

**STATE OF NORTH CAROLINA**

# **EQUAL EMPLOYMENT OPPORTUNITY INSTITUTE**



## **SEMI-ANNUAL REPORT**

**July – December 2010**

October 2011

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## Executive Summary

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The purpose of the Semi-Annual Equal Employment Opportunity Institute Report is to provide the Joint Legislative Commission on Governmental Operations with an overview of the level of participation by all state agencies, departments, and universities in the Institute. This report covers the period July through December 2010.

The data is analyzed by: a) number of attendees; b) number of sessions; c) number of participants; d) number of sessions by adjunct agency; e) number of participants by adjunct EEOI location and instructor; f) participants by region; g) participants by agency, department, or university; h) participants by race and gender; and i) participants by salary grade.

In this reporting period the Office of State Personnel Learning and Development Division (OSP-L&D) and six (6) adjunct agencies (Transportation, North Carolina State University, Health & Human Services, Correction, UNC-Greensboro and UNC-Asheville) utilized twenty (20) instructors to host sixty (60) sessions in twenty (20) cities statewide. OSP and participating adjunct agencies trained one thousand one hundred and forty-eight (1148) managers and supervisors from nine (9) universities and twenty-six (26) agencies. The EEOI was held in each of the seven established regions and was readily accessible to a wide range of managers and supervisors. Adjunct agencies hosted thirty-seven (37) of the sixty (60) sessions and trained six hundred and sixty-eight (668) or 58% of the total participants. OSP hosted 23 of 60 sessions and trained four hundred and eighty (480) or 42% of the total attendees. We are pleased to report that adjunct agencies have consistently conducted more sessions and trained more participants than OSP. This has been one of the goals of the adjunct trainer program.

The following universities are commended for having the highest participation rates in the EEOI enrollment process: NCSU (19.1%), FSU (10.7%), and UNC-G (5.3%). The following agencies are also commended for having the highest participation rate include: CCPS (102.1%), Employment Security Commission (39.5%), Secretary of State (15.4%), Budget (12.5%), and Juvenile Justice (11.1%). DOT (188 participants) HHS (150) and DOC (124) continue to hold previous patterns of enrolling the greatest number of participants. North Carolina State University (NCSU) is highly praised for consistently enrolling large numbers of participants since signing on with the adjunct trainer program. NCSU (191) followed by UNCG (28), and FSU (15) enrolled the highest number of participants from the University system. Employment Security Commission is very much applauded for requiring their supervisors to attend the EEOI on a three-year cycle.

White males accounted for 46.3% of the enrollees, White females 28.4%, Black females 12.9%, and Black males 8.2%. Asians, "Others," American Indians and Hispanic/Latinos, made up the balance (4.4%) of the enrollees respectively. Whites enrolled at a higher rate than their representation in state government (74.7% as compared to 66.24%); Blacks participated at lower rate (21.1% as compared to 29.34%); and other minorities participated at a rate commensurate to their population in state government (4.44% as compared to 4.43%).

# Introduction

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## Background

Ensuring a high quality, diverse, and motivated workforce should be one of the key objectives in any organization's strategic action plan. It is a pivotal component of achieving the critical mission of providing leadership and support to agencies and universities in creating and sustaining a dynamic human resource system which attracts, retains, develops, and motivates a diverse and competent workforce. A prerequisite for achieving this objective is supporting the principles of equity and diversity in the workforce. The Office of State Personnel leads the effort in developing policies and programs that ensure equal employment opportunity (EEO), promote inclusiveness, and foster a culture that values diversity and empowers individuals in the workforce. Hosting the Equal Employment Opportunity Institute (EEOI) is one of the vehicles OSP uses to develop a high quality workforce. The Institute instructs managers and supervisors on laws, policy and best practices for creating and a fair and equitable workplace.

The EEOI was created to ensure that North Carolina's state government managers and supervisors understand the components of successful diversity management and EEO compliance and act to elicit high productivity from all its employees. The Institute began as a pilot program in 1988 and became a legal mandate for state government managers and supervisors in 1991. The Institute has undergone several changes/improvements since its inception in 1988.

EEO refers to the set of laws that mandate all individuals' rights to equal opportunity in the workplace, irrespective of race, color, sex, religion, national origin, age, disability or genetic information. EEO compliance is the adherence to those laws and the implementation of policies and programs to enforce them. In contrast, diversity management is the proactive response to the changing profile of the workforce and the steps management takes to solidify its employees into a highly functioning, productive team. The EEOI seeks to encourage managers and supervisors to view the two initiatives as complementary functions essential to the success of the State of North Carolina as a high performing organization.

The Learning and Development Division of the Office of State Personnel manages and conducts the EEOI to help state managers and supervisors deal with the challenges, issues, and opportunities of a diverse workforce.

## Mandate

House Bill 959 amended Chapter 126 of the General Statutes. The amendment added a section to this Chapter, i.e. 126-16.1. The section requires agencies and departments to enroll newly appointed supervisors and managers in the Equal Employment Opportunity Institute (EEOI) within the first year of hire, appointment or promotion. The amendment also requires the Office of State Personnel to administer the EEOI and to track the progress of enrollment and participation. OSP works in concert with agency EEOI training coordinators to complete the enrollment process. EEOI Coordinators at

each agency have the responsibility for confirming candidate eligibility and subsequently enrolling candidates in the Institute. The procedure is monitored through the compilation and evaluation of data collected during the enrollment and delivery. The process includes:

- reviewing new hire and promotion occurrences;
- enrolling eligible candidates in the EEOI on the basis of the review process;
- hosting the EEOI; and
- evaluating the effectiveness of the training.

## **Objectives**

The objectives of the Equal Employment Opportunity Institute (EEOI) are to help managers and supervisors:

- identify and understand federal and state EEO laws, executive orders, regulations and general statutes;
- handle situations involving potential discrimination on the basis of age, race, sex, ethnic origin, religion, disability, etc. effectively
- understand the need to hire, retain, motivate, and promote culturally and socially diverse employees
- recognize the benefits of utilizing the skills of all individuals without regarding their ethnicity or cultural background;
- understand the pride others show in their ethnic and cultural backgrounds and how to respond effectively in encounters with individuals who are culturally different;
- understand the effects of stereotyping and prejudice in employee-related management decisions; and
- enhance communications among individuals from different backgrounds.

## **Methodology**

The EEOI is a one and one-half day course. The course is divided into two sections. Section I primarily focuses on federal and state laws and Section II covers best practices for valuing and managing a socially and culturally diverse workforce.

The course is designed to address how equal employment opportunity laws impact the work environment and the responsibilities managers and supervisors have in regard to those laws. It is also designed to stimulate and encourage managers to value the uniqueness, skills, abilities, creativity and knowledge each individual brings to the workplace. The learning occurs through lecture, group exercises, role-play, videos, writing activities and group discussions.

There are two versions of the EEOI. Level I is the standard one and one-half days course designed for the majority of candidates and Level II is a one-day course designed to accommodate cabinet level secretaries, deputy secretaries, chancellors and their deputies.

**Staffing**

The EEOI utilizes full-time core trainers and collateral duty trainers from the Office of State Personnel (OSP) to staff the Institute. OSP also has an adjunct trainer certification program to certify individual employees from various agencies and universities across the state to assist in delivering the Institute's curriculum. Adjunct trainers from the Department of Correction (DOC), the Department of Health and Human Services (DHHS), the Department of Transportation (DOT), UNC Asheville (UNCA), UNC Healthcare Systems (UNC HCS), Department of Cultural Resources (DCR), Elizabeth City State University (ECSU), Department of Revenue (DOR), UNC Greensboro (UNCG), the Department of Justice (DOJ) and North Carolina State University (NCSU) currently host training sessions exclusively for their respective agencies. Adjunct trainers from OSP, DOC-Enterprises, North Carolina State University, Labor and Agriculture also assist OSP in delivering statewide "open enrollment" sessions.

## Candidate Selection and Enrollment

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Eligibility for the EEOI has traditionally been determined through use of the PM 669 report, a monthly new hire and promotion report of permanent SPA (State Personnel Act) employees at each state agency, department and university. OSP-HRIS was responsible for generating the PM 669 report. OSP-L&D distributed the report to the agencies and universities. Each agency or university EEOI coordinator reviewed the report to confirm candidate eligibility and added backlogged employees to determine their total list of eligible candidates. However, the introduction of the BEACON accounting system has rendered the PM 669 useless as a tool for assessing EEOI candidate eligibility. We currently rely on agencies to determine eligibility. An equivalent report will be developed in BEACON; however, it will not be available for some time. L&D occasionally requests updates from HRIS on the number of supervisors by agency. We use this information to determine the percentage of supervisors attending the training each reporting period (i.e. Jan-Jun or Jul-Dec). Supervisors are required to attend the Institute within their first year of employment. Several agencies have failed to fully comply with the mandate and, have, subsequently, developed a backlog of supervisors in need of training. Backlogs accumulate when: 1) the EEOI is not currently offered in an area convenient to a candidate; or 2) a candidate is enrolled but does not attend his/her scheduled session; or 3) the agency EEOI coordinator is not actively enrolling candidates in available sessions.

During this reporting period agencies, departments and universities enrolled a total of one thousand and forty-eight (**1148**) employees in EEOIs sponsored by OSP or an adjunct agency. (See **Table 1**)

**TABLE 1**  
Monthly Participation

MONTH	ENROLLED
July	151
August	184
September	161
October	271
November	247
December	134
<b>Total</b>	<b>1148</b>

## Attendance

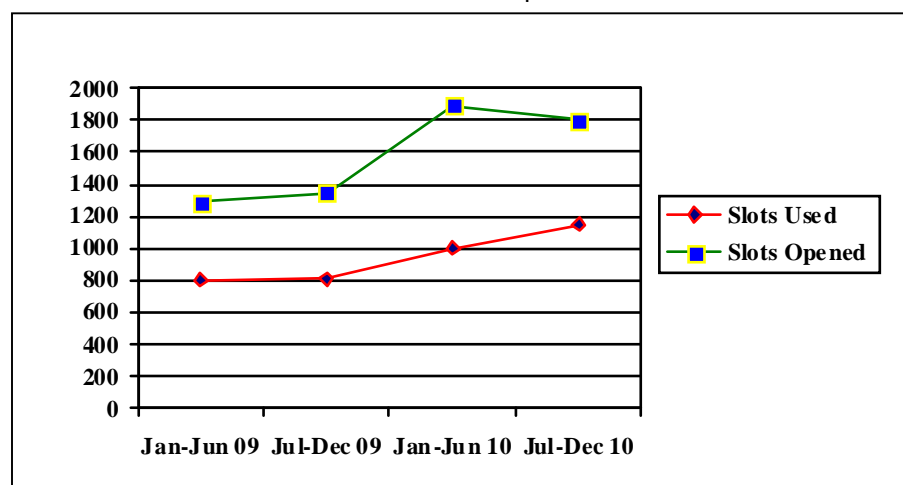
### Number of Participants

The Office of State Personnel and participating adjunct agencies scheduled sixty (60) Level I sessions during this reporting period. One thousand one hundred and forty-eight (1148) managers and supervisors attended classes scheduled for the July through December 2010 period. This period's schedule opened eighteen hundred (1800) slots for enrollment. This total is derived from multiplying the maximum number of participants allotted per class [thirty (30)] by the number of classes held (60), i.e.  $30 \times 60 = 1800$ . This reporting period's actual attendance count represents a utilization rate of sixty-four percent (64%) of the available slots. Overall enrollment increased 13% over the last reporting period and the usage rate increased by 11% as compared to the Jan-Jun 2010 reporting period. (Table 2 & Chart 1)

**Table 2**  
Utilization Rate Trends  
(Current & Previous 3 Reporting Periods)

Period	Classes Offered	Slots Opened	Attendees	Rate of Usage	Slots Unused	Percent Unused
Jan-Jun '09	43	1290	804	62%	486	38%
Jul-Dec '09	45	1350	810	60%	540	40%
Jan-Jun '10	63	1890	1003	53%	887	47%
Jul-Dec '10	60	1800	1148	64%	652	36%
<b>Totals</b>	<b>211</b>	<b>6330</b>	<b>3765</b>	<b>60%</b>	<b>2565</b>	<b>40%</b>

**Chart 1**  
Utilization of Slots Opened

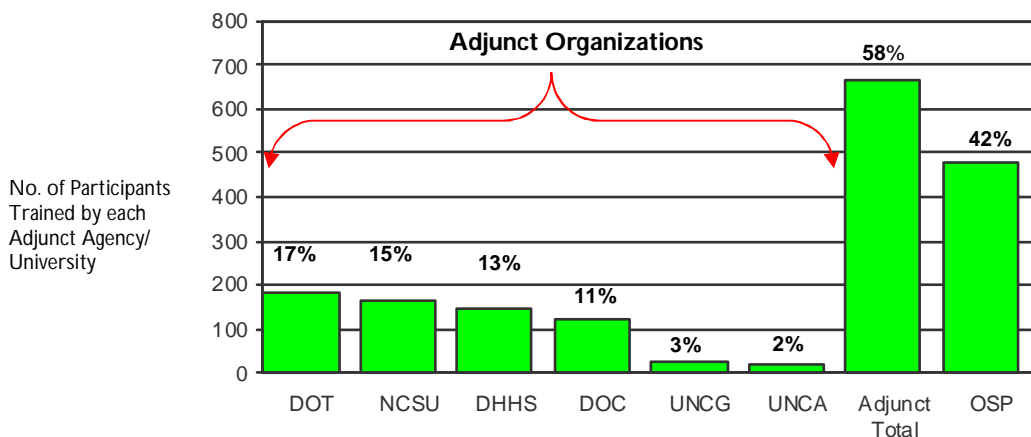


## Adjunct Agency Participation

**Adjunct organizations** are agencies, departments and universities that have entered into an agreement with OSP to conduct the EEOI for their respective organizations. Adjunct arrangements foster a higher degree of involvement in the EEOI; allow agencies to set their own training schedules; arrange the most cost effective logistics; and permit agencies to train more staff over a shorter period of time. Adjunct agencies manage enrollment, scheduling, material production and instructor selection for their organizations' EEOIs. Adjunct instructors must complete OSP's certification-training program before instructing the EEOI. OSP-L&D has worked with adjunct agencies since 2002, signing its first agreement with the Department of Correction. Since 2002, OSP has signed a total of **17** adjunct agreements with various state agencies and universities.

Sixty(**60**) sessions were held during this reporting period. **6** adjunct agencies sponsored **37** of the **60** sessions. A total of **20** instructors, which includes **7** OSP trainers (2 core instructors and 5 collateral duty instructors) and **14** adjunct agency trainers were enlisted to conduct the training. Adjunct instructors trained an average of **18** participants per session and OSP instructors trained an average of **21** participants per session. **8** OSP instructors conducted **23** of the **60** sessions and trained **480 (42%)** enrollees; **3** DOT instructors hosted **12** sessions and trained **184 (17%)** enrollees; **1** NCSU instructor conducted **8** sessions and trained **164 (15%)** enrollees; **3** DHHS instructors conducted **7** sessions and trained **149 (13%)** enrollees; **4** DOC instructors hosted **7** sessions and trained **123 (11%)** enrollees; **1** UNCG instructor hosted **2** sessions and trained **28 (3%)** enrollees; and **1** UNCA instructor hosted **1** session and trained **20 (2%)** of the attendees. Overall, adjunct instructors trained **668** enrollees or **58%** of this reporting period's total participants. (**Chart 2 & Table 3**)

**Chart 2**  
Participation by Adjunct Agency



## Training Schedule

**Table 3**  
**Sessions by Sponsor, Date, Region and Instructor**  
 Total Participants by Sponsor, Date, Location and Instructors

	Sponsor	Start Date	End Date	Host City	Instructor(s)	# Attendees
1	DHHS	7/14/10	7/15/10	Morganton	Lewis	14
2	DHHS	7/29/10	7/30/10	Butner	Nida/Sewell	13
3	DHHS	8/19/10	8/20/10	Morganton	Lewis	33
4	DHHS	9/13/10	9/14/10	Raleigh	Lee	28
5	DHHS	10/21/10	10/22/10	Morganton	Lewis	22
6	DHHS	11/9/10	11/10/10	Goldsboro	Lee	23
7	DHHS	12/1/10	12/2/10	Butner	Nida/Sewell	16
<b>7</b>	<b>Total</b>	<b>DHHS Sessions</b>		<b>5 Cities</b>	<b>3 Instructors</b>	<b>149</b>
1	DOC	7/7/10	7/8/10	McCain	Duncan	24
2	DOC	7/8/10	7/9/10	Greenville	Chase	21
3	DOC	8/3/10	8/4/10	Lenoir	Wheeler	20
4	DOC	8/5/10	8/6/10	Lenoir	Wheeler	19
5	DOC	8/9/10	8/10/10	Cary	Sledge	6
6	DOC	9/9/10	9/10/10	Cary	Sledge	11
7	DOC	12/10/10	12/10/10	Cary	Sledge	22
<b>7</b>	<b>Total</b>	<b>DOC Sessions</b>		<b>4 Cities</b>	<b>4 Instructors</b>	<b>123</b>
1	DOT	7/7/10	7/8/10	Raleigh	Murphy/Peavey	10
2	DOT	7/28/10	7/29/10	Greensboro	G. Dean	16
3	DOT	8/11/10	8/12/10	Raleigh	Murphy/Peavey	10
4	DOT	8/25/10	8/26/10	Wilson	G. Dean	7
5	DOT	9/15/10	9/16/10	Raleigh	Murphy/Peavey	28
6	DOT	9/22/10	9/23/10	Wilson	G. Dean	14
7	DOT	10/13/10	10/14/10	Raleigh	Murphy/Peavey	9
8	DOT	10/20/10	10/21/10	Asheville	G. Dean	21
9	DOT	10/27/10	10/28/10	Shelby	G. Dean	15
10	DOT	11/17/10	11/18/10	Albemarle	G. Dean	28
11	DOT	12/8/10	12/9/10	Raleigh	Murphy/Peavey	10
12	DOT	12/15/10	12/16/10	Castle Hayne	G. Dean	16
<b>12</b>	<b>Total</b>	<b>DOT Sessions</b>		<b>7 Cities</b>	<b>3 Instructors</b>	<b>184</b>

	Sponsor	Start Date	End Date	Host City	Instructor(s)	# Attendees
1	NCSU	7/7/10	7/8/10	Raleigh	Cook	10
2	NCSU	9/16/10	9/17/10	Raleigh	Cook	13
3	NCSU	10/13/10	10/14/10	Raleigh	Cook	20
4	NCSU	10/21/10	10/22/10	Raleigh	Williams	25
5	NCSU	10/28/10	10/29/10	Raleigh	Cook	23
6	NCSU	11/11/10	11/12/10	Raleigh	Cook	25
7	NCSU	11/18/10	11/20/10	Raleigh	Schwab	29
8	NCSU	12/1/10	12/3/10	Raleigh	Cook	19
<b>8</b>	<b>Total</b>	<b>NCSU Sessions</b>		<b>1 City</b>	<b>3 Instructors</b>	<b>164</b>
1	PDC	7/22/10	7/23/10	Raleigh	McIntyre	9
2	PDC	7/29/10	7/30/10	Raleigh	W-Brown	16
3	PDC	8/5/10	8/6/10	Raleigh	Cook*	15
4	PDC	8/12/10	8/13/10	Charlotte	W-Brown	16
5	PDC	8/17/10	8/17/10	Raleigh**	W-Brown	22
6	PDC	8/25/10	8/26/10	Raleigh	McIntyre	19
7	PDC	8/26/10	8/27/10	Raleigh	Dixon	17
8	PDC	9/9/10	9/10/10	Raleigh	Jones	17
9	PDC	9/16/10	9/17/10	Winston-Salem	W-Brown	31
10	PDC	9/23/10	9/24/10	Raleigh	W-Brown	19
11	PDC	9/30/10	10/1/10	Fayetteville	W-Brown	15
12	PDC	9/30/10	10/1/10	Raleigh	Dixon	24
13	PDC	10/7/10	10/8/10	Wilmington	W-Brown	24
14	PDC	10/14/10	10/15/10	Raleigh	Astrike	20
15	PDC	10/25/10	10/26/10	Raleigh	C. Dean	22
16	PDC	10/26/10	10/27/10	Morehead City	McIntyre	31
17	PDC	11/4/10	11/5/10	Morganton	W-Brown	27
18	PDC	11/9/10	11/10/10	Greenville	W-Brown	23
19	PDC	11/9/10	11/10/10	Raleigh	Jones	23
20	PDC	11/15/10	11/16/10	Morganton	Cook*	19
21	PDC	11/18/10	11/19/10	Raleigh	W-Brown/Anderson	30
22	PDC	12/2/10	12/3/10	Raleigh	C. Dean	26
23	PDC	12/14/10	12/15/10	Raleigh	McIntyre	15
<b>23</b>	<b>Total</b>	<b>PDC Sessions</b>		<b>8 Cities</b>	<b>8 Instructors</b>	<b>480</b>

	Sponsor	Start Date	End Date	Host City	Instructor(s)	# Attendees
1	UNC-A	11/1/10	11/2/10	Asheville	Dahlquist	20
<b>1</b>	<b>Total</b>	<b>UNC-A Session</b>		<b>1 City</b>	<b>1 Instructor</b>	<b>20</b>
1	UNC-G	7/22/10	7/23/10	Greensboro	Morris	18
2	UNC-G	12/16/10	12/17/10	Greensboro	Morris	10
<b>2</b>	<b>Total</b>	<b>UNC-G Sessions</b>		<b>1 City</b>	<b>1 Instructor</b>	<b>28</b>
<b>60</b>	<b>Total Sessions</b>	<b>7 Host Agencies</b>		<b>20 Host Cities</b>	<b>22 Instructors*</b>	<b>1148</b>

- Adjunct Instructor-previously counted in NCSU total instructors \*
- Level II EEOI \*\*

## Host Training Sites

Raleigh has the highest concentration of State employees. Because of this fact, OSP has chosen to hosts most of its sessions inside the Raleigh area. However, State employees are also physically located in every county throughout the state. The adjunct host process allows and encourages agencies to schedule sessions in areas where they may have a high concentration of employees or in areas that are often underserved. This process allows the program to serve the greatest number of participants. In this reporting period adjunct agencies conducted twenty (20) out of thirty-seven (37) or **54%** of their sessions outside the Raleigh area and seventeen (17) or **(46%)** of their 37 total sessions inside the Raleigh area. OSP conducted fifteen (15) or **65%** of their total sessions inside the Raleigh area and eight (8) **35%** outside the Raleigh area. Overall, **53%** of the total sessions (OSP & adjunct agencies) were held inside the Raleigh area and **47%** were held outside of Raleigh. (Table 4 & Chart 3)

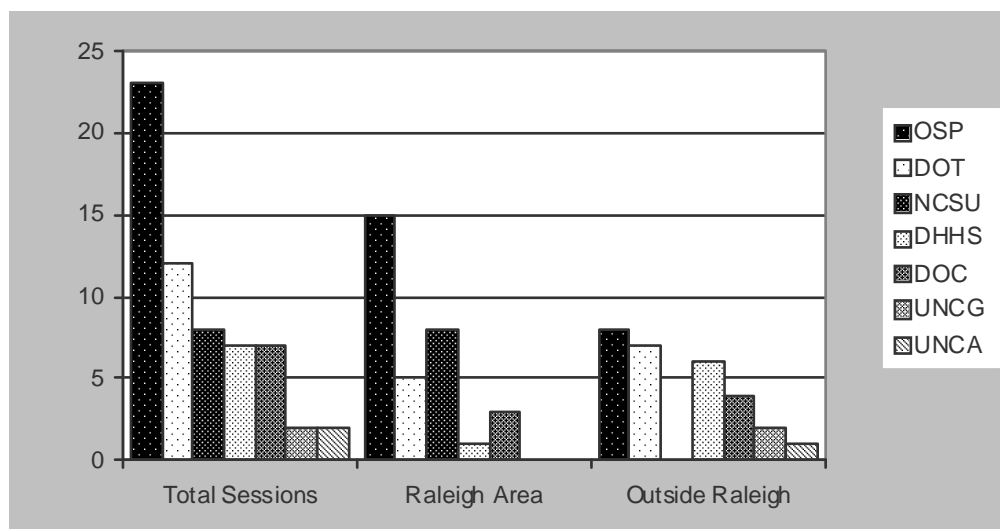
**Table 4**

No. of Sessions by Agency/University Held Inside and Outside the Raleigh Area

AGENCY	TOTAL SESSIONS	% OF TOTAL CONDUCTED	RALEIGH AREA	%	OUTSIDE RALEIGH	%
DOT	12	20%	5	42%	7	58%
NCSU	8	13%	8	100%	0	0%
DHHS	7	12%	1	14%	6	86%
DOC	7	12%	3	43%	4	57%
UNCG	2	3%	0	0%	2	100%
UNCA	1	2%	0	0%	1	100%
<i>Adjunct Totals</i>	<b>37</b>	<b>62%</b>	<b>17</b>	<b>46%</b>	<b>20</b>	<b>54%</b>
OSP	23	38%	15	65%	8	35%
<b>TOTALS</b>	<b>60</b>	<b>100%</b>	<b>32</b>	<b>53%</b>	<b>28</b>	<b>47%</b>

**Chart 3**

Total No. of Sessions Held Inside and Outside Raleigh Area



## Participation by Region

Scheduling EEOIs by region enables agencies and universities to participate in the EEOI in a cost-effective manner by reducing travel costs. Sixty (60) EEOI sessions (Levels I & II) were held across seven (7) of the seven (7) established regions. Participants attended sessions inside and outside of their respective regions. The majority of participants attended sessions within the region of their duty station. One hundred and fifteen (115) of the participants were from Region I; one hundred and fifteen (115) were from Region II; eighty-six (86) were from Region III; seventy-one (71) were from Region IV; one hundred and twenty-three (123) were from Region V; two hundred and thirteen (213) were from Region VI; and four hundred and twenty-five (425) were from Region VII. **Table 5** shows the number of participants attending training by region and **Chart 4** lists the number of sessions held in each region of the state. **Table 6** highlights the percentage of enrollees by region. Region VII (the Raleigh area), as expected, consistently enrolls the greatest number of participants.

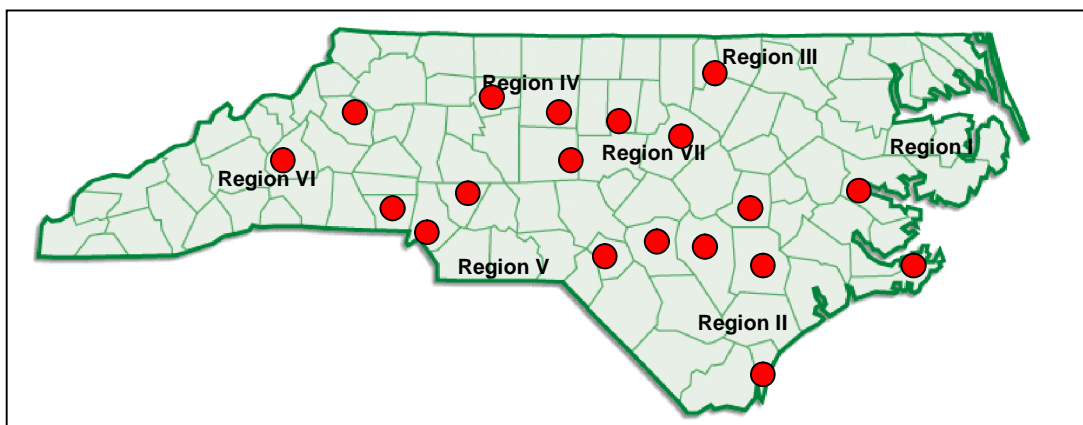
**Table 5**

Number of participants attending training by region

I	II	III	IV	V	VI	VII
East/Northeast 115	Southeast 115	Central 86	West 71	Southwest 123	West/Northwest 213	Raleigh Area 425

**Chart 4**

Depicts counties and regions where training sessions were held  
See **Appendix D** for Regional Groupings (listed by county)



**Table 6**

Region	Number of Sessions Held	Percentage of Total Sessions
I	4	7%
II	5	8%
III	2	3%
IV	5	8%
V	3	5%
VI	9	15%
VII	32	53%

## Participation by University & Agency/Department

A review of University and Agency/Department enrollment shows nine (9) universities and twenty-six (26) agencies participated in the EEOI this reporting period. The three universities with the highest participation rates include NCSU (41.4%); FSU (10.7%) and; UNCG (5.3%). The three universities with the highest number of participants include NCSU (191), UNCG (28), and FSU (15). The five agencies with the highest participation rates include: Crime Control (102.1%); Employment Security (39.5%); Secretary of State (15.4%); Budget (12.5%); and Juvenile Justice (11.1%). The five agencies with the highest number of participants enrolled include Transportation (188), Health & Human Services (150), Crime Control (142); Employment Security (137), and Correction (124). (**Tables 7 & 8**) During the last reporting period, Chairman Lynn Holmes, Employment Security Commission (ESC), directed all ESC managers and supervisors to attend the EEOI on a three-year rotation cycle. This mandate should continue to yield high enrollment from ESC as indicated in this and the previous training period.

**Table 7**  
**Participation by University**  
(July-December 2010)

UNIVERSITY	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS	TOTAL # SPA MGRS/SUPVS*	PARTICIPATION RATE
Appalachian State^	**	0	434	0%
East Carolina	**	0	390	0%
Elizabeth City	**	0	98	0%
Fayetteville State	**	15	140	10.7%
NC A&T State^	**	2	375	.50%
NC Central	**	1	207	.48%
NC School of Arts^	**	0	72	0%
NC State^	**	191	1000	19.1%
UNC-Asheville	**	5	122	4.0%
UNC-Chapel Hill	**	2	1126	.18%
UNC-Charlotte	**	2	194	1.0%
UNC-Greensboro^	**	28	532	5.3%
UNC Pembroke	**	0	120	0%
UNC-Wilmington	**	7	157	4.5%
Western Carolina	**	0	205	0%
Winston-Salem	**	0	123	0%
NC School of Science & Math^	**	0	33	0%
UNC-General Administration	**	0	35	0%
<b>TOTALS</b>		<b>253</b>	<b>5184</b>	<b>4.8%</b>

\* - Total Sups/Mgrs may not include EPA employees. EPA employees are included in the "Actual Participants" column.

\*\* - PM 669 report totals not available due to the transition of agencies to the BEACON reporting system

^ - Updated Figures

**Table 8**  
**Participation by Agency/Department**  
(July-December 2010)

AGENCY/DEPARTMENT	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS	TOTAL # SPA SUPVS/MGRS*	PARTICIPATION RATE
Administration	**	6	127	4.7%
Admin Hearings	**	0	13	0%
Admin Ofc of Courts (Judicial)	**	5	792	.63%
Agriculture & Csmr Svcs	**	1	266	.38%
Boards & Commissions@	**	1	16	6.3%
Community Colleges	**	3	50	6%
Correction	**	124	3400	3.6%
Crime Control	**	142	139	102.1%
Cultural Resources	**	9	223	4.0%
Commerce	**	3	186	1.6%
Education Lottery	**	3	56	5.4%
Environ and Natural Rsrcs	**	50	721	6.9%
Employment Security Comm	**	137	347	39.5%
Health & Human Services	**	150	2287	6.6%
General Assembly	**	0	***	0%
Governor's Office	**	0	19	0%
Housing Finance	**	0	***	0%
Insurance	**	0	99	0%
Juvenile Justice	**	29	262	11.1%
Justice	**	10	210	4.8%
Labor	**	0	71	0%
Lieutenant Governor	**	0	2	0%
Public Instruction	**	9	144	6.3%
Revenue	**	2	281	.71%
Secretary of State	**	6	39	15.4%
Information Technology Svcs	**	0	74	0%
State Auditor	**	3	51	5.8%
State Budget	**	1	16	12.5%
State Controller	**	1	36	2.8%
State Health Plan	**	0	12	0%
State Personnel	**	1	14	7.1%
State Ports Authority	**	0	0	0%
Transportation	**	188	2184	8.6%
Treasurer	**	2	69	2.9%
UNC Healthcare Systems	**	0	263	0%
Wildlife	**	9	174	5.2%
Local Government	**	0	***	0%
<b>TOTALS</b>	<b>**</b>	<b>895</b>	<b>12643</b>	<b>7.1%</b>

\* - Total Sups/Mgrs does not include EPA employees. EPA employees are included in the "Actual Participants" column.

\*\* - PM 669 report totals not available due to the transition of agencies to the BEACON reporting system

\*\*\*-Not included in HB 959 Mandate

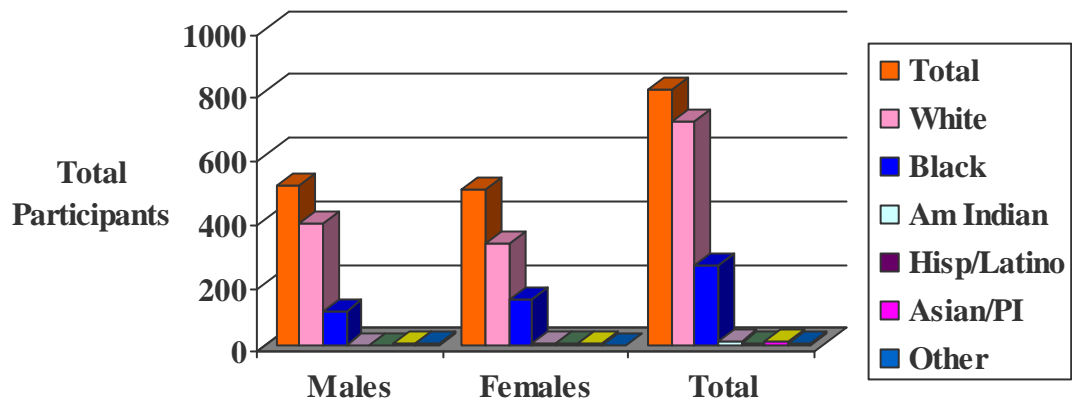
@-Auctioneer; Barber Exam; Cosmetic Arts; Elections; Opticians; Psychology; Ethics; Banks

**Note:** Total # Supvs/Mgrs column has been updated

## Participation by Race, Gender, and Salary Grade

**Chart 5**

Participants by Race & Gender



**Table 9**

Total Percentages by Race and Gender

RACE	TOTAL MALES	TOTAL FEMALES	TOTAL PARTICIPANTS	% MALES	% FEMALES	% TOTALS
White	533	322	855	46.43%	28.04%	74.50%
Black	94	148	242	8.20%	12.90%	21.08%
American Indians	9	3	12	0.78%	0.26%	1.04%
Hispanic/Latino	7	1	8	0.61%	0.08%	.69%
Asian/Pacific Is.	8	9	17	0.70%	0.78%	1.48%
Other	8	6	14	0.70%	0.52%	1.21%
<b>TOTAL</b>	<b>659</b>	<b>489</b>	<b>1148</b>	<b>57.42%</b>	<b>42.58%</b>	<b>100.0%</b>

**Table 10**

Participants by Salary Grade

PAY GRADES	1-49	50-59	60-69	70-79	80-89	CB	EPA	FR	NG
NUMBER OF PARTICIPANTS	4	15	300	327	21	245	196	30	10

FR – Flat Rate

CB – Career Banded

NG – No Grade/No Grade Specified

EPA – Exempt from State Personnel Act

## Additional Comments

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### Evaluation

At the conclusion of each Institute, each participant is given an opportunity to rate the training. The EEOI is now in its eighth (8<sup>th</sup>) reporting period utilizing the revised training curriculum. The revised process uses a rating scale of (1) to five (5), one being the lowest rating and five being the highest. The results of the evaluations are compiled and used as a tool to reinforce proven practices and improve the Institute's course materials.

The average rating received for the period July through December 2010 was 4.7. Participants continue to rate the training in a highly favorable manner. Frequently mentioned comments were very similar to comments made in previous reporting periods. Other frequent comments include: 1) pleased to learn about changes in the laws, particularly the Genetic Information Nondiscrimination Act (GINA) and the Americans with Disabilities Amendments Act (ADAAA); 2) understanding the importance of keeping interview questions job-related; and 3) add more time to the training. The viewing of the video "A Class Divided" (which has been shown since the program's inception) also continues to remain a valued time-honored tradition.

### Adjunct Trainer Certification Program Update

OSP created an Adjunct Trainer Certification program to provide training to the increasing number of managers and supervisors in State government who need enhanced skills to effectively manage a diverse workforce. An additional program objective is to have adjunct agencies' enrollment exceed OSP's enrollment. Adjunct agencies combined consistently enroll more managers and supervisors in the EEOI than OSP. OSP's arrangements with the participating adjunct agencies has met program objectives and exceeded many expectations.

Adjunct certified agencies (NCSU, DOT, HHS, DOC, UNCG, and UNCA) conducted thirty-seven (37) sessions and trained six hundred and sixty-eight (668) or 64% of the one thousand one hundred and forty-eight (1148) managers and supervisors trained this reporting period. OSP-L&D monitors the adjunct trainer programs through collection of class schedules, class rosters and classroom evaluations. Full-time core trainers also monitor adjunct programs' EEOs via on-site classroom visits to ensure training is delivery consistently throughout the state.

An adjunct trainer session was held in December 2010. This class began with ten (10) candidates. One candidate was militarily deployed during the certification process and four (4) candidates decided not to continue with the process. However, two additional candidates from UNC Greensboro were added to the roster at a later date. At the conclusion of the July through December 2010 training period, seven candidates remain and are still in the process of completing their requirements for adjunct trainer

certification. The seven candidates are from HHS, UNC-CH, CCPS, NCCU, DOT and UNC-G. HHS and UNC-G currently have agreements with OSP to conduct the EEOI. Discussions are in progress to sign an agreement with NCCU, CCPS and UNC-CH. An agreement has been signed with Labor to participate as an adjunct agency. To date, twenty-two (22) agencies employ individuals who have participated in the Adjunct Trainer Certification program. Ninety-seven (97) candidates have completed all certification requirements including six (6) OSP employees from the Equal Employment Opportunity division. Sixty-nine (69) adjunct trainers from nineteen (18) agencies and universities are currently available to conduct the training. The program will continue to host additional certification sessions as the need arises or as requested.

## **Conclusion**

The Learning and Development Division of the Office of State Personnel is currently implementing the EEOI per the requirements of H.B. 959 and G.S. 126-16.1. EEOI materials are reviewed periodically to ensure that they are accurate and reflect current information and data. Implementation procedures and policies are in place for administrative efficiency.

EEOI Coordinators at each agency have the responsibility for identifying and enrolling candidates in the Institute. The enrollment process can be improved by developing a BEACON report that identifies newly hired and recently promoted managers and supervisors. This report will assist agencies in identifying managers and supervisors who need to attend this training.

The EEOI is currently being re-evaluated to update materials to include the most recent changes in employment law and to focus on skill-building to change behavior in dealing with diversity management. Plans include adding materials on the subjects of sexual orientation, weight discrimination and other areas not expressly protected by law.

The EEO Institute continues to be a valuable resource for state government. In the 21st Century, we must be competitive and strong, and, we must be able to continue to deliver high quality services to the citizens of North Carolina. With the awareness and skills attained from this course, managers are better able to: (a) effectively manage diversity in the workforce, (b) create and maintain an atmosphere of equity and fairness, (c) increase employee participation, and (d) utilize the skills and talents in the work force. Improved management skills will positively affect the State's ability to continue to attract and retain well-qualified individuals.

## **Recommendations**

The Learning and Development Division recommends:

- continued development and expansion of the adjunct trainer certification program; and
- the development of tracking system for reporting new hires and promotees.

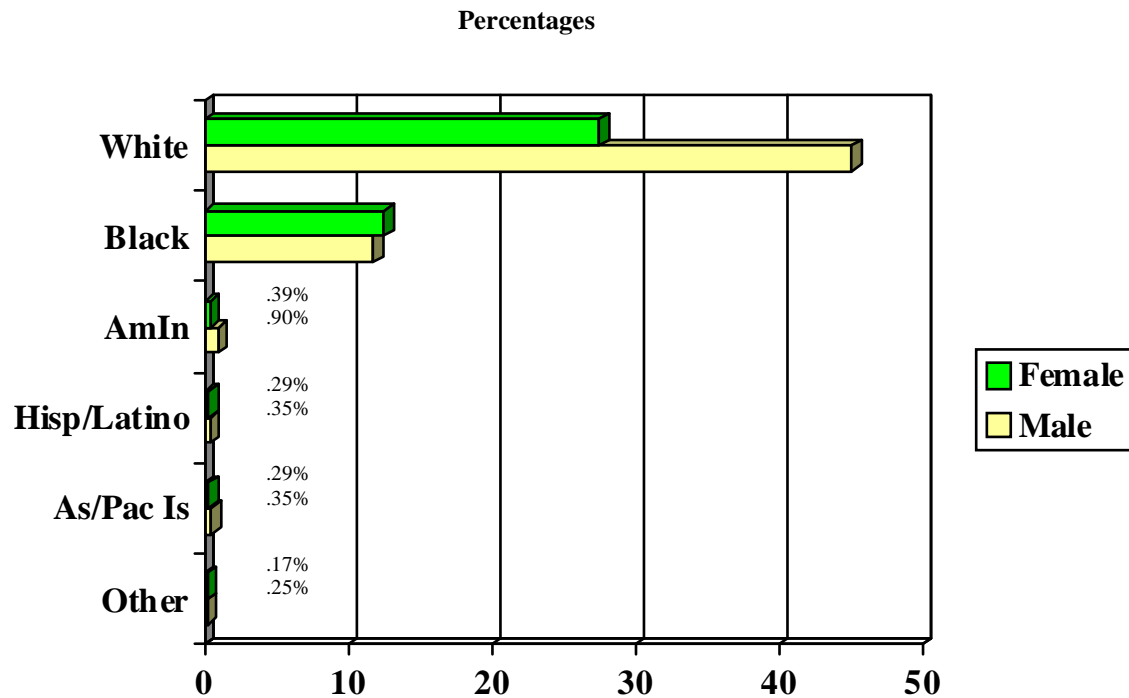
# APPENDIX

# APPENDIX A

## OVERALL SUMMARY OF EEOI PARTICIPANTS

### Participation by Ethnicity and Gender

(July 1991-December 2010)



**Totals & Percentages**

RACE	MALES	%	FEMALES	%	TOTAL	%
White	9945	45.1%	6070	27.5%	16015	72.6%
Black	2596	11.8%	2766	12.5%	5362	24.3%
American Indians	199	.90%	86	.39%	285	1.3%
Hispanic/Latino	77	.35%	65	.29%	142	.64%
Asian/Pacific Is.	102	.46%	65	.29%	167	.76%
Other	56	.25%	37	.17%	93	.42%
<b>TOTAL</b>	<b>12975</b>	<b>58.86%</b>	<b>9089</b>	<b>41.14%</b>	<b>22064</b>	<b>100.0%</b>

## APPENDIX B

### Cumulative Totals of University Candidates By Eligibility and Attendance\*

(July 1991-December 2010)

UNIVERSITY	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS
Appalachian State	152	73
East Carolina	366	230
Elizabeth City State	64	94
Fayetteville State	80	50
NC A&T State	165	79
NC Central	223	121
NC School of the Arts	34	10
NC State University	195	806
UNC-Asheville	41	170
UNC-Chapel Hill	512	663
UNC-Charlotte	153	49
UNC-Greensboro	206	211
UNC-Pembroke	44	75
UNC-Wilmington	114	136
Western Carolina	126	109
Winston-Salem State	103	66
School of Science & Math	48	15
UNC-General Administration	60	75
<b>TOTALS</b>	<b>2686</b>	<b>3032</b>

\* - This table represents utilization as opposed to a backlog of eligible candidates. "Eligible Candidates" totals represent the cumulative number of managers and supervisors (July 1991 to the end of the present reporting period) identified on the PM 669 reports as **eligible** to attend the EEOI. It includes individuals who may have retired, resigned, been dismissed, etc. Since the PM 669 no longer reports accurate counts and BEACON has yet to produce a similar or equivalent report, the "**Eligible Candidate**" count was unavailable during this reporting period. "**Actual Participants**" totals represent the cumulative total of participants **completing** the EEOI from July 1991 to the present.

**APPENDIX C**  
**Cumulative Totals of Agency Candidates**  
**By Eligibility and Attendance\***

(July 1991-December 2010)

<b>AGENCY/DEPARTMENT</b>	<b>ELIGIBLE CANDIDATES</b>	<b>ACTUAL PARTICIPANTS</b>
Administration	302	200
Admin Hearings, Rules & Review	15	6
Admin Offices of the Courts (Judicial)	5	91
Agriculture	383	394
Boards & Commissions	13	11
Community Colleges	110	74
Correction	6633	5303
Crime Control	879	798
Cultural Resources	284	348
Commerce	273	176
Education Lottery	8	81
Environmental & Natural Resources	1060	889
Employment Security Commission	516	673
Health & Human Services	3690	3084
General Assembly	1	1
Governor's Office	47	19
Housing Finance	20	34
Insurance	102	196
Juvenile Justice	196	398
Justice	301	445
Labor	126	168
Lieutenant Governor	7	1
Public Instruction	226	149
Revenue	364	561
Secretary of State	71	68
ITS (Information Technology Services)	69	92
State Auditor	97	89
State Budget	5	16
State Controller	73	54
State Health Plan	3	2
State Personnel	5	27
State Ports Authority	0	83
Transportation	2674	3676
Treasurer	83	102
UNC Healthcare Systems	304	458
Wildlife	171	263
Local Government	0	2
<b>TOTALS</b>	<b>19116</b>	<b>19032</b>

\* - See Note from Appendix B

# APPENDIX D

## Equal Employment Opportunity Institute

### Regional Groupings

<b>Region I</b> <b>East/Northeast</b> Beaufort Bertie Camden Chowan Craven Currituck Dare Edgecombe Gates Greene Halifax Hertford Hyde Jones Lenoir Martin Nash Northhampton Pamlico Pasquotank Perquimans Pitt Tyrell Washington Wayne Wilson  <b>Region II</b> <b>Southeast</b> Bladen Brunswick Carteret Columbus Cumberland Duplin Hoke New Hanover Onslow Pender Robeson Sampson Scotland	<b>Region III</b> <b>Central</b> Alamance Chatham Durham Franklin Granville Lee Orange Person Vance Warren  <b>Region IV</b> <b>West</b> Caswell Davidson Davie Forsyth Guilford Randolph Rockingham Stokes Surry Yadkin  <b>Region V</b> <b>Southwest</b> Anson Cabarrus Catawba Cleveland Gaston Iredell Lincoln Mecklenburg Moore Montgomery Richmond Rowan Stanly Union	<b>Region VI</b> <b>West/Northwest</b> Alexander Alleghany Ashe Avery Buncombe Burke Caldwell Cherokee Clay Graham Haywood Henderson Jackson Macon Madison McDowell Mitchell Polk Swain Transylvania Rutherford Watauga Wilkes Yancey  <b>Region VII</b> <b>Raleigh Area</b> Harnett Johnston Wake
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