



STATE OF NORTH CAROLINA

# EQUAL EMPLOYMENT OPPORTUNITY INSTITUTE



## SEMI-ANNUAL REPORT

July - December 2011

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Ann G. Cobb, Interim Director  
North Carolina Office of State Personnel

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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 2011.

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's Learning and Development Division (OSP-L&D) and nine (9) adjunct agencies (Transportation, North Carolina State University, Health & Human Services, Correction, Labor, NC A&T State University, UNC-Greensboro, UNC-Asheville and UNC Healthcare) utilized twenty-nine (29) instructors to conduct forty-one (41) sessions in fifteen (15) cities across the state. OSP and participating adjunct agencies trained six hundred and sixty-two (662) managers and supervisors from seven (7) universities and twenty-nine (29) agencies (including 6 local government 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 29 of the 41 sessions and trained 483 or 73% of the total participants. OSP hosted twelve (12) of 41 sessions and trained one hundred and seventy-nine (179) or 27% of the total attendees. 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: NCA&T (22.1%), UNCA (18.9%), and NCSU (8.0%). The following agencies are also commended for having the highest participation rates: State Health Plan (125.0%), Labor (15.5%), Treasurer (13.0%), Education Lottery (12.5%) and UNC Healthcare (10.3%). DOC (141 participants) HHS (77) and DOT (46) continue to hold previous patterns of enrolling the greatest number of participants. NCSU is praised for consistently enrolling high numbers of participants since signing on with the adjunct trainer program. NCA&T (83) followed by NCSU (80) and UNCG (28) enrolled the highest number of participants from the University system. Employment Security Commission is commended for requiring their supervisors to attend the EEOI every three years.

White males accounted for 36.6% of the enrollees, White females 30.0%, Black females 18.9%, and Black males 9.7%. Asians, "Others," American Indians and Hispanic/Latinos, made up the balance (4.8%) of the enrollees respectively. Whites enrolled at a rate commensurate to their representation in state government (66.6% as compared to 64.82%); Blacks also participated at a commensurate rate (28.6% as compared to 29.14%); and other minorities (Asian, Hispanic & American Indian) participated at a rate slightly lower than their population in state government (4.42% as compared to 6.04%).

# 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 which certifies 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), the Department of Labor (DOL), the Employment Security Commission (ESC), North Carolina Agricultural & Technical State University (NC A&T) and North Carolina State University (NCSU) currently host training sessions exclusively for their respective agencies. Adjunct trainers from OSP, DOC-Enterprises, Health and Human Services, North Carolina State University, North Carolina A&T State University, Labor, Revenue, Employment Security 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 a report to the agencies and universities denoting managers and supervisors hired or promoted for each month. 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. The new Learning Management System (LMS) will provide a method for tracking new managers and supervisors and remedy the problems associated with the BEACON transition. 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. Some agencies have not consistently complied 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 six hundred and sixty-two (**662**) employees in EEOIs sponsored by OSP or an adjunct agency. (See **Table 1**)

**TABLE 1**  
Monthly Participation

<b>MONTH</b>	<b>ENROLLED</b>
July	65
August	171
September	108
October	85
November	120
December	113
<b>Total</b>	<b>662</b>

# Attendance

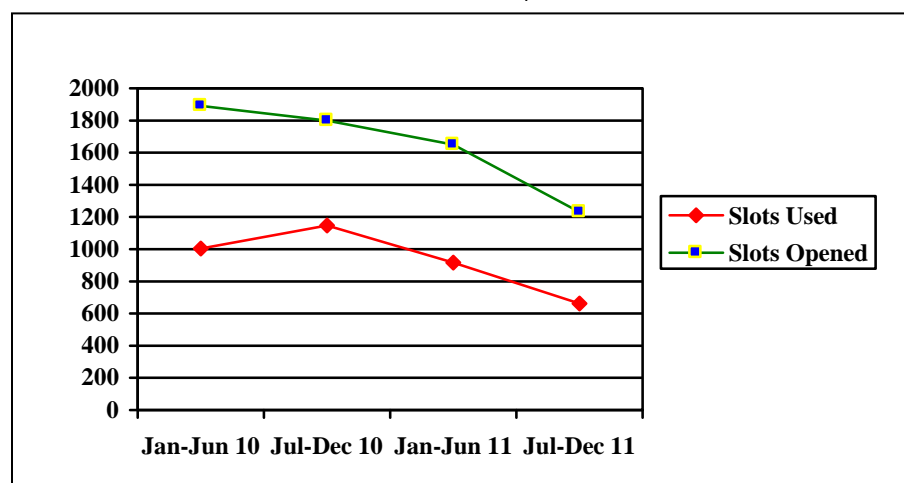
## Number of Participants

The Office of State Personnel and participating adjunct agencies scheduled forty **(40)** Level I sessions and one **(1)** Level II session during this reporting period. Six hundred and sixty-two **(662)** managers and supervisors attended classes scheduled for the July through December 2011 period. This period's schedule opened one thousand two hundred and thirty **(1230)** 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 [forty-one (41)], i.e.  $30 \times 41 = 1230$ . This reporting period's attendance count represents a utilization rate of fifty-four percent **(54%)** of the available slots. Overall enrollment decreased **28%** as compared to the last reporting and the usage rate decreased by **2%** as compared to the last 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 10	63	1890	1003	53%	887	47%
Jul-Dec 10	60	1800	1148	64%	652	36%
Jan-Jun 11	55	1650	917	56%	733	44%
<b>Jul-Dec 11</b>	<b>41</b>	<b>1230</b>	<b>662</b>	<b>54%</b>	<b>598</b>	<b>46%</b>
<b>Totals</b>	<b>219</b>	<b>6570</b>	<b>3730</b>	<b>57%</b>	<b>2870</b>	<b>43%</b>

**Chart 1**  
Utilization of Slots Opened





## Adjunct Agency Participation

**Adjunct agencies** are agencies, departments and institutions that have entered into an agreement with OSP to conduct the EEOI for their respective organizations. Adjunct agencies manage enrollment, scheduling, material reproduction and instructor selection for their agencies' EEOIs. Adjunct arrangements foster a higher degree of involvement in the EEOI and permit agencies to train more staff over a shorter period of time. In order to be eligible to enter into an agreement with OSP-L&D and before hosting sessions, Adjunct Agencies must send at least one candidate through OSP's certification training program. OSP-L&D began the Adjunct Agency process in 2002, signing its first agreement with the Department of Correction. Since 2002, OSP has signed a total of (seventeen) **17** adjunct agreements with various state agencies, departments, and institutions.

Forty-one (**41**) sessions of the EEOI were held during this reporting period. **9** adjunct agencies sponsored **29** of the **41** sessions. OSP sponsored **12** of the **41** sessions. A total of **29** instructors, which includes **10** OSP trainers (2 core instructors and 8 collateral duty instructors) and **19** adjunct agency trainers were enlisted to conduct the training.

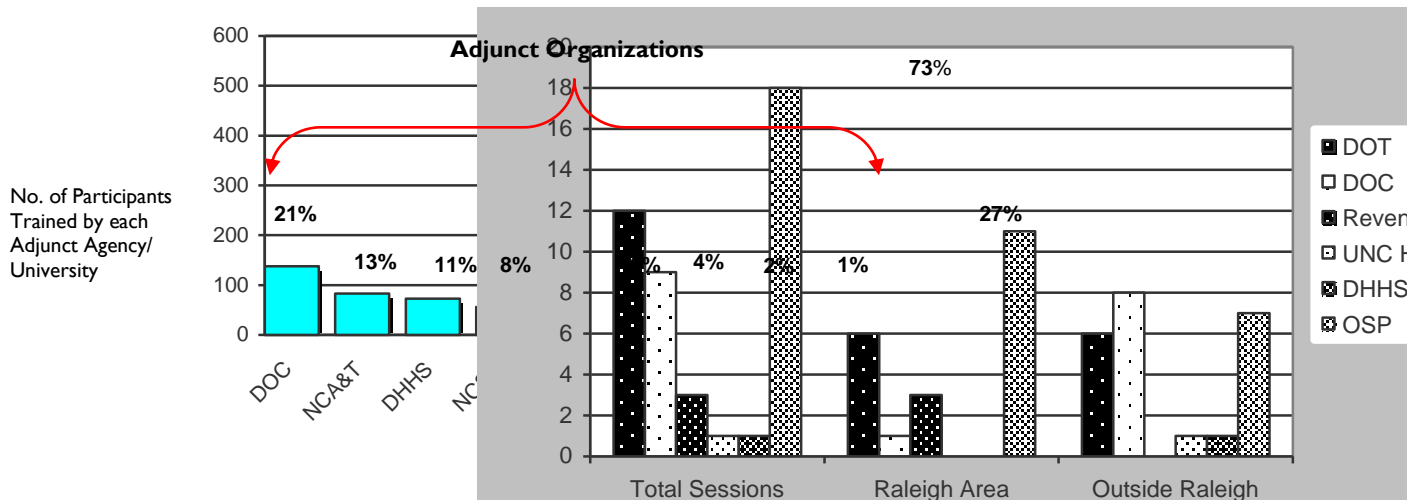
**Adjunct instructors** trained an average of **17** participants per session and **OSP** instructors trained an average of **15** participants per session. Overall, adjunct instructors trained **483** enrollees or **73%** of this reporting period's total participants and OSP trained **179** enrollees or **27%**.

**Chart 2** (below) displays the percentage of sessions conducted by each participating adjunct agency as well as the aggregate percentage of the sessions conducted by adjunct agencies. The percentage conducted by OSP is also included in this chart.

**Table 3** (p. 10) shows the breakdown of sessions by adjunct agency i.e. sponsor, dates, host city, instructor, total enrolled in each session, and the percentage of the total enrollees (**662**) each adjunct agency trained.

**Chart 2**

Participation by Adjunct Agency



# Training Schedule

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

	Sponsor	Start Date	End Date	Host City	Instructor(s)	Enrollees/Percent
1	DHHS	7/11/11	7/12/11	Kinston	Harris	11
2	DHHS	8/17/11	8/18/11	Morganton	Myers	7
3	DHHS	10/21/11	10/24/11	Morganton	Myers	9
4	DHHS	11/1/11	11/2/11	Raleigh	Allison	30
5	DHHS	12/1/11	12/2/11	Butner	Nida/Sewell	16
<b>5</b>		<b>5 Sessions</b>		<b>4 Cities</b>	<b>5 Instructors</b>	<b>73/11%</b>
1	DOC	8/1/11	8/2/11	Cary	Sledge	11
2	DOC	8/29/11	8/30/11	Cary	Cook	17
3	DOC	10/24/11	10/25/11	Lenoir	Wheeler	19
4	DOC	10/3/11	10/4/11	Cary	Sledge	11
5	DOC	10/27/11	10/28/11	Greenville	Chase	23
6	DOC	11/14/11	11/15/11	McCain	Duncan/Cannon	18
7	DOC	11/29/11	11/30/11	Lenoir	Wheeler	17
8	DOC	12/14/11	12/15/11	Greenville	Chase	22
<b>8</b>		<b>8 Sessions</b>		<b>4 Cities</b>	<b>7 Instructors</b>	<b>138/21%</b>
1	DOT	7/28/11	7/29/11	Morehead City	G. Dean	9
2	DOT	8/10/11	8/11/11	Raleigh	Murphy/Peavey	11
3	DOT	9/14/11	9/15/11	Raleigh	Murphy/Peavey	10
4	DOT	10/12/11	10/13/11	Raleigh	Murphy/Peavey	8
5	DOT	12/14/11	12/15/11	Raleigh	Murphy/Peavey	8
<b>5</b>		<b>5 Sessions</b>		<b>2 Cities</b>	<b>3 Instructors</b>	<b>46/7%</b>
1	Labor	9/21/11	9/22/11	Statesville	Morris-Anderson	11
<b>1</b>		<b>1 Session</b>		<b>1 City</b>	<b>1 Instructor</b>	<b>11/2%</b>
1	NCAT	7/27/11	7/28/11	Greensboro	Anderson/Lowery	17
2	NCAT	9/13/11	9/14/11	Greensboro	Anderson	13
3	NCAT	2/26/00	9/22/11	Greensboro	Anderson/Lowery	36
4	NCAT	12/14/11	12/15/11	Greensboro	Anderson	17
<b>4</b>		<b>4 Sessions</b>		<b>1 City</b>	<b>2 Instructors</b>	<b>83/13%</b>

	Sponsor	Start Date	End Date	Host City	Instructor (s)	Enrollees/Percent
1	NCSU	8/10/11	8/11/11	Raleigh	Cook/Williams	28
2	NCSU	11/21/11	11/22/11	Raleigh	Circosta/Williams	28
<b>2</b>		<b>2 Sessions</b>		<b>1 City</b>	<b>3 Instructors</b>	<b>56/8%</b>
1	UNC-A	8/4/11	8/5/11	Asheville	Dahlquist	30
2	UNC-A	12/11/12	12/13/12	Asheville	Dahlquist	9
<b>2</b>		<b>2 Sessions</b>		<b>1 City</b>	<b>1 Instructor</b>	<b>39/6%</b>
1	UNC-G	7/19/11	7/20/11	Greensboro	Anderson	28
<b>1</b>		<b>1 Session</b>		<b>1 City</b>	<b>1 Instructor</b>	<b>28/4%</b>
1	UNC HCS	8/4/11	8/5/11	Chapel Hill	Pryor-Pankey	9
<b>1</b>		<b>1 Session</b>		<b>1 City</b>	<b>1 Instructor</b>	<b>9/1%</b>
1	OSP	8/4/11	8/5/11	Wilmington	Wardlaw-Brown	12
2	OSP	08/10/11	08/11/11	Charlotte	McIntyre	16
3	OSP	8/11/11	8/12/11	Raleigh	Dixon	17
4	OSP	08/25/11	08/26/11	Raleigh	Dean	13
5	OSP*	09/06/11	09/06/11	Raleigh	Wardlaw-Brown	20
6	OSP	09/08/11	09/09/11	Raleigh	Astrike	9
7	OSP	09/22/11	09/23/11	Raleigh	Jones	9
8	OSP	10/05/11	10/06/11	Raleigh	McIntyre	15
9	OSP	11/03/11	11/04/11	Raleigh	Jones	11
10	OSP	11/17/11	11/18/11	Raleigh	McIntyre & W-Brown	16
11	OSP	12/01/11	12/02/11	Raleigh	Alston & Eaton** (W-Brown)	23
12	OSP	12/15/11	12/16/11	Chapel Hill	Brooks & Butler** (W-Brown)	18
<b>12</b>		<b>12 Sessions</b>		<b>4 Cities</b>	<b>10 Instructors</b>	<b>179/27%</b>
	<b>10 Host</b>	<b>41 Total</b>		<b>15 Host</b>	<b>29 Total</b>	<b>662</b>
	<b>Agencies</b>	<b>Sessions</b>		<b>Cities</b>	<b>Instructors</b>	<b>Participants</b>
*	<b>Level II Session</b>					
**	<b>Instructors-in-Training</b>					

## Host Training Sites

The adjunct host process allows and encourages agencies to host sessions in areas where there may be a high concentration of employees, e.g. Raleigh, or in areas that are frequently underserved. This process allows the program to serve the greatest number of participants in the most expedient manner. In this reporting period, adjunct agencies conducted **16** out of their **29** total sessions (**55%**) outside of Raleigh and **13** of the **29** (**45%**) inside the Raleigh area. OSP conducted **9** out of **12** sessions or **77%** of their total sessions inside the Raleigh area and **3** or **23%** outside the Raleigh area. Overall, **55%** of the total sessions (OSP & adjunct agencies) were held inside the Raleigh area and **45%** were held outside the Raleigh area. OSP strives to ensure that EEOs are offered at a variety of locations. This process facilitates that end. (**Table 4 & Chart 3**)

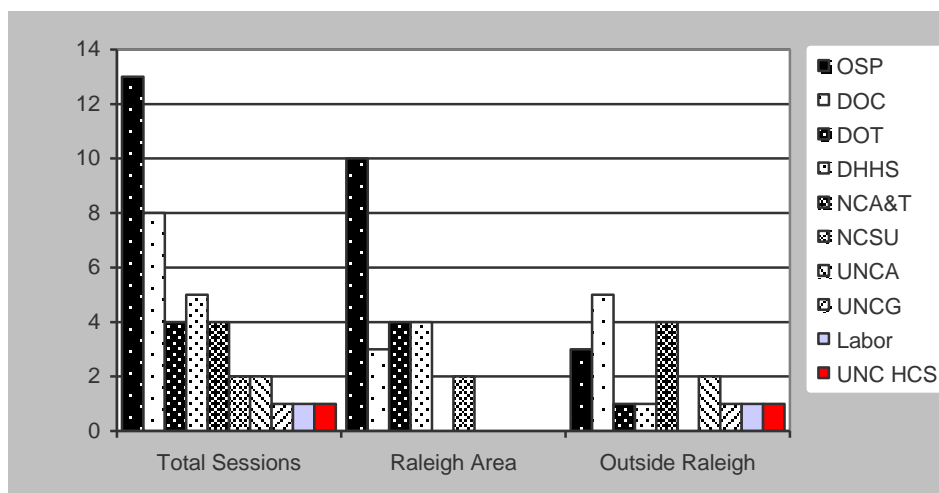
**Table 4**

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

AGENCY	TOTAL SESSIONS	% OF TOTAL CONDUCTED		RALEIGH AREA	PERCENT FOR AGENCY	OUTSIDE RALEIGH	PERCENT FOR AGENCY
DOC	8	19%		3	38%	5	62%
DOT	5	12%		4	80%	1	20%
DHHS	5	12%		4	80%	1	20%
NC A&T	4	9%		0	0%	4	100%
NCSU	2	5%		2	100%	0	0%
UNCA	2	5%		0	0%	2	100%
UNCG	1	2%		0	0%	1	100%
Labor	1	2%		0	0%	1	100%
UNC HCS	1	2%		0	0%	1	100%
<i>Adjunct Totals</i>	<b>29</b>	<b>71%</b>		<b>13</b>	<b>45%</b>	<b>16</b>	<b>55%</b>
<i>OSP Total</i>	<b>12</b>	<b>29%</b>		<b>9</b>	<b>77%</b>	<b>3</b>	<b>23%</b>
<b>TOTALS</b>	<b>41</b>	<b>100%</b>		<b>29</b>	<b>55%</b>	<b>25</b>	<b>45%</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. Forty-one (**41**) 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. Eighty-one (**81**) of the participants were from Region I; fifty-nine (**59**) were from Region II; sixty-three (**63**) were from Region III; one hundred and twenty-three (**123**) were from Region IV; thirty-two (**32**) were from Region V; ninety-three (**93**) were from Region VI; and two hundred and eleven (**211**) were from Region VII. **Table 5** shows the number of participants attending training by region and **Chart 4** identifies regions where sessions were held. **Table 6** highlights the percentage of sessions held by region. Because Raleigh (Region VII) has the highest population of State Employees, it consistently yields the highest number of participants and hosts the greatest number of sessions.

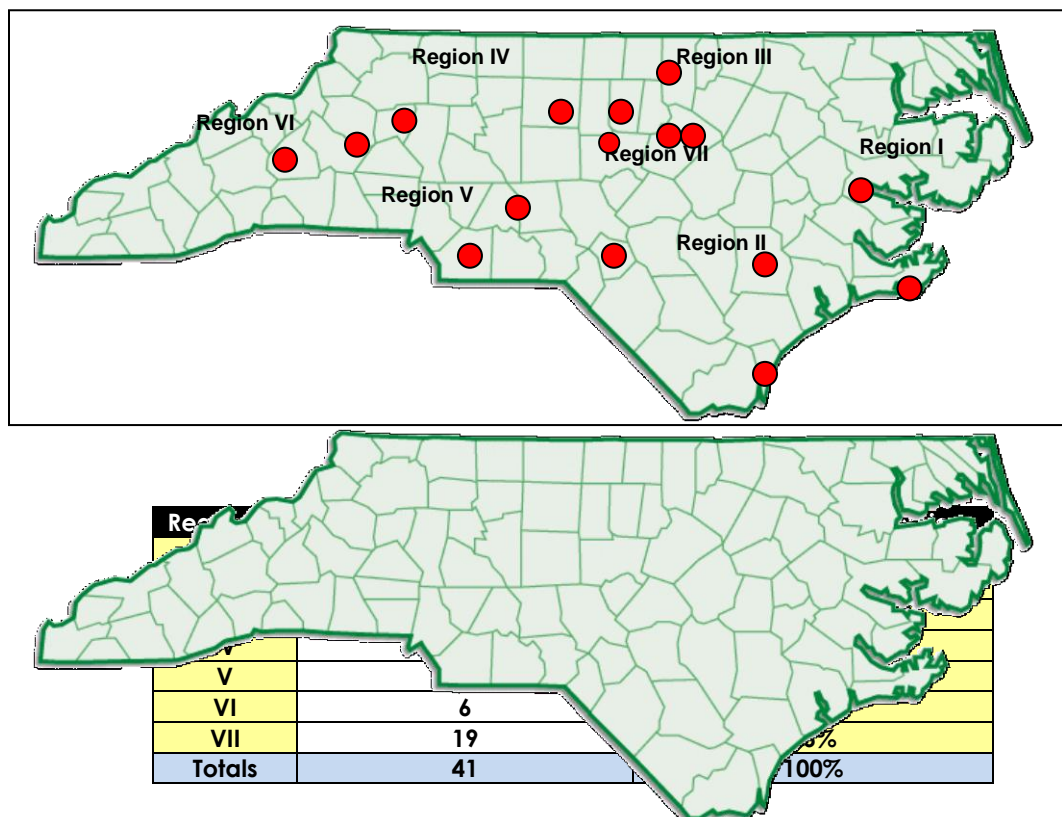
**Table 5**

Number of participants attending training by region

I	II	III	IV	V	VI	VII
East/Northeast 81	Southeast 59	Central 63	West 123	Southwest 32	West/Northwest 93	Raleigh Area 211

**Chart 4**

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



## Participation by University & Agency/Department

A review of University and Agency/Department enrollment shows seven (7) universities and twenty-nine (29) agencies participated in the EEOI this reporting period. The three universities with the highest participation rates include NCA&T (22.1%); UNCA (18.9%) and; NCSU (8.0%). The three universities with the highest number of participants include NCA&T (83), NCSU (80), and UNCG (28). The five agencies with the highest participation rates include: State Health Plan (125.0%); Labor (15.5%); Treasurer (13.0%); Education Lottery (12.5%); and UNC Healthcare (10.3%). The five agencies with the highest number of participants enrolled include Correction (141), Health & Human Services (77), Transportation (46); Employment Security (28), and State Health Plan (9). (Tables 7 & 8)

**Table 7**  
**Participation by University**  
(July-December 2011)

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	**	0	140	0%
NC A&T State	**	83	375	22.1%
NC Central	**	0	207	0%
NC School of Arts	**	0	72	0%
NC State	**	80	1000	8.0%
UNC-Asheville	**	23	122	18.9%
UNC-Chapel Hill	**	23	1126	2.0%
UNC-Charlotte	**	1	194	.52%
UNC-Greensboro	**	28	532	5.3%
UNC Pembroke	**	0	120	0%
UNC-Wilmington	**	12	157	7.6%
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>250</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 are not available due to the transition of agencies to the BEACON reporting system. The new Learning Management System will remedy this problem and provide current information regarding eligible candidates.

**Table 8**  
**Participation by Agency/Department**  
(July-December 2011)

AGENCY/DEPARTMENT	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS	TOTAL # SPA SUPVS/MGRS*	PARTICIPATION RATE
Administration	**	7	127	5.5%
Admin Hearings	**	0	13	0%
Admin Ofc of Courts (Judicial)	**	1	792	.13%
Agriculture & Csmr Svcs	**	17	266	6.4%
Boards & Commissions@	**	0	16	0%
Community Colleges	**	1	50	2.0%
Correction	**	141	3400	4.2%
Crime Control	**	4	139	2.9%
Cultural Resources	**	5	223	2.2%
Commerce	**	0	186	0%
Education Lottery	**	7	56	12.5%
Environ and Natural Rsrcs	**	3	721	.42%
Employment Security Comm	**	28	347	8.1%
Health & Human Services	**	77	2287	3.4%
General Assembly	**	0	***	***
Governor's Office	**	0	19	0%
Housing Finance	**	2	***	***
Insurance	**	0	99	0%
Juvenile Justice	**	3	262	1.1%
Justice	**	11	210	5.2%
Labor	**	11	71	15.5%
Lieutenant Governor	**	0	2	0%
Public Instruction	**	0	144	0%
Revenue	**	3	281	1.1%
Secretary of State	**	1	39	2.6%
Information Technology Svcs	**	1	74	1.4%
State Auditor	**	2	51	3.9%
State Budget	**	0	16	0%
State Controller	**	0	36	0%
State Health Plan	**	15	12	125.0%
State Personnel	**	0	14	0%
State Ports Authority	**	0	0	0%
Transportation	**	46	2184	2.1%
Treasurer	**	9	69	13.0%
UNC Healthcare Systems	**	9	263	10.3%
Wildlife	**	2	174	1.1%
Local Government#	**	6	***	***
<b>TOTALS</b>	<b>**</b>	<b>412</b>	<b>12643</b>	<b>3.3%</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. The new Learning Management System will remedy this problem and provide current information regarding eligible candidates.

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

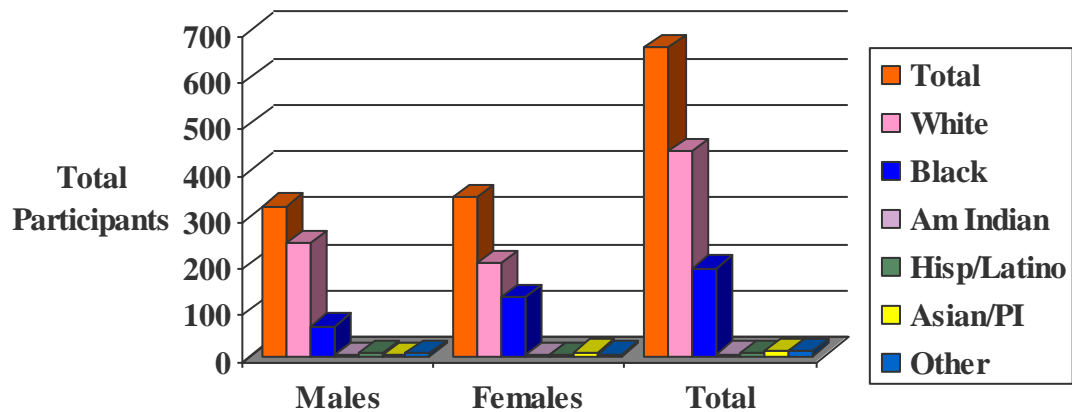
@-Auctioneer; Barber Exam; Cosmetic Arts; Elections; Opticians; Psychology; Ethics; Banks

#Dept. of Social Services, Cumberland County, Durham County, and Orange County

## 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	242	199	441	36.6%	30.0%	66.6%
Black	64	125	189	9.70%	18.9%	28.6%
American Indians	2	2	4	0.30%	0.30%	0.60%
Hispanic/Latino	5	2	7	0.75%	0.30%	1.05%
Asian	2	8	10	0.30%	1.20%	1.50%
Other	7	4	11	1.05%	0.60%	1.65%
<b>TOTAL</b>	<b>322</b>	<b>340</b>	<b>662</b>	<b>48.70%</b>	<b>51.30%</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/NG	FR
NUMBER OF PARTICIPANTS	5	8	185	136	13	209	91	15

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 completing its ninth (9<sup>th</sup>) reporting period utilizing the revised training curriculum and its 20<sup>th</sup> year of existence.

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 2011 was 4.67. Participants continue believe time spent in the training is justified. Frequently mentioned comments were very similar to comments made in previous reporting periods. The participants also note they enjoy the interaction stemming from the case studies and the role play activities. Additionally, they find the equal opportunity guidance shared for dealing with employees useful for carrying out their daily activities. The viewing of the video "A Class Divided" (which has been shown since the program's inception) also continues to remain a valued tradition.

### **Adjunct Trainer Certification Program Update**

OSP created the Adjunct Trainer Certification program to offer more training opportunities to the increasing number of managers and supervisors in State government in need of enhanced skills to effectively manage a diverse workforce. Another 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 (DHHS, DOC, DOT, DOL, NC A&T, NCSU, DOL, UNC-A, UNC-G, and UNC Healthcare) conducted twenty-nine (29) sessions and trained four hundred and eighty-three (483) or 73% of the six hundred and sixty-two (662) managers and supervisors enrolled this reporting period. OSP-L&D monitors the adjunct trainer programs through collection of class schedules, rosters and classroom evaluations. Full-time core trainers also monitor adjunct programs' EEOIs via on-site classroom visits to ensure training is delivery properly and consistently throughout the state.

An adjunct trainer session was held in December 2011. This class began with sixteen (16) candidates. One candidate did not show (due to a car accident). The remaining 15 candidates completed the prerequisites and the classroom portion of the training. All are slated to complete the process, i.e. take exam and conduct a trial delivery of the curriculum, in the next training period (January-June 2012). The 15 candidates are from DOC, NCCU, NCSU, NCA&T, Cumberland County Human Resources, and UNC Healthcare. NCSU, DOC and UNC Healthcare currently have agreements with OSP to

conduct the EEOI. Cumberland County elected not to sign an agreement at this time. Discussions are in still in progress to sign agreements with NCCU and UNC-CH. To date, twenty-six (26) agencies have individuals who have participated in the Adjunct Trainer Certification program. One hundred and eighteen (118) candidates have completed all certification requirements including six (6) OSP employees from the Equal Employment Opportunity division. Seventy-nine (79) adjunct trainers from nineteen (19) 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 that reflect new laws, specifically, the Americans with Disabilities Amendments Act (ADAAA) and the Genetic Information Nondiscrimination Act (GINA).

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 all 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 & Development Group recommends:

- continued development and expansion of the adjunct trainer certification program; and
- incorporate EEOI enrollment data into the new Learning Management System.

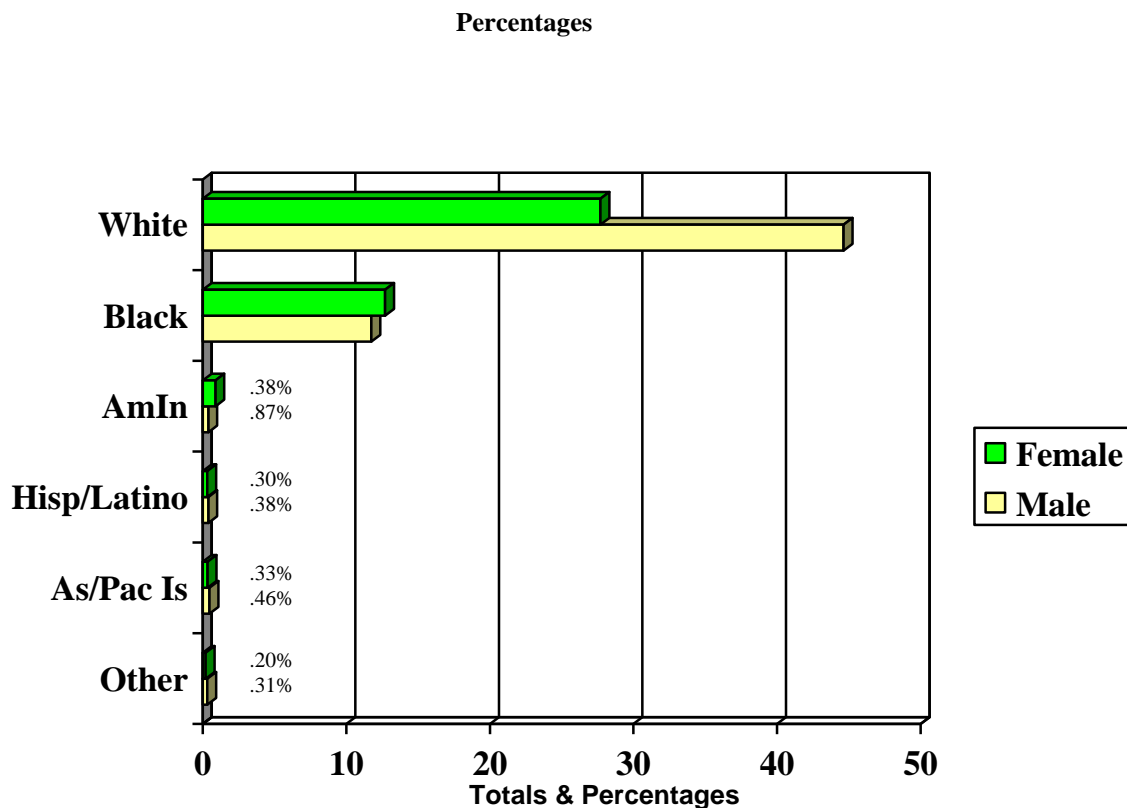
# APPENDIX

# APPENDIX A

## OVERALL SUMMARY OF EEOI PARTICIPANTS

### Participation by Ethnicity and Gender

(July 1991-December 2011)



RACE	MALES	%	FEMALES	%	TOTAL	%
White	10552	44.63%	6540	27.7%	17092	72.2%
Black	2775	11.74%	3010	12.7%	5785	24.5%
American Indians	205	.87%	89	.38%	294	1.28%
Hispanic/Latino	91	.38%	72	.30%	163	.70%
Asian/Pacific Is.	109	.46%	78	.33%	187	.80%
Other	74	.31%	48	.20%	122	.52%
<b>TOTAL</b>	<b>13806</b>	<b>58.39%</b>	<b>9837</b>	<b>41.61%</b>	<b>23643</b>	<b>100.00%</b>

## APPENDIX B

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

(July 1991-December 2011)

UNIVERSITY	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS
Appalachian State	152	73
East Carolina	366	247
Elizabeth City State	64	94
Fayetteville State	80	50
NC A&T State	165	192
NC Central	223	122
NC School of the Arts	34	10
NC State University	195	1006
UNC-Asheville	41	193
UNC-Chapel Hill	512	706
UNC-Charlotte	153	50
UNC-Greensboro	206	241
UNC-Pembroke	44	75
UNC-Wilmington	114	154
Western Carolina	126	109
Winston-Salem State	103	66
School of Science & Math	48	15
UNC-General Administration	60	76
<b>TOTALS</b>	<b>2686</b>	<b>3479</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. The new Learning Management System(LMS) will provide a method for reporting eligible candidates.

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

(July 1991-December 2011)

<b>AGENCY/DEPARTMENT</b>	<b>ELIGIBLE CANDIDATES</b>	<b>ACTUAL PARTICIPANTS</b>
Administration	302	219
Admin Hearings, Rules & Review	15	6
Admin Offices of the Courts (Judicial)	5	94
Agriculture	383	439
Boards & Commissions	13	13
Community Colleges	110	81
Correction	6633	5675
Crime Control	879	819
Cultural Resources	284	360
Commerce	273	179
Education Lottery	8	89
Environmental & Natural Resources	1060	896
Employment Security Commission	516	733
Health & Human Services	3690	3305
General Assembly	1	1
Governor's Office	47	19
Housing Finance	20	38
Insurance	102	196
Juvenile Justice	196	411
Justice	301	472
Labor	126	208
Lieutenant Governor	7	1
Public Instruction	226	149
Revenue	364	571
Secretary of State	71	71
ITS (Information Technology Services)	69	94
State Auditor	97	94
State Budget	5	17
State Controller	73	54
State Health Plan	3	17
State Personnel	5	27
State Ports Authority	0	83
Transportation	2674	3850
Treasurer	83	115
UNC Healthcare Systems	304	494
Wildlife	171	266
Local Government	0	8
<b>TOTALS</b>	<b>19116</b>	<b>20164</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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