behavior stop. If the employee is not comfortable with confronting the individual responsible for the offending behavior, the employee should attempt to resolve the matter with the supervisor or department head most directly concerned, excluding the person accused of harassment and/or discrimination.
  - a) The supervisor or department head who is made aware of the offensive behavior should then take the following steps:
    - 1) Immediately inform the accused individual(s) of the complaint and that the behavior must stop.
    - 2) Complete an EEO Concern form and submit it to the EEO Officer for documentation of activity.
  - b) The EEO Officer is then responsible for following up within ten (10) calendar workdays and then again in three (3) months of notification from the supervisor or department head with the offended employee to determine that the offensive behavior has ceased, and that no other repercussion (s) has occurred.
  - c) The EEO Officer is responsible for sharing the complete documentation with the Human Resources Director.
    - 1) If resolved: no other actions are required.
    - 2) If unresolved: If harassing conduct is found to have continued, the manager or supervisor must take appropriate corrective and disciplinary action, up to and including removal, against all persons who have been found to have engaged in that conduct in conjunction with the Human Resources Director. If any employee believes that they have been the subject of harassment and/or discrimination and if the direct resolution approach set out above (if appropriate) has failed to produce a result satisfactory to that person, then the employee may proceed through the appropriate grievance procedure as outlined in Article IX of this policy. If a complaint is resolved to the satisfaction of the grievant but not to the accused, the accused may proceed through the grievance procedure.
- C. If any employee believes that they have been the subject of harassment and/or discrimination and if the direct resolution approach set out above (if appropriate) has failed to produce a result satisfactory to that person, then the employee may proceed through the appropriate grievance procedure as outlined in Article IX of this policy. If a complaint is resolved to the satisfaction of the grievant but not to the accused, the accused may proceed through the grievance procedure.

- D. The employee should be prepared to provide the following information when reporting harassment of any kind:
  - a. Employee's (Complainant's) name, department, and position title.
  - b. The name of the person or people committing harassment and/or discrimination, including their title/s, if known.
  - c. The specific nature of the harassment and/or discrimination, how long it has gone on, and any employment action (demotion, failure to promote, dismissal, refusal to hire, transfer, etc.) taken against the complainant because of the harassment, or any other threats made against the complainant because of the harassment.
  - d. Witnesses to the harassment; and
  - e. Whether the complainant has previously reported such harassment and, if so, when and to whom.
- E. When at all possible, the county encourages employees to follow the line of authority in reporting harassment and discrimination. If the County Manager or an elected official is named as an offending party, the County Attorney should be advised.

***Employee Obligation***

1. Employees are not only encouraged but are obligated to report instances of harassment and discrimination. Internal interference, coercion, restraint, or reprisal against any person complaining of alleged harassment and discrimination is prohibited. Harassment and discrimination are a contradiction to the Chatham County core values.  
<https://www.chathamcountync.gov/government/departments-programs-a-h/county-manager-s-office/equity-community-engagement>
2. Employees are obliged to cooperate in every investigation of harassment and discrimination of which they have knowledge, including, but not limited to, the following:
  - a. Coming forward with evidence, whether favorable or unfavorable to a person accused of harassment and/or discrimination, and
  - b. Fully and truthfully answering questions during a harassment and/or discrimination investigation.
3. All personnel must maintain strict confidentiality regarding complaints to protect all parties involved. During an active investigation, employees are prohibited from discussing the matter with coworkers or others, except with individuals officially involved in the investigation (e.g., investigators, EEO Officer, HR, or designated leadership). All records placed in the personnel file are protected by the guidelines established in North Carolina General Statute 153A-98.
4. Based on the seriousness of the offense, employees determined to have violated this section shall be subject to disciplinary action set forth in Article VIII of the Chatham County Personnel policy, including reprimand, suspension, involuntary transfer, demotion, and dismissal. Employees found to be in violation of this section shall have the same rights and obligations as other employees subject to disciplinary actions, as set forth in Article VIII of the Chatham County Personnel policy.

***This plan aligns with the following Chatham County policies:***

- Workplace Violence Policy & Procedure (Last Updated: September 11, 2025)
- Whistleblower Policy (Last Updated: January 8, 2026)

***Definitions of Terms***

Chatham County complies with all Equal Employment Opportunity (EEO) rules and regulations. Below are definitions of terms used in the above policies and procedures not included within the policy:

1. **Discrimination:** treating someone (an applicant or employee) unfavorably because of personal characteristics protected under the provisions of the Equal Employment Opportunity Act. The County extends these protections to include sexual preference and gender identity. More information about the types of protected personal characteristics can be found at the [Equal Employment Opportunity website](#).
2. **County Leadership:** County leadership includes County Manager, Deputy County Manager, Asst. County Manager, Human Resources and Risk Management Director, department heads, and supervisors responsible for implementing and supporting employment practices.
3. **[Equal Employment Opportunity Commission \(EEOC\)](#) :** The U.S. Equal Employment Opportunity Commission (EEOC) is responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. It is also illegal to discriminate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.
4. **Grievance:** A claim or complaint of an event or condition which adversely affects the circumstances under which an employee works, allegedly caused by misinterpretation, unfair application, or lack of an established policy pertaining to employment conditions.
5. **Harassment:** Conduct that demonstrates hostility or derision toward another person or group of persons on the basis of age, sex, gender identity, sexual preference, race, color, religion, disability, or national origin. Harassment may include conduct between supervisors and employees, between employees, and by members of the public toward employees. Harassing behavior by employees toward the public is considered a form of detrimental personal conduct.

Harassment in the workplace has the purpose or effect of:

- adversely affecting employment opportunities or conditions of employment or
- unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Examples include (but are not limited to):

- use of abusive or derogatory racial, age or gender-based terms, or such terms based on national origins, religion, affectional preference or disabling conditions
  - unfair assignment of work on the basis of race or gender stereotypes rather than job class or skill/ability level
  - displaying objects or pictures in the workplace that demonstrate hostility or a derogatory attitude toward members of protected groups
  - threatening or intimidating actions
  - jokes which are offensive to a person's age, sex, race, color, religion, disability, national origin, affectional preference, gender identity, gender expression, or marital status, and are continued after the offended person has made his feelings known or
  - any abusive/unfair treatment of a person based on his or her age, gender, race, disability, religion, national origin, affectional preference, gender identity, gender expression, or marital status.
6. **Respondent:** The person who is alleged to have engaged in a serious incident.
  7. **Retaliation:** Any adverse action taken against an individual for reporting a serious incident; testifying or participating in any way in an investigation, proceeding, or lawsuit related to a serious incident, or because of opposition to employment practices in violation of the unlawful workplace harassment policy.
  8. **Workplace violence:** Any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site. It ranges from threats and verbal abuse to physical assaults and even homicide. It can affect and involve employees, clients, customers, and visitors.

## ***Dissemination***

### **A. Internal**

The County's EEO Plan shall be communicated to all County employees by utilizing the following methods of communication.

1. At least bi-annually, the County Manager shall discuss or remind department heads of the importance of achieving the County's EEO goals to ensure implementation and application of the EEO Plan
2. At least bi-annually, the County Manager shall review and discuss the County's EEO Plan, policies, and objectives with department heads. These discussions will reinforce the County's commitment to a people-focused workplace grounded in fairness, consistency, and civility, where employment decisions are based on job-related qualifications and all individuals have access to opportunity.
3. All managers and supervisors are required to attend New Supervisor Orientation which includes a module on EEO, culture and people first focused training, as well as Legal Requirements, within one (1) month of their appointment.

4. Human Resources and Risk Management shall post a notice of the County's EEO Plan in department common areas for employees to see and periodically visit work sites to ensure that the plan notice is posted as well as all required postings of federal and state employment laws.
5. The EEO Officer shall inform all new employees of the County's EEO plan during new employee orientation. In addition, all new employees are required to attend the New Hire Training Program, which consists of three two-hour workshops focused on Chatham County's commitment to civility and a people-focused approach in the workplace.
6. Human Resources and Risk Management shall ensure that the EEO plan is in all employee handbooks, reports, and manuals.
7. Human Resources and Risk Management shall ensure that the County's EEO statement is included in the appropriate brochures or documents concerned with recruitment, hiring practices, and benefits.

### ***B. External***

The County's Equal Employment Opportunity (EEO) Plan shall be made available to the public through the following methods:

1. The County's website, [www.chathamcountync.gov](http://www.chathamcountync.gov), prominently displays the County as an equal opportunity employer on its homepage.
2. State and Federal regulatory agencies shall have access to the EEO Plan upon request.
3. Recruitment sources shall have access to the EEO Plan upon request.
4. The County Manager, Human Resources and Risk Management Director and all department heads and supervisors shall inform other groups or people through their personal contacts, associations, and outside organizations, of the County's EEO Plan and goals, advertisements for employment and application forms as may be appropriate.

### ***Designation of Responsibilities***

All Chatham County employees share responsibility for maintaining a workplace that is people-focused, models the County's values, and promotes civility, professionalism, and respect for all individuals.

### ***Employees***

All employees are also expected to:

- For harassment, discrimination, or retaliation cases, immediately inform your division and/or department director; encourage the person with the complaint to file a formal complaint or to contact the EEO Officer for assistance.
- For potential workplace violence cases, contact your division and/or department director; for suspicion of imminent violence, please contact local law enforcement immediately.

- For safety violations or concerns, contact your immediate supervisor and the Safety and Risk Manager for assistance; immediately take action to restore safe conditions.
- Participate in administrative investigations when requested.
- Keep information that is shared with an investigator confidential.

### ***Department Heads***

All department heads also are expected to:

- Take any immediate remedial action required to restore the workplace.
- Immediately notify the EEO Officer and Human Resources and Risk Management Director of suspicions, allegations, or actual serious incidents.
- Support or investigate at the County Manager or EEO Officer's direction.
- Provide training for personnel on the procedures for handling serious incidents and maintaining a healthy and productive workplace. They may request training assistance from the EEO Officer.
- Support their supervisors/managers in providing ongoing guidance about what constitutes inappropriate workplace behaviors or serious incidents.
- Assure that allegations serious incidents are promptly investigated.
- Assure that employees receive ongoing training and information about serious incidents.
- Refrain from any harassment, retaliation, or discrimination in workplace behaviors, operations, or decisions.
- Make hiring, promotional, and work assignment decisions based on employee skills, abilities, competencies, and performance, not on personal characteristics that are protected under this policy (age, sex, race, disability, etc.).

### ***Managers and Supervisors***

Managers and supervisors are expected to model exemplary conduct and treat all employees with professionalism and respect. They are responsible for ensuring compliance with all Equal Employment Opportunity (EEO) policies within their areas of supervision.

Under the EEO Plan, managerial and supervisory responsibilities include the following:

- Conducting periodic meetings with employees to communicate the purpose and requirements of the EEO Plan and to clarify individual employee responsibilities related to its implementation
- Establishing department-level EEO goals and objectives, identifying potential issues related to equal employment opportunities, and working to resolve such issues in a timely and appropriate manner.
- Participating in community outreach and engagement activities, as appropriate to their role, with organizations that support workforce development and equal access to employment opportunities, while representing Chatham County in a professional and neutral capacity.

- At least twice per year, during staff or team meetings, discussing the importance of a respectful, people-focused workplace, including awareness of County policies and procedures and expectations related to civility and professional conduct.
- Ensuring that all employees are provided equal opportunity for recruitment, hiring, training, promotion, transfer, and career development in accordance with applicable laws and County policies.
- Providing guidance and counseling to employees regarding available training, professional development, and promotional opportunities.
- Conduct quarterly reviews of department facilities to ensure that all required legal notices are properly displayed in the designated locations.

### ***Human Resources and Risk Management Staff***

All Human Resource and Risk Management staff members are expected to:

- Assure that all incidents are brought to the attention of the EEO Officer promptly for thorough documentation and/or investigation and work in consultation with Risk Management when the incident involves a safety concern.
- Protect the confidentiality of all employees as required by law.
- In partnership with the EEO Officer, develop education and other strategies to prevent serious incidents and assist departments in understanding and adhering to guidelines.
- Ensure that departments have and are effectively using the tools designed to guide hiring, promotion, and work assignment decisions, which must be based on knowledge, skills, and abilities rather than personal characteristics protected under this policy.
- The HR Director shall recommend approval or disapproval and signing off on all appointments, promotions, classification changes, etc.
- Ensure compensation is based on an individual's qualifications and experience.

In addition, exit interviews will be conducted by Human Resources and Risk Management, both in-person and electronic, to provide the exiting employee with the opportunity to discuss the reasons for termination, voice any concerns the employee may have been hesitant to bring forward during their employment and provide feedback and suggestions related to their employment.

## **Equal Opportunity Employment (EEO) Officer**

The EEO Officer is expected to:

- Develop the day-to-day administration of the EEO Plan.
- Plan, develop, implement, and disseminate EEO plan and or policies involving staffing, recruitment, contract compliance and consultant contract, as it relates to Equal Employment Opportunity.
- Conduct annual audits of utilization and adverse impact reports to ensure that qualified women and minorities are provided the same opportunities as men and non-minorities.
- Provide training opportunities for elected officials, managers, and employees around EEO and recruitment and selection, to ensure that managers and supervisors understand their responsibility and legal requirements in taking actions to prevent the harassment of employees and applicants for employment.
- Act as the Liaison Officer between the County and regulatory agencies, minority, handicapped and women's organizations and other groups.
- Maintain a process that ensures that individuals in protected classes are informed of employment opportunities within the County and that recruitment sources for protected groups are fully utilized for vacancies.
- Provide a system of counseling and resolution for employees or applicants who believe they have been discriminated against as outlined in the Chatham County Harassment and Discrimination Policy and Chatham County Workplace Violence Policy & Procedures.
- Lead the work of the EEO Working Group.

When complaints of harassment and/or discrimination are received, the EEO Officer will be responsible for informing the HR Director (prior to start of investigation), investigating those complaints and reporting the findings to the Human Resources Director. When complaints of harassment and or discrimination involve the Human Resources and Risk Management (HRRM) Department, the EEO Officer will delegate the responsibility to investigate those complaints to the County Attorney.

### ***EEO Working Group***

The EEO Working Group is expected to:

- Serve in an advisory and monitoring capacity to support the Chatham County EEO Officer and the Human Resources and Risk Management Department in the implementation and ongoing evaluation of the County's EEO Program.
- Review the County's EEO Plan and related employment policies and procedures, including, but not limited to, recruitment, selection, promotion, demotion, training, and retention practices—and recommend updates or improvements to strengthen consistency, transparency, and compliance with applicable laws.
- In collaboration with the EEO Officer, review annual workforce utilization and adverse impact analyses at an aggregate level to assess employment practices and identify potential areas for further review, consistent with equal employment opportunity principles and nondiscrimination requirements.

- Review aggregated workforce and employment-process data to better understand workforce composition, trends, and patterns as they relate to relevant labor market information and internal practices.
- Promptly report any known or suspected allegations or incidents of harassment or discrimination to the EEO Officer within 24 hours of becoming aware. The EEO Working Group will annually collaborate with Human Resources and Risk Management to support departments in reviewing hiring, promotion, and training practices. This review will identify any policies or procedures that may unintentionally limit equal employment opportunity and will guide legally compliant, opportunity-focused improvements.

### ***County Manager***

The County Manager is expected to:

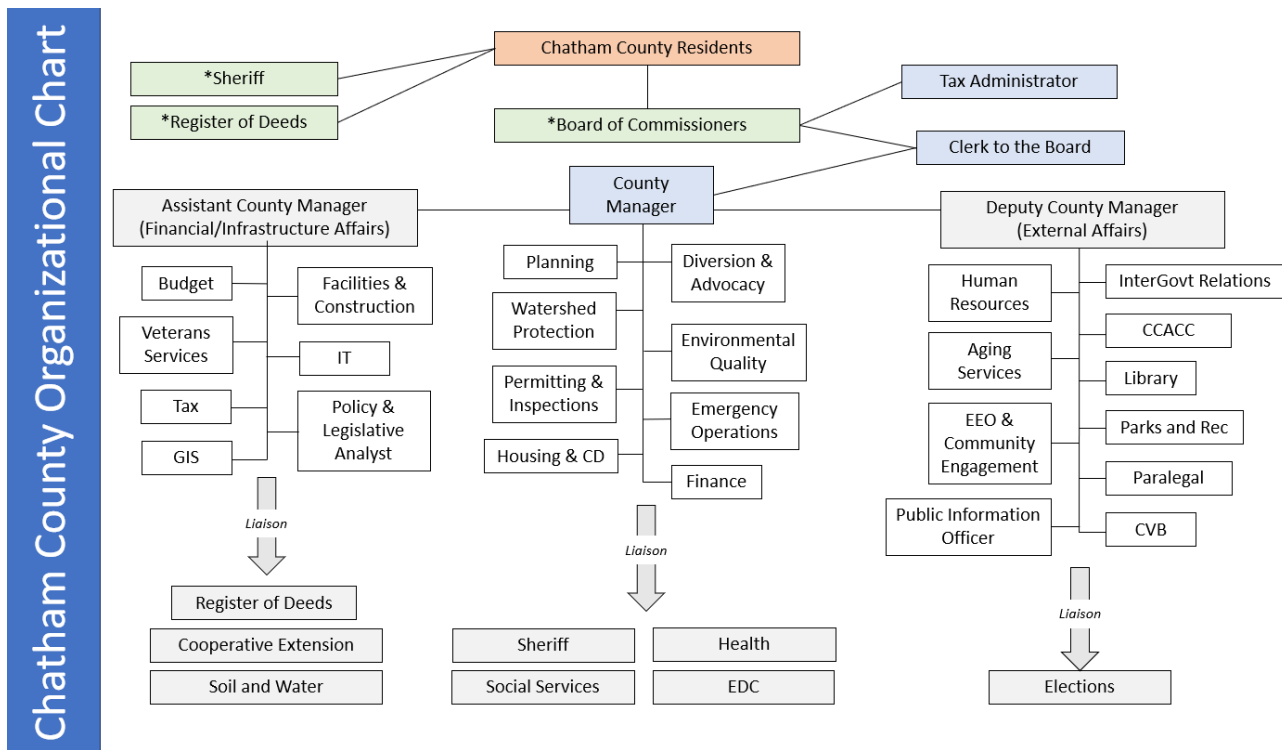
- As chief executive, the County Manager is charged with the overall responsibility for the effective implementation and maintenance of the EEO Plan.

### ***County Attorney***

The County Attorney is expected to:

- Advise the County Manager on cases in which harassment is alleged and on legal actions arising from these cases.

## Chatham County Organizational Chart



*\*Organizational chart subject to change Updated 4/2026*

## Definitions of Terms – Utilization Analysis

### Definitions – Race/Ethnicity

- **Hispanic or Latino** - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
- **White (Not Hispanic or Latino)** - A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Black or African American (Not Hispanic or Latino)** - A person having origins in any of the black racial groups of Africa.
- **Native Hawaiian or Pacific Islander (Not Hispanic or Latino)** - A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

- **Asian (Not 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.
- **Native American or Alaska Native (Not 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.
- **Two or More Races (Not Hispanic or Latino)** - All persons who identify with more than one of the above five races.

### Definitions – Job Groups

Although agencies are not limited to using these broad job groups as the only means of analyzing their workforce, we use the following as guidelines:

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department directors, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers. This includes the following County positions: County Managers, Finance Officer, Health Director, Elections Director, Human Resources and Risk Management Director, Register of Deeds, Sheriff, and Tax Administrator.
- **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. This group includes personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers. This includes the Budget and Health Promotion and Policy Divisions, Social Workers II, III, III IA&T, Clinical Social Workers and Social Worker Supervisor III's, Public Health Nurses, Assistant Finance Officer, Assistant Tax Administrator, Public Information Officer, Clerk to the Board, Domestic Violence Advocate, and Environmental Health Program Specialist and Program Managers.
- **Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skills which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping

technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers, and weighers), and kindred workers. This includes all Animal Resources staff (except Officers), Building Inspectors, Watershed Specialists, Land Records Specialist, Medical Lab Technicians, Utilities Foreman and Water Quality Technician.

- **Protective Service Workers:** Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. This Includes police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers. This includes all County law enforcement and detention officers.
- **Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a “new careers” concept. Includes: library assistants; research assistants; medical aids; child support workers; police auxiliary; welfare service aides; recreation assistants; homemaker aids; home health aides; and kindred workers. This includes County positions such as Accounting Technicians, Administrative Officers, Assistant Register of Deeds, Child Support Agents, Court Related Program Counselors, Income Maintenance Caseworker II’s and Supervisors, Library Assistants (except Branch Managers), Paralegals, Revenue Technicians, Tax Appraisers and Telecommunicators.
- **Administrative Support (Including Clerical and Sales):** 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. This Includes bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers. This includes County positions such as Income Maintenance Caseworker I’s, Interpreters, Processing Assistants, Visitation Supervisors, and all Administrative Support Specialist classes.
- **Skilled Craft Workers:** 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. This Includes mechanics and repairers’ electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers. This includes the following County positions: Detention Cook staff including the Kitchen Supervisor, Facilities Manager, Physical Plant Specialist, Utility Service Technicians and Workers and Water Treatment Plant Operators.

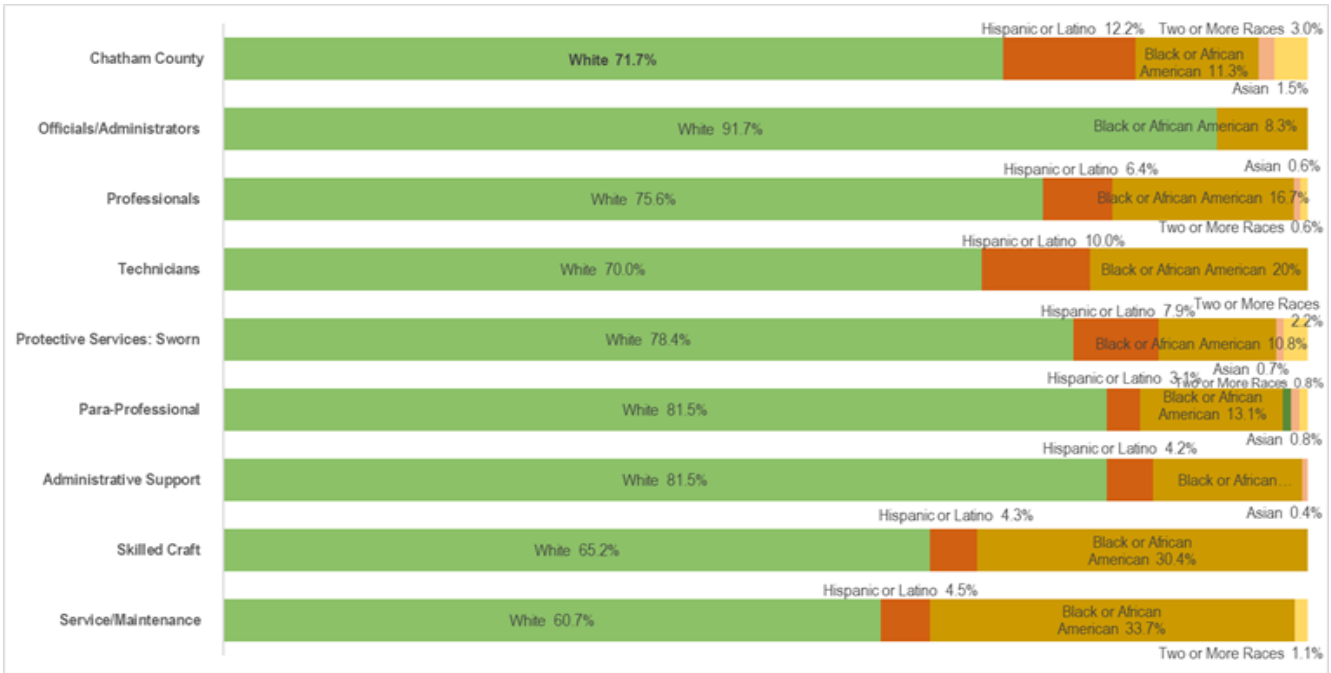
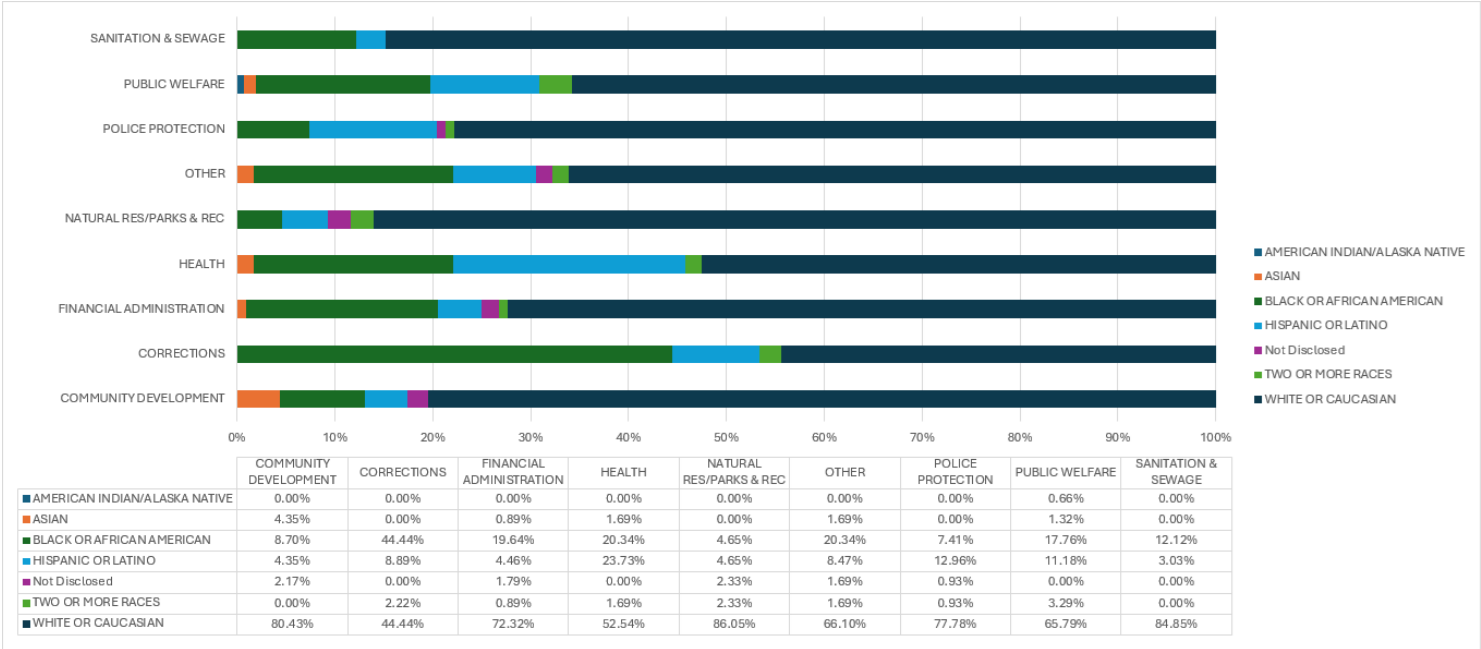
- **Service/Maintenance Workers:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry-cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners, and groundkeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers. This includes the following County positions: Heavy Equipment Operators/Truck Drivers, Facilities Coordinator, Maintenance Technicians, Maintenance Workers, Park Technicians, and the Solid Waste & Recycling Technician.

## Utilization Analysis

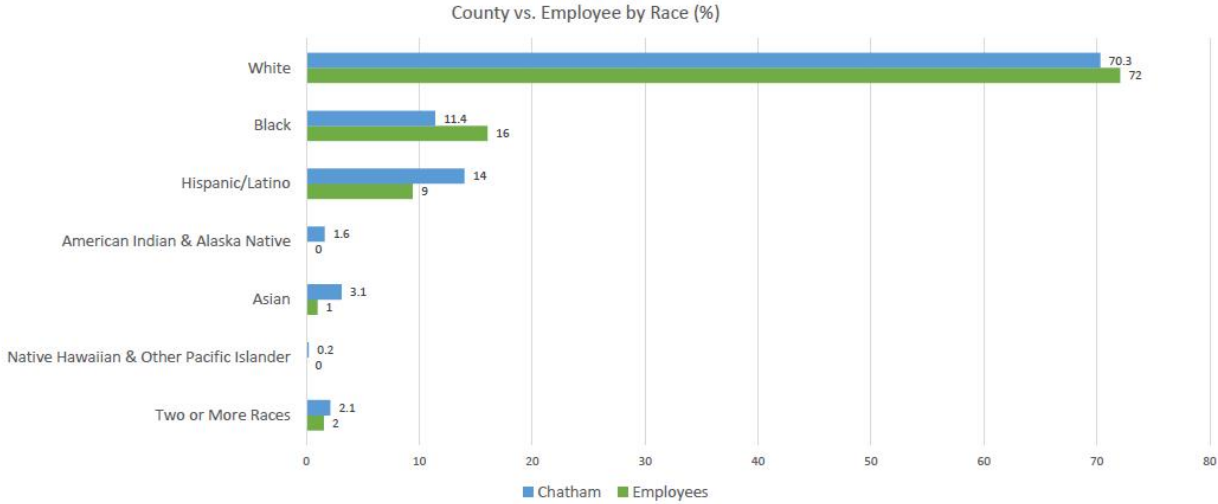
The County's workforce is sorted into seven broad categories identified by Equal Employment Opportunity Commission (EEOC). These include:

- A. Officials/Administrators
- B. Professionals
- C. Technicians
- D. Protective Services: Sworn
- E. Para-Professional
- E. Administrative Support
- F. Skilled Craft Workers
- G. Service/Maintenance Workers

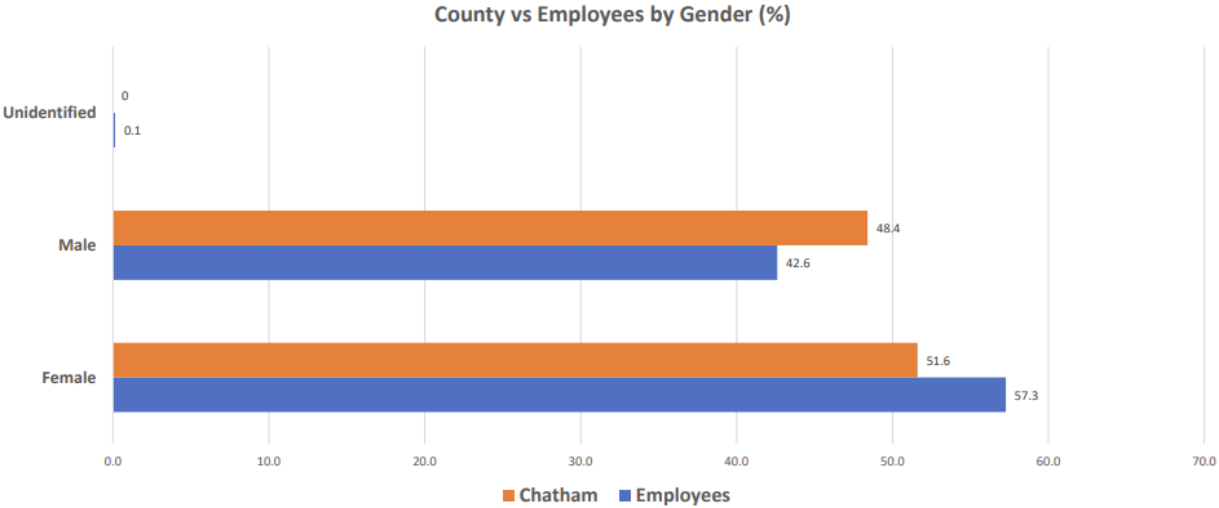
The Relevant Labor Market (RLM) reflects that portion of the labor force within the job recruitment area(s) for Chatham County identified as possessing the requisite knowledge, skills, and abilities for job placement. The chart below provides a summary of the County's 2020 utilization when compared to the workforce in the EEO Tabulation obtained through the US Census Bureau.



# Employee Demographics



# Employee Demographics

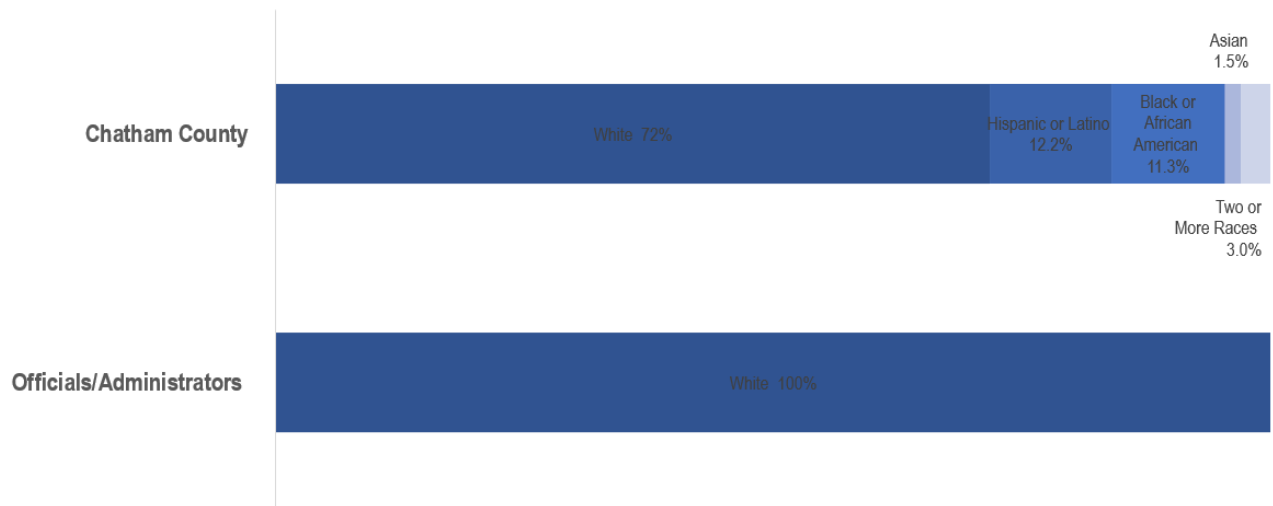


	<b>Male</b>						
		White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Two or More Races
<b>Chatham County</b>		72%	12.2%	11.3%	0.1%	1.5%	3.0%
Officials/Administrators	14	100%	0.0%	0.0%	0.0%	0.0%	0.0%
Professionals	39	91%	0.0%	9.3%	0.0%	0.0%	0.0%
Technicians	9	69%	7.7%	23.1%	0.0%	0.0%	0.0%
Protective Services: Sworn	85	83%	4.9%	8.8%	0.0%	1.0%	2.0%
Para-Professional	17	74%	0.0%	17.4%	4.3%	0.0%	4.3%
Administrative Support	104	87%	2.5%	10.1%	0.0%	0.0%	0.0%
Skilled Craft	13	68%	5.3%	26.3%	0.0%	0.0%	0.0%
Service/Maintenance	33	66%	4.0%	30.0%	0.0%	0.0%	0.0%

The EEO Working Group reviewed the Utilization Analysis (comparing the County's workforce to the relevant labor market), and noted the following:

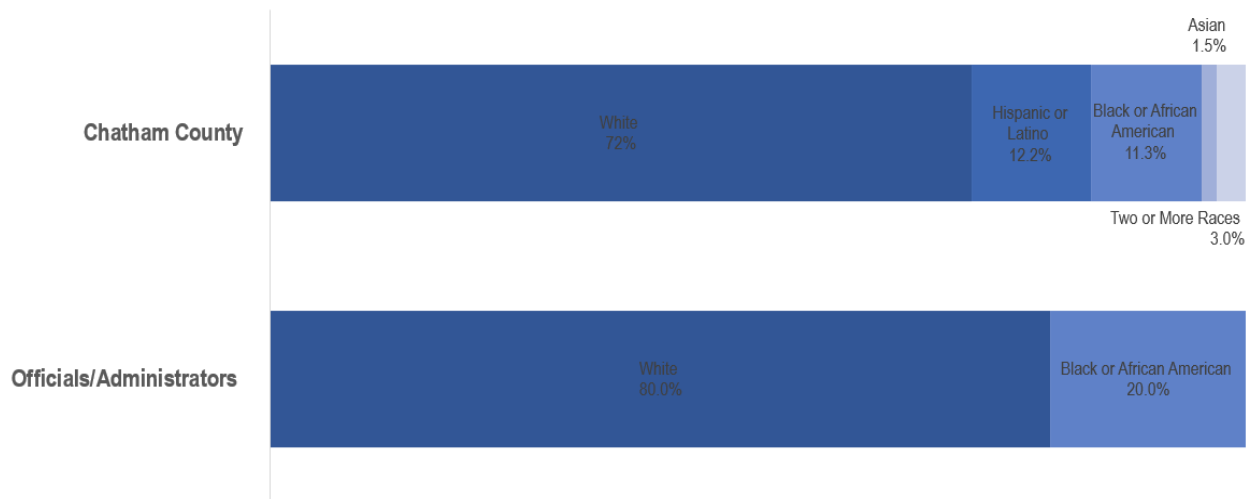
- Hispanic, specifically males, were significantly under-represented in the following job categories: Officials/Administrators, Paraprofessionals, Administrative Support, Skilled Craft and Service/Maintenance. As a result, the EEO Working Group will work to review policies, interview panel makeup, and recruitment plans to ensure that access to opportunity is not a factor in the representation of Hispanic/Latinx employees across the board within the Chatham County organization.
- African American males were under-represented in the following categories: Officials/Administrators. As a result, the EEO Working Group will work to review policies, interview panel makeup, and recruitment plans to ensure that access to opportunity is not a factor in the representation of African American males in the Officials/Administrators job category within the Chatham County organization.

## Male Officials/Administrators by Race compared to County Population



- *Hispanic females were not represented in the following job categories: Officials/Administrators.*

## Female Officials/Administrators by Race compared to County Population



For all categories where there is underutilization/representation, the County, led by the EEO Officer and Working Group, will undertake a review and recommend goals to ensure that these groups are part of the action plan for correction. The EEO Working Group, in conjunction with Human Resources and Risk Management Department, will review the County's employment practices and procedures regularly to determine if they are discriminatory. HRRM, in conjunction with the EEO Officer and EEO Workgroup, will seek ways to eliminate such impact of those categories that are underutilized.

## Goals and Objectives

Chatham County is committed to equal employment opportunity and to maintaining a workforce that reflects the availability of qualified individuals within the relevant labor market. Periodic workforce analyses are conducted to identify patterns that may warrant enhanced outreach, recruitment, or process review.

Over the next four (4) years, the County will implement inclusive, job-related recruitment and engagement strategies designed to broaden applicant pools across job categories, consistent with merit-based selection principles and applicable federal and state law.

Chatham County will regularly review employment policies, practices, and procedures to ensure they are neutral, job-related, and free from artificial or unnecessary barriers to employment opportunities, including recruitment, hiring, promotion, transfer, and professional advancement. All employment decisions will continue to be based on qualifications, experience, and job-related criteria.

### Objective 1

Strengthen recruitment and outreach strategies to broaden applicant pools across all job categories within the Chatham County organization.

#### Action 1.1

Develop and implement an inclusive outreach and recruitment plan that identifies appropriate advertising channels and engagement strategies to reach a broad and qualified applicant pool.

Actions may include:

- Expanding use of diverse, job-related recruitment platforms (see Appendix A) and building partnerships with local community colleges, universities, and other educational institutions.
- Utilizing a range of local and regional media outlets to increase awareness of employment opportunities.
- Partnering with local high schools and workforce-focused nonprofit organizations to support early career awareness and pathways to employment.
- Offering entry-level employment pathways, such as internships and temporary or seasonal positions, to support workforce development and succession planning.

### Objective 2

Expand awareness of and access to leadership and advancement opportunities within the Officials/Administrators job category.

#### Action 2.1

Implement outreach and talent development strategies designed to broaden interest and participation in leadership career pathways. Actions may include:

- Utilizing diverse, job-related recruitment platforms (see Appendix A) and establishing relationships with colleges and universities that support leadership development.
- Partnering with local high schools and incorporating leadership exposure into existing educational and career-readiness programming.
- Offering internships, fellowships, or temporary/seasonal roles that provide exposure to public-sector leadership functions and career pathways.

### **Ongoing Efforts of EEO Officer**

The EEO Officer will conduct a more detailed workforce analysis annually to identify County departments, offices, or job positions that represent significant underutilization of males and specifically Black and/or Hispanic males in these categories. The workforce analysis may include interviews with both current and former employees performed by the EEO Officer. Based on the results of the analysis, as well as other data collected, the Chatham County Human Resources and Risk Management will create a recruitment action plan for implementation by the end of the current fiscal year.

In addition, the EEO Officer and EEO Working Group, in conjunction with HRRM, will annually review the applicant flow data that it is required to keep under the EEO regulations for all vacancies in the last fiscal year in these job categories to determine whether any step in the selection process for these positions may have had a significant impact on screening out male, and specifically Black and Hispanic male, applicants. The group will produce a written report of its findings; and based on the results, consider modifying its candidate selection process.

Lastly, the EEO Working Group will annually review the composition of the applicant pool for all vacancies in these job categories in the last fiscal year to determine whether males, and specifically African American and Hispanic male, applicants were under-represented. The Group will send a report on all findings, along with relevant observations and recommendations, to the County Manager within six (6) months of the date the data becomes available.

### **Employment Practices**

Chatham County is fully committed to equal employment opportunity (EEO) principles and issues this anti-discrimination/EEO compliance clause to support and maintain employee's rights and responsibilities relating to equal employment. The core of equal employment opportunity is the right to work, and advance based on merit, ability, and potential, free from prejudice or discrimination. In accordance with the applicable anti-discrimination statutes, executive orders, and other authorities, Chatham County protects employees against discrimination, to the fullest extent of law, on the basis of race, color, religion, sex (including pregnancy), national origin, sexual orientation, gender identity, age, disability, genetic information, marital status, political affiliation, whistleblower activity, parental status, and military service (past, present, or future), and against retaliation for participation in EEO activity or opposition to discrimination. In support of this commitment, Chatham County Human Resources and Risk Management has developed procedures and timetables for

reviewing human resource policies, practices, and procedures to ensure that they provide for careful, thorough, and systematic consideration of the job qualifications of all applicants and employees for job vacancies and available training opportunities.

### **Recruitment**

The Human Resources Director is responsible for an active recruitment program that meets both current and projected staffing needs. The Director will use procedures to ensure equal employment opportunities based on job-related requirements. Some job groups, such as those with established career progressions programs, rely more heavily than others on internal promotions such as law enforcement, telecommunications and building inspections. However, most job groups are characterized by open and competitive recruitment in which internal candidates are evaluated on an equal footing with external candidates. This openness helps Chatham County attract the best qualified candidates afford women, minorities, and other protected classes more open access to County employment. The procedures include, but are not limited to:

- Posting job announcements on the County's website and social media sources.
- Encouraging employees to refer qualified individuals for openings.
- Using a mix of print and web local advertising resources including, but not limited to, such as *The Chatham News and Record*, indeed.com, LinkedIn, and the University of North Carolina School of Government and other local professional lists serves.
- Continuing to partner with the Employment Security Commission, NC Works, local high schools and Central Carolina Community College and other applicable agencies in recruiting and job preparation workshops.
- Participating in local job and college fairs, especially those targeted at minorities and women.
- Partnering with non-profit and community-based organizations when applicable.

### **Employment and Selection Procedures**

Per Article IV, Section 2 of the Chatham County Personnel Policy, all department heads and/or hiring managers should develop, use, and document on a consistent, routine basis, a selection process that best suits the county's needs to fill positions within their agency or department. All selection methods developed and used by the department head shall be valid measures of the required job performance and approved by the Human Resources Director and EEO Officer.

Some of the procedures include, but are not limited to:

- Target areas of underutilization and determine the recruitment efforts that are needed.
- Prior to each new recruitment, review job specifications for updates and revisions to ensure job competencies, knowledge, skills, and abilities are reflective of the current duties of the job.
- Using job analysis, using only questionnaires, assessments (including performance tests), and

interview questions that are specifically job-related.

- Maintain the applicant's personal data (i.e., sex, race, age, ethnicity, disability) as confidential information and not disclose to rater during the initial selection process.
- Make every effort to engage a diverse job interview panel and prior to each interview brief its members regarding the appropriate interview structure to maintain an equitable and job-related evaluation of each job candidate.
- In accordance with applicable federal and state laws and regulations, make reasonable accommodations for the physical or mental limitations of an otherwise qualified applicant with disabilities, unless it can be demonstrated that such accommodation would impose an undue hardship on the hiring department's program.
- After each recruitment, conduct debriefing sessions to obtain feedback from department screeners, raters and managers and solicit recommendations for process improvement.
- Maintain system that tracks applicant flow through each stage of the recruitment process and produces data on the numbers and percentages for all applicants' race, sex, disability, and national origin.

The complete details can be found in the Chatham County Recruitment and Selection Policy. A standard Applicant Ranking Form, Interview Question Template and a Structured Interview Guide for Hiring Managers was created to ensure that Chatham County has a planned and organized recruiting program that assures vacant positions will be filled through open competition, selections procedures are job-related and that all candidates, either internal or external, meet the minimum job requirements.

### ***Training***

Chatham County recognizes the evolving training and professional development needs of its employees and is committed to providing opportunities to enhance skills, expand knowledge, and explore career paths. Supervisors are expected to encourage employees to take advantage of training and educational opportunities and to actively assist in identifying courses that will strengthen their knowledge, skills, and abilities. Supervisors should also plan and budget in advance to ensure departmental funding is available to support these training and development opportunities.

To reach this goal, Chatham County is dedicated to performing the following activities including, but not limited to:

- Chatham County will ensure that all employees attend diversity and harassment training programs.
- Work with departments to ensure that all employees are notified in a timely manner of opportunities for training and career development using various methods of communication.
- With the assistance of department supervisors and managers, maintain records of training attended by employees.
- In addition to the mandatory training, provide ongoing training to managers and supervisors in areas such as effective supervision, diversity, inclusion and equity, workplace harassment, generational differences, effective communication, and any other applicable topic areas.

**Conclusion**

Chatham County is committed to the principles of equal employment opportunity for all its employees and to providing them with a work environment free of discrimination and harassment. All aspects of employment, including the decision to hire, promote, discipline, or discharge, will be based on merit, competence, performance, and business needs. Chatham County is dedicated to building an inclusive workplace that values people of all backgrounds and will continue to improve its efforts in recruiting and hiring a more diverse workforce. This policy is subject to change, new information, changes in process requirements, and/or the availability of resources. If you have any questions or concerns, please contact the Chatham County EEO Officer on 919-542-8328.

## **Appendix A:**

### **Chatham County Equal Employment Opportunity (EEO) Working Group Charter**

#### **I. Purpose**

The purpose of the Equal Employment Opportunity (EEO) Working Group is to support the consistent, fair, and legally compliant implementation of Chatham County's Equal Employment Opportunity (EEO) Plan. The Working Group serves in an **advisory and evaluative capacity** by reviewing policies, procedures, and employment-related practices to identify opportunities to strengthen access, consistency, transparency, and civility across the organization.

The Working Group focuses on **systems, processes, and aggregate data**, rather than individual employment actions, and supports continuous improvement in alignment with applicable federal and state nondiscrimination laws and County policies.

#### **II. Authority**

The EEO Working Group is established by the County Manager and operates under the oversight of the County's EEO Officer, in coordination with the Human Resources and Risk Management Department.

The Working Group's role is **advisory**. It does not have authority to make individual employment decisions, conduct investigations, adjudicate complaints, or establish hiring or promotion preferences. All recommendations are subject to review and approval through established County governance processes.

#### **III. Scope of Responsibilities**

The EEO Working Group is responsible for the following:

##### **1. Advisory Oversight**

- Advise and support the EEO Officer and the Human Resources and Risk Management Department on implementation, evaluation, and continuous improvement of the County's EEO Plan.

##### **2. Policy and Plan Review**

- Review the County's EEO Plan and related employment policies and procedures—including recruitment, selection, promotion, training, retention, and related practices—and recommend updates or improvements to strengthen compliance, consistency, and transparency.

##### **3. Data Review and Analysis**

- Review workforce, utilization, and adverse impact analyses at an aggregate level to assess employment practices and identify potential areas for further review, consistent with equal employment opportunity principles.

##### **4. Barrier Identification**

- Assist in identifying policies, practices, or procedures that may unintentionally limit equal employment opportunity and recommend opportunity-focused, legally compliant strategies to address such

barriers.

#### 5. **Departmental Support**

- At least twice per year, in coordination with Human Resources and Risk Management, assist departments in reviewing hiring, promotion, and training processes to support alignment with the EEO Plan and County policies.

#### 6. **Continuous Improvement**

- Support a continuous-improvement framework through periodic review of the EEO Plan and related practices, incorporating data-informed findings, operational needs, and changes in legal or regulatory guidance.

### **IV. Membership**

- Membership shall be **cross-functional** and drawn from a range of County departments and job functions based on organizational role, subject-matter expertise, and operational perspective, including both front-line and management roles.
- Members are **invited by the EEO Officer** based on their role and ability to contribute to the Working Group's purpose.
- The Working Group is not an advocacy body and does not represent any individual or demographic group.

### **V. Terms of Service**

- Members shall serve **fixed terms**, as determined by the EEO Officer, with the option for reappointment to support continuity and institutional knowledge.
- Membership may rotate periodically to ensure broad organizational input.

### **VI. Meetings**

- The EEO Working Group shall meet **bimonthly (every two months)** or as otherwise determined by the EEO Officer.
- Additional meetings may be scheduled as needed to support plan review, audits, or emerging compliance considerations.

### **VII. Reporting and Confidentiality**

- Working Group members are expected, consistent with their roles as County employees, to **promptly report any known or observed incidents** of harassment, discrimination, retaliation, or conduct inconsistent with the County's EEO or workplace conduct policies through established reporting channels.
- This responsibility does not expand members' authority to investigate or resolve complaints.

- All discussions, data, and materials reviewed by the Working Group shall be handled in accordance with County confidentiality requirements and applicable law.

### **VIII. Training and Acknowledgment**

- All Working Group members shall receive training regarding their roles, responsibilities, confidentiality obligations, and applicable nondiscrimination laws.
- Members shall complete a **training acknowledgment** affirming their understanding of the advisory nature of the Working Group and their reporting obligations.

### **IX. Review and Amendment**

This Charter shall be reviewed periodically by the EEO Officer and Human Resources and Risk Management and may be updated as necessary, subject to approval by the County Manager, to reflect operational needs, best practices, or changes in legal or regulatory requirements.

### **X. Approval**

This Charter becomes effective upon approval by the County Manager.

**Approved by:** \_\_\_\_\_  
County Manager, Chatham County

**Date:** \_\_\_\_\_

## Appendix B: Diverse Job Posting Sites

**\*\*Handshake colleges and universities include North Carolina A&T State University, North Carolina Central University, Howard University, UNC-Pembroke, Shaw University, Fayetteville State University and Johnson C. Smith University.**

Name	Organization Type	Platform	Location	Fee
<a href="#">Winston-Salem State University</a>	Historically Black University	Careerlink	Winston-Salem, NC	Unknown
<a href="#">North Carolina A&amp;T State University</a>	Historically Black University	Handshake	Greensboro, NC	Unknown
<a href="#">Emory - Rollins School of Public Health</a>	College/University - Diverse Candidate Outreach	University Website	Atlanta, GA	Unknown
<a href="#">Minorities in Agriculture Natural Resources and Other Related Sciences</a>	Non-profit Organization	Organizational Website	National	\$75+
<a href="#">Nativehire.org</a>	Non-profit Organization - Focus on Native American Candidates	Organizational Website	California/National	Free
<a href="#">Pink Jobs</a>	Non-profit Organization - Focus on LGBTQ Candidates	Organizational Website	National	Free
<a href="#">Professional Diversity Network</a>	Non-profit Organization - 8 Affinity Sites; LGBTQ, LatinX, Black+	Organizational Website	National	Tiered Fee
<a href="#">United Latino Job Bank</a>	Non-Profit Organization - Focus on LatinX Candidates	Organizational Website	National	Free
<a href="#">Hispanic/Latino Professional Association</a>	Non-Profit Organization - Focus on LatinX Candidates	Organizational Website	National	\$199
<a href="#">Handshake</a> <i>*Use for multiple colleges</i>	College/University Recruitment	Organizational Website	National	Free +
<a href="#">Black Career Network</a>	Non-profit Organization	Organizational Website	National	\$50
<a href="#">Bennett College</a>	Historically Black College	Organizational Website	Greensboro, NC	Free