

STATE OF NORTH CAROLINA

# EQUAL EMPLOYMENT OPPORTUNITY INSTITUTE



## SEMI-ANNUAL REPORT

JULY-DECEMBER 2005

December 2007

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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. This report covers the period July through December 2005.

The data is analyzed in the following categories:

- a) eligible candidates;
- b) number of sessions conducted;
- c) number of participants by EEOI location and instructor;
- 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/Human Resource Development (OSP/HRD) and three (3) adjunct agencies (Correction, Transportation, and UNC Healthcare Systems) dispatched thirteen (13) instructors to host thirty-two (32) sessions in eleven (11) cities throughout the state. OSP and participating adjunct agencies trained a total of seven hundred and sixty (760) managers and supervisors from six (6) universities and twenty-three (23) agencies. The total trained represents an overall increase in attendance and a slightly higher utilization rate of available slots as compared to the last reporting period. The following universities and agencies are commended for having the highest participation rates in the EEOI enrollment process: NC A&T, NC School of the Arts, UNC-Chapel Hill, the Governor's Office, State Personnel, Wildlife, State Budget, and NC Community Colleges.

OSP/HRD, in concert with agency and university coordinators, continues to develop and implement procedures to ensure the quality of the EEOI. Measures have been taken to provide an adequate number of Institutes across the state. OSP/HRD will continue to employ methods to ensure maximum utilization of all training slots.

# 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 (OSP) 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. The Equal Employment Opportunity Institute (EEOI) instructs managers and supervisors on laws, policy and best practices for creating and maintaining EEO and workplace diversity.

EEO refers to the set of laws that mandate all individuals' rights to equal opportunity in the workplace, irrespective of race, color, sex, national origin, age or disability. 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. EEO and diversity management are separate but complementary functions essential to the success of the State of North Carolina as a high performing organization.

The Equal Employment Opportunity Institute (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 Human Resource Development Group 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 new section to this Chapter, i.e. 126-16.1. The new 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 participants:

- identify and understand federal and state EEO laws, executive orders, regulations and general statutes;
- effectively handle situations involving potential discrimination on the basis of age, sex, ethnic origin, religion, disability, etc.
- 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 two and one-half day course. The course is divided into two sections. Section I covers federal and state laws and Section II covers issues of 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 or 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 two and one-half day course designed for the majority of candidates and Level II is a one-day course designed to accommodate cabinet level 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 has also created an adjunct trainer certification program to certify individual employees from various agencies and universities across the state to assist in delivering the Institute to supervisors and managers. Adjunct trainers from the Department of Correction (DOC), the Department of Transportation (DOT), and UNC Healthcare Systems (UNC HCS) hosted exclusive sessions for their respective agencies. To date, forty-seven (47) employees have completed adjunct certification classroom training.

## Candidate Eligibility and Enrollment

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Eligibility for the EEOI is determined through use of the PM 669 report, a monthly new hire and promotion report of permanent SPA (State Personnel Act) employees at each agency, department and university. The Office of State Personnel generates the PM 669 report. Each agency or university EEOI coordinator reviews the report to confirm candidate eligibility and adds backlogged employees to complete their list of eligible candidates. Backlogs accumulate when new candidates are not immediately enrolled in a current EEOI. This may occur because: 1) the EEOI is not currently offered in an area convenient to the candidate; 2) the candidate is enrolled but does not attend the scheduled session; or 3) the EEOI coordinator is not actively enrolling candidates in available sessions. These individuals continue to count as eligible candidates. Coordinators may also add candidates if a new appointment, hire, or promotion meets the definition of a supervisor or manager per G.S. 126-16-1.

During the July through December 2005 reporting period, the PM 669 report identified **773** employees eligible to attend the EEOI. During the same reporting period agencies, departments and universities enrolled **760** employees in the EEOI utilizing PM 669 data and the aforementioned criteria. (**Table 1**, below)

**TABLE 1**  
Monthly Selection

MONTH	SELECTED	ENROLLED
July	121	96
August	76	185
September	138	138
October	171	180
November	151	84
December	116	77
<b>Total</b>	<b>773</b>	<b>760</b>

**SELECTED** = Candidates identified by OSP/HRD utilizing monthly PMIS 669 Report

## Attendance

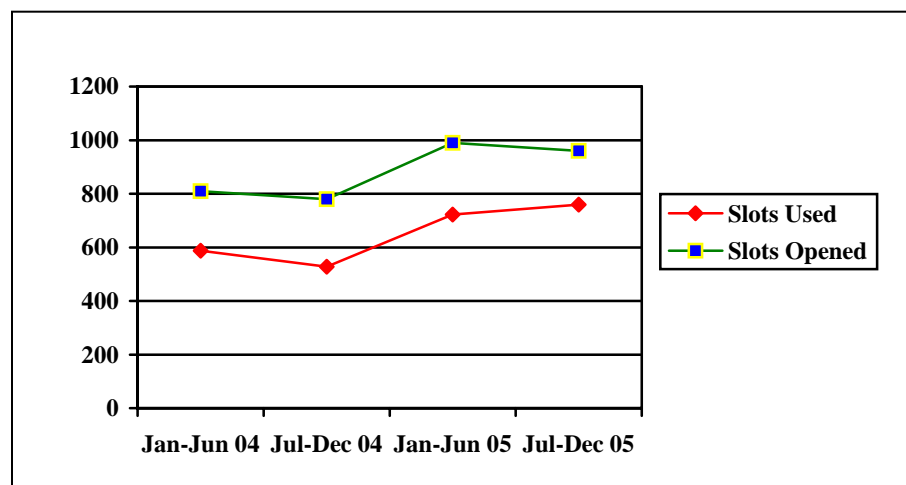
### Number of Participants

The Office of State Personnel and participating adjunct agencies scheduled **thirty-one (31)** Level I sessions and **one (1)** Level II session. Including incumbents, **seven hundred and sixty (760)** managers and supervisors attended classes scheduled for the July through December 2005 reporting period. This period's schedule opened **nine hundred and sixty slots (960)** for enrollment. The maximum number of participants allotted per class is thirty (30) students. (32 classes x 30 slots = 960 slots). This reporting period's actual attendance represents a utilization rate of 79%. The participation rate increased 6 percentage points over the last reporting period. (Table 2 & Chart 1)

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

Period	Classes Scheduled	Slots Opened	Attendees	Rate of Usage	Slots Unused	Percent Unused
Jan-Jun '04	27	810 (27x30)	587	72%	223	28%
Jul-Dec '04	26	780	528	68%	252	32%
Jan-Jun '05	33	990	722	73%	268	27%
Jul-Dec '05	32	960	760	79%	200	21%
Totals	118	3540	2597	73%	943	27%

**Chart 1**  
Utilization of Slots Opened





## Adjunct Agency Participation

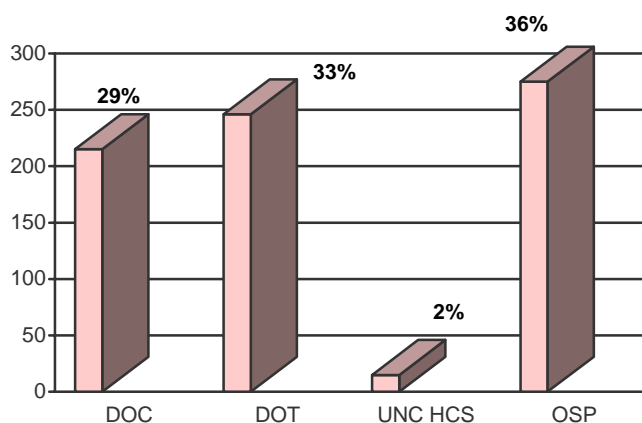
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**Adjunct organizations** are departments, agencies and universities that have elected to enter an agreement with OSP to conduct the EEOI. Adjunct agencies manage the enrollment and scheduling of their agencies' EEOIs; purchase and reproduce all materials necessary to host and conduct the EEOI (i.e. manuals, videos, training equipment, etc.); and choose their own instructors. Adjunct instructors must complete OSP's certification-training curriculum before instructing the EEOI. This training not only prepares instructors to deliver the training curriculum but also provides agencies with additional EEO resource person(s) upon completion of the process. Adjunct arrangements also foster a higher degree of involvement in the EEOI. They allow agencies to set their own training schedules; strategically arrange site locations so that they are most cost effective to the agencies (i.e. limit travel, lodging, and time away from office); and permit agencies to train more staff over a shorter period of time.

A total of thirteen **(13)** instructors, four **(4)** OSP core and collateral duty trainers and nine **(9)** agency adjunct trainers, conducted thirty-two **(32)** sessions this reporting period. Adjunct instructors trained an average of twenty-four **(24)** participants per session. OSP instructors conducted fourteen **(14)** of the thirty-two sessions and trained two hundred and eighty-four **(284)** or **36%** of the attendees. Four **(4)** DOC instructors conducted eight **(8)** sessions and trained two hundred and fifteen **(215)** or **29%**. Three **(3)** DOT instructors hosted nine **(9)** sessions and trained two hundred and forty-six **(246)** or **33%**. Two **(2)** UNC Healthcare instructors conducted one **(1)** session and trained fifteen **(15)** or **2%**. Adjunct instructors trained four hundred and seventy-six **(476)** or **64%** of this reporting period's total participants. **(Chart 2 & Table 3)**

**Chart 2**

Participation by Adjunct Agency



## Training Schedule

**Table 3**

Total Participants by Sponsor, Date, Location and Instructors

	<b>Sponsor</b>	<b>Dates</b>	<b>Location</b>	<b>Instructor(s)</b>	<b>Attendees</b>
1	DOC	29 Jun-1 Jul	Southern Pines	T. Brown	36
2	DOC	17-19 Aug	Asheboro	T. Brown	29
3	DOC	31 Aug-2 Sep	Greenville	T. Brown	27
4	DOC	28-30 Sep	Asheboro	T. Brown	26
5	DOC	12-14 Oct	Marion	Orders	29
6	DOC	19-21 Oct	Southern Pines	T. Brown	26
7	DOC	26-28 Oct	Greenville	T. Brown	24
8	DOC	30 Nov-2 Dec	Apex	Mizelle/Fields	18
<b>8</b>	<b>Total</b>	<b>DOC Sessions</b>	<b>5 Locations</b>	<b>4 Instructors</b>	<b>215 Total</b>
1	DOT	12-14 Jul	Raleigh	Stafford/Dupree	29
2	DOT	26-28 Jul	Greensboro	Stafford/Peavey	31
3	DOT	9-11 Aug	Asheville	Stafford/Dupree	30
4	DOT	23-25 Aug	Raleigh	Stafford/Peavey	30
5	DOT	13-15 Sep	Raleigh	Stafford/Dupree	27
6	DOT	11-13 Oct	Raleigh	Stafford/Dupree/ Peavey	28
7	DOT	25-27 Oct	Raleigh	Stafford/Dupree	18
8	DOT	6-8 Dec	Raleigh	Stafford/Peavey	26
9	DOT	15-17 Nov	Raleigh	Stafford/Dupree	27
<b>9</b>	<b>Total</b>	<b>DOT Sessions</b>	<b>3 Cities</b>	<b>3 Instructors</b>	<b>246 Total</b>
1	UNC-HCS	21-22 Sep	Chapel Hill	Overman/Pankey	15
<b>1</b>	<b>Total</b>	<b>UNC HCS Session</b>	<b>1 City</b>	<b>2 Instructors</b>	<b>15 Total</b>
1	OSP(Wdlf)	3-5 Aug	Raleigh	McIntyre	18
2	OSP	10-12 Aug	Raleigh	W-Brown	25
3	OSP	24-26 Aug	Raleigh	McIntyre	23
4	OSP	24-26 Aug	Greenville	Dean	30
5	OSP	21-23 Sep	Raleigh	McIntyre	31
6	OSP(DOJ)	21-23 Sep	Raleigh	W-Brown	12
7	OSP	5-7 Oct	Morganton	W-Brown	21
8	OSP-Lvl II	11 Oct	Raleigh	McIntyre	9
9	OSP	26-28 Oct	Raleigh	Dean	25
10	OSP	2-4 Oct	Charlotte	Dean/W-Brown	27
11	OSP(CCPs)	16-17 Nov	Raleigh	McIntyre	14
12	OSP	16-18 Nov	Raleigh	W-Brown	16
13	OSP	7-9 Dec	Raleigh	Dean	10
14	OSP	14-15 Dec	Raleigh	Summers	23
<b>18</b>	<b>Total</b>	<b>OSP Sessions</b>	<b>4 Cities</b>	<b>4 Instructors</b>	<b>284 Total</b>
<b>32 Sessions</b>		<b>4 Host Agencies</b>	<b>11 Cities</b>	<b>13 Instructors</b>	<b>760 Attendees</b>

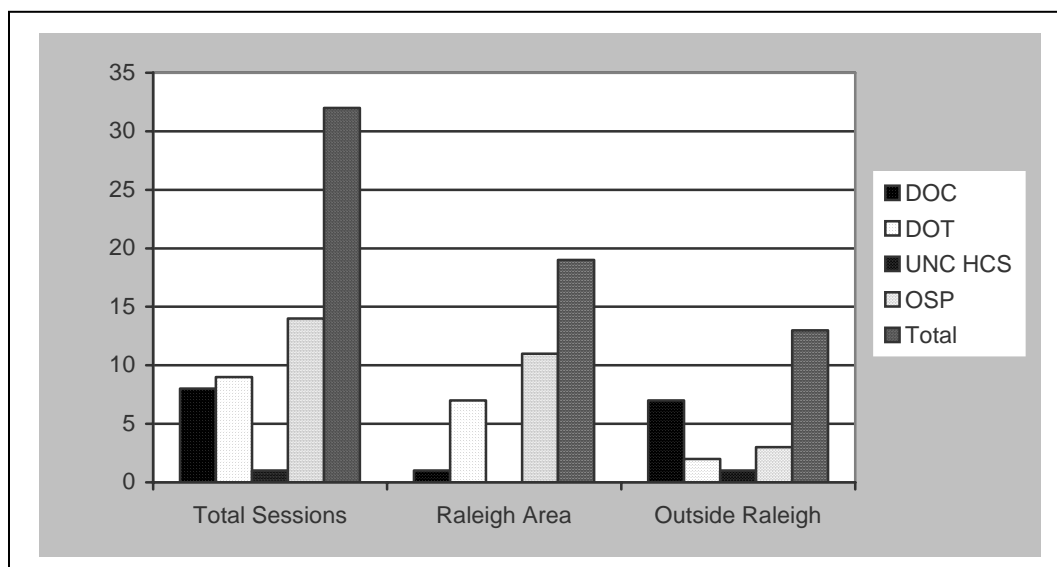
## Host Training Sites

OSP hosts most of its sessions inside the Raleigh area because it has the highest concentration of State government employees. However, State employees are physically located in all one hundred counties across the state. The adjunct host process allows and encourages agencies to schedule sessions in areas that are often underserved, thereby serving the greatest need. In this reporting period, adjunct agencies conducted ten (10) out of nineteen (19) sessions (53%) outside the Raleigh area, whereas OSP conducted three (3) out of fourteen (14) sessions (22%) outside the Raleigh area. (**Table 4 & Chart 3**)

**Table 4**  
Host Sites Inside and Outside Raleigh Area

AGENCY	TOTAL SESSIONS	% OF TOTAL CONDUCTED	RALEIGH AREA	%	OUTSIDE RALEIGH	%
DOC	8	25.0	1	3.1	7	21.9
DOT	9	28.1	7	21.9	2	6.3
UNC HCS	1	3.1	0	0	1	3.1
OSP	14	43.8	11	34.4	3	9.3
<b>TOTALS</b>	<b>32</b>	<b>100.0</b>	<b>19</b>	<b>59.4</b>	<b>13</b>	<b>40.6</b>

**Chart 3**  
Sessions Held Inside and Outside Raleigh Area

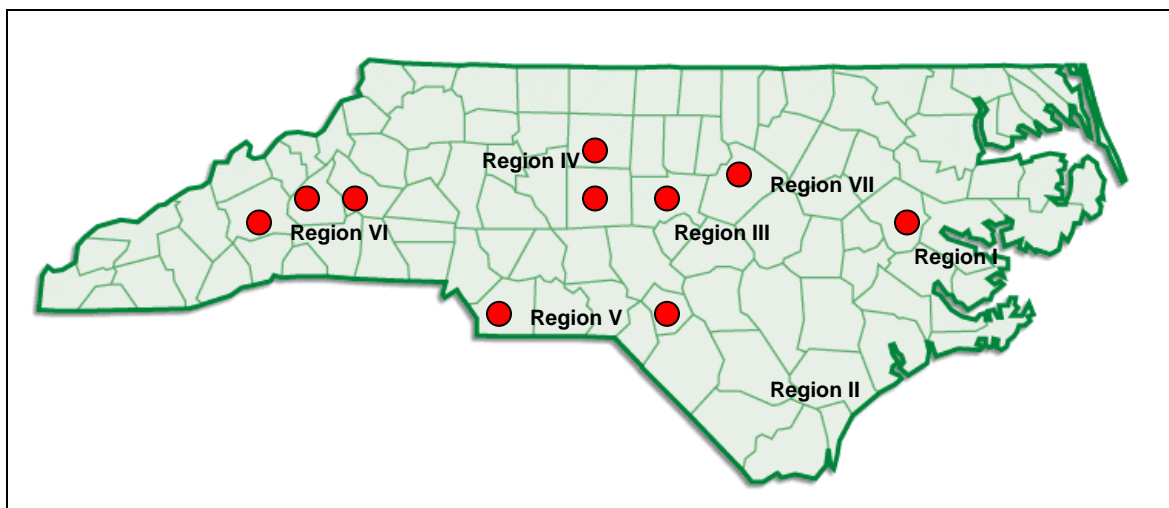


## Participation by Region

**Chart 4**

**Chart 4 & Table 5** show the number of participants attending training in each region

The state has been divided into seven geographical training regions: **Region I** covers the state's East/Northeast counties; **II**-Southeast; **III**-Central; **IV**-West; **V**-Southwest; **VI**-Northwest/West; and **VII**-Raleigh Area. See Appendix D for a listing of the counties associated with each region.



The regional concept enables agencies and universities to participate in a cost-effective manner by reducing travel costs. Thirty-two (32) EEOI sessions (Levels I & II) were held across six (6) of the seven (7) established regions. Eighty-one (81) participants attended sessions in Region I; fifteen (15) participants attended sessions in Region III; eighty-six (86) participants attended sessions in Region IV; eighty-nine participants attended sessions in Region VI; and four hundred and nine (409) participants attended sessions in Region VII. (**Chart 4 & Table 5**)

**Table 5**

Table shows the number of attendees for each region hosting EEOI sessions

<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>V</b>	<b>VI</b>	<b>VII</b>
East/Northeast <b>81</b>	Southeast <b>0</b>	Central <b>15</b>	West <b>86</b>	Southwest <b>89</b>	West/Northwest <b>80</b>	Raleigh Area <b>409</b>

## Participation by University & Agency/Department

An assessment of University and Agency/Department enrollment shows that six (6) universities (including UNC General Administration) and twenty-three (23) agencies participated in the EEOI this reporting period. The three universities with the highest participation rate include NC A&T (19.2%), NC School of the Arts (7.7%), and UNC-Chapel Hill (3.9%). Universities in highest number of participants order are NC A&T (23), UNC Chapel Hill (13), NC Central (2), NC School of the Arts (2), UNC-Greensboro (1), and UNC General Administration (1). The five agencies with the highest participation rate include Governor's Office (50.0%), State Personnel (23.0%), Wildlife (18.5%), State Budget (16.7%), and Community Colleges (16.6%). The five agencies with the highest number of participants include Transportation (270), Correction (216), Justice (33), Wildlife (31), and Health and Human Services (27). (Tables 6 & 7)

**Table 6**  
Participation by University  
(July-December 2005)

UNIVERSITY	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS	TOTAL # SPA MGRS/SUPVS	PARTICIPATION RATE
Appalachian State	6	0	189	0.0%
East Carolina	16	0	336	0.0%
Elizabeth City	0	0	31	0.0%
Fayetteville State	3	0	50	0.0%
NC A&T State	6	23	120	19.2%
NC Central	16	2	106	1.9%
NC School of Arts	0	2	26	7.7%
NC State	1	0	97	0.0%
UNC-Asheville	0	0	43	0.0%
UNC-Chapel Hill	0	13	330	3.9%
UNC-Charlotte	4	0	195	0.0%
UNC-Greensboro	4	1	167	.60%
UNC Pembroke	0	0	20	0.0%
UNC-Wilmington	3	0	62	0.0%
Western Carolina	4	0	91	0.0%
Winston-Salem	4	0	66	0.0%
NC School of Science & Math	7	0	26	0.0%
UNC-General Administration	0	1	43	2.3%
TOTALS	74	42	1998	2.10%

**Table 7**  
Participation by Agency/Department  
(July-December 2005)

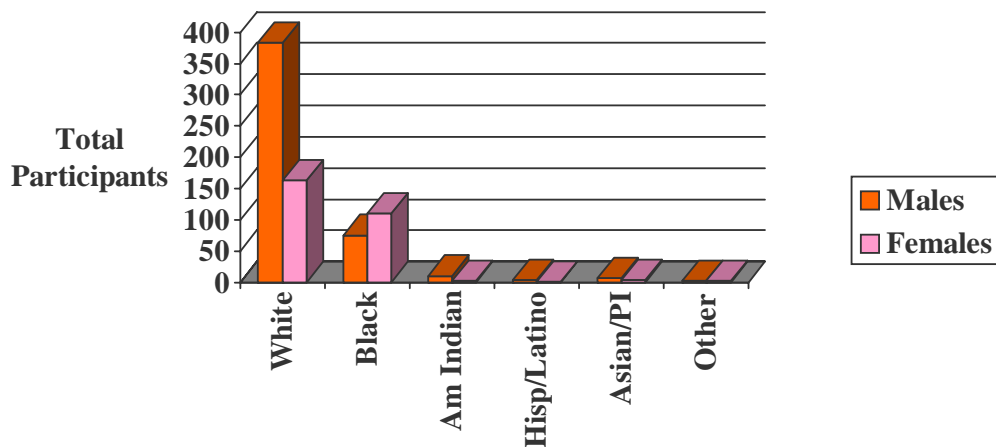
AGENCY/DEPARTMENT	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS	TOTAL # SPA SUPVS/MGRS	PARTICIPATION RATE
Administration	18	0	121	0.0%
Admin Hearings	0	1	11	9.1%
Admin Office of the Courts	0	4	128	3.1%
Agriculture & Consumer Svc	15	7	272	2.8%
Boards & Commissions	1	1	10	10.0%
Board of Election	0	0	4	0.0%
Community Colleges	2	6	36	16.6%
Correction	189	216	1947	11.1%
Crime Control	35	21	544	3.9%
Cultural Resources	13	12	196	6.1%
Commerce	37	16	107	15.0%
Environmental and Natural Resources	30	18	688	2.6%
Employment Security Commission	30	9	342	2.6%
Health & Human Services	137	27	2467	1.1%
General Assembly	0	0	0	*
Governor's Office	1	1	2	50.0%
Insurance	3	2	79	2.5%
Juvenile Justice	20	3	220	1.4%
Justice	14	33	218	15.1%
Labor	2	2	68	2.9%
Lieutenant Governor	0	0	0	0.0%
Public Instruction	12	6	93	6.5%
Revenue	29	7	300	2.3%
Secretary of State	2	0	29	0.0%
ITS (Information Technology Services)	2	5	73	6.8%
State Auditor	0	0	35	0.0%
State Budget	0	2	12	16.7%
State Controller	0	0	31	0.0%
State Health Plan	2	0	0	0.0%
State Personnel	0	3	13	23.0%
Transportation	99	270	2407	11.2%
Treasurer	4	0	51	0.0%
UNC Healthcare Systems	0	15	263	5.7%
Wildlife	2	31	168	18.5%
Local Government	0	0	0	*
<b>TOTALS</b>	<b>699</b>	<b>718</b>	<b>10,935</b>	<b>6.57</b>

\* Not included in HB 959 Mandate/Not included in PM 669 Report

## Participation by Race, Gender, and Salary Grade

**Chart 5**

Participants by Race and Gender



**Table 8**

Totals and Percentages by Race and Gender

RACE	TOTAL MALES	TOTAL FEMALES	TOTAL PARTICIPANTS	% MALES	% FEMALES
White	383	163	546	50.4%	21.45%
Black	75	110	185	9.87%	14.48%
American Indians	10	2	12	1.32%	.27%
Hispanic/Latino	3	1	4	.40%	.14%
Asian/Pacific Is.	6	3	9	.79%	.40%
Other	2	2	4	.27%	.27%
<b>TOTAL</b>	<b>479</b>	<b>281</b>	<b>760</b>	<b>63.02%</b>	<b>36.98%</b>

**Table 9**

Participants by Salary Grade

PAY GRADES	50-59	60-69	70-79	80-89	91	NG	FR	SB
<b>NUMBER OF PARTICIPANTS</b>	8	344	285	65	1	38	13	6

FR – Flat Rate

SB – Salary Banded

NG – No Grade Specified

## Additional Comments

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### Evaluation

At the conclusion of each Institute, each participant is given an opportunity to rate the training. The Institute uses a rating scale of one (1) to seven (7), one being the lowest and seven being the highest. The results of the evaluations are compiled and used as a tool to improve the Institute and course materials.

The average rating received for the period July through December 2005 was 6.6. Among frequently mentioned comments, participants continue to find the Institute valuable and suggest that their supervisors and department managers be required to attend. They also mention that their peers and those whom they supervise would benefit from the training as well as the need for more training on other subjects.

### Adjunct Trainer Certification Program Update

The Adjunct Trainer program continues to grow and succeed. During this reporting period OSP/HRD trained twenty-two (22) additional trainers from four (4) agencies and departments: eleven (11) candidates from the Department of Health and Human Services (DHHS), nine (9) from the Department of Transportation (DOT), and two (2) from the Department of Revenue (DOR). This total included two (2) additional candidates from the OSP.

Adjunct certified agencies (DOT, DOC, and UNC-HCS) conducted eighteen (18) sessions and trained four hundred and seventy-six (476) (63%) of the seven hundred and sixty (760) managers and supervisors trained this reporting period. OSP/HRD 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.

The OSP EEOI Adjunct Trainer Certification continues to develop and is constantly seeking ways to refine its processes. Future certification training sessions are being planned. The program will convene a meeting of all EEOI certified trainers in Spring 2006 to discuss updates in the EEO and Diversity arena.

The Adjunct Trainer Certification program is instrumental in providing training to the increasing number of managers and supervisors in State government who need enhanced skills to effectively manage a diverse workforce.



## **Conclusion**

The Human Resource Development Group 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 confirming candidate eligibility and subsequently enrolling candidates in the Institute. This system is working well and will be revised as the need arises. Participant feedback will continue to provide us with insight into the impressions of those who have attended the course.

The EEO Institute is 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**

EEOI is beginning its fifteenth (15th) year of implementation under HB 959. It continues to be successful in providing a unique experience for new and experienced managers and supervisors in state government to learn more about EEO laws and better understand the importance of valuing diversity. Several patterns of reactions to the course have emerged from participants. The most prevalent and most frequent reaction still continues to be that all supervisors, managers, administrators and state employees in general should be required to attend the Institute.

The Human Resource Development Group recommends:

- all incumbent managers and supervisors continue to be required to participate in the EEOI at the appropriate training level;
- follow-up activities and training be created to move from awareness to skill building in order to change behavior in dealing with cultural differences;

- continued development and expansion of the adjunct trainer certification program; and
- the current curriculum be revised.

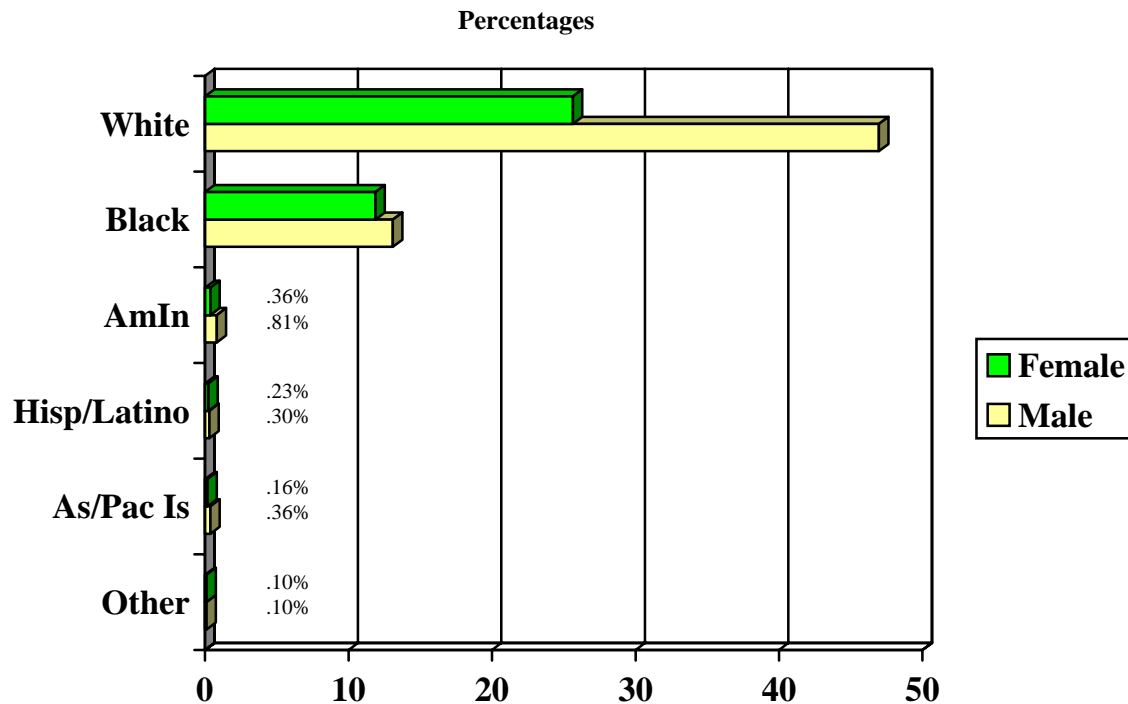
# APPENDIX

# APPENDIX A

## OVERALL SUMMARY OF EEOI PARTICIPANTS

### Participation by Ethnicity and Gender

(July 1991-December 2005)



**Totals & Percentages**

RACE	MALES	%	FEMALES	%	TOTAL
White	5411	46.97%	2953	25.63%	8364
Black	1508	13.09%	1369	11.88%	2877
American Indians	93	0.81%	42	0.36%	135
Hispanic/Latino	34	0.30%	27	0.23%	61
Asian/Pacific Is.	42	0.36%	18	0.16%	60
Dutch Indonesian	1	0.01%	0	0.00%	1
Other	11	0.10%	11	0.10%	22
<b>TOTAL</b>	<b>7100</b>	<b>61.63%</b>	<b>4420</b>	<b>38.37%</b>	<b>11520</b>

## APPENDIX B

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

(July 1991-December 2005)

UNIVERSITY	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS
Appalachian State	122	46
East Carolina	308	64
Elizabeth City State	57	59
Fayetteville State	64	13
NC A&T State	123	66
NC Central	171	114
NC School of the Arts	22	9
NC State University	193	88
UNC-Asheville	31	49
UNC-Chapel Hill	497	422
UNC-Charlotte	125	37
UNC-Greensboro	163	56
UNC-Pembroke	36	59
UNC-Wilmington	105	64
Western Carolina	96	109
Winston-Salem State	69	17
School of Science & Math	34	15
UNC-General Administration	59	50
<b>TOTALS</b>	<b>2275</b>	<b>1337</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. "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 2005)

<b>AGENCY/DEPARTMENT</b>	<b>ELIGIBLE CANDIDATES</b>	<b>ACTUAL PARTICIPANTS</b>
Administration	253	127
Admin Hearings, Rules & Review	10	3
Admin Offices of the Courts	5	24
Agriculture	322	265
Boards & Commissions	5	0
Board of Election	0	0
Community Colleges	98	44
Correction	5904	3649
Crime Control	708	366
Cultural Resources	223	223
Commerce	228	115
Environmental & Natural Resources	905	718
Employment Security Commission	444	377
Health & Human Services	3027	1366
General Assembly	1	1
Governor's Office	44	15
Housing Finance	20	32
Insurance	87	154
Juvenile Justice	121	146
Justice	262	228
Labor	105	135
Lieutenant Governor	6	1
Public Instruction	186	83
Revenue	306	182
Secretary of State	64	34
ITS (Information Technology Services)	43	23
State Auditor	83	58
State Budget	5	12
State Controller	48	33
State Health Plan	2	0
State Personnel	5	20
Transportation	2210	1203
Treasurer	64	39
UNC Healthcare Systems	304	333
Wildlife	156	172
Local Government	0	2
<b>TOTALS</b>	<b>16254</b>	<b>10183</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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