

STATE OF NORTH CAROLINA

# EQUAL EMPLOYMENT OPPORTUNITY INSTITUTE



SEMI-ANNUAL REPORT

JANUARY – JUNE 2006

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## TABLE OF CONTENTS

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Executive Summary . . . . .	3
Introduction . . . . .	4
Candidate Eligibility and Enrollment . . . . .	7
Attendance . . . . .	8
Adjunct Agency Participation . . . . .	9
Training Schedule . . . . .	10
Participation by Region . . . . .	12
Participation by University, Department, and Agency . . . . .	13
Participation by Race, Gender and Salary Grade . . . . .	15
Additional Comments . . . . .	16
<b>Appendix</b> . . . . .	<b>19</b>
<b>A</b> Overall Summary of Participants by Race and Gender	
<b>B</b> Cumulative Totals of University Candidates	
<b>C</b> Cumulative Totals of Agency & Department Candidates	
<b>D</b> Regional Groupings	

## 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 January through June 2006.

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 session 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 five (5) adjunct agencies (Correction, Transportation, Revenue, Health and Human Services and UNC Health Care) dispatched nineteen (19) instructors to host forty-four (44) sessions in eighteen (18) cities across the state. OSP and participating adjunct agencies trained a total of nine hundred and ninety-one (991) managers and supervisors from seven (7) universities and twenty (20) agencies. The total trained represents a 24% increase in attendance and a 4% decrease in the 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: Fayetteville State University (26%), Elizabeth City State University (25.8%), Employment Security Commission (15.4%), Administrative Office of the Courts (14.8%), Transportation (14.3%), Correction (12.6%), Revenue (12.3%), and Information Technology Services (12.3%).

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 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) is one of the programs the state employs to achieve the objectives of its strategic plan.

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 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 as well. Adjunct trainers from the Department of Correction (DOC), the Department of Health and Human Services (DHHS), the Department of Transportation (DOT), Department of Revenue (DOR), and UNC Health Care Systems (UNC HCS) hosted exclusive sessions for their respective agencies. To date, forty-seven (47) employees have completed adjunct certification classroom training.

## Candidate Selection 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 January through June 2006 reporting period, the PM 669 report identified **870** employees eligible to attend the EEOI. During the same reporting period agencies, departments and universities enrolled **991** employees in the EEOI utilizing PM 669 data and the aforementioned criteria. (**Table 1**, below)

**TABLE 1**  
Monthly Selection

<b>MONTH</b>	<b>SELECTED</b>	<b>ENROLLED</b>
January	119	166
February	150	157
March	152	138
April	132	206
May	131	175
June	186	149
<b>Total</b>	<b>870</b>	<b>991</b>

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

# Attendance

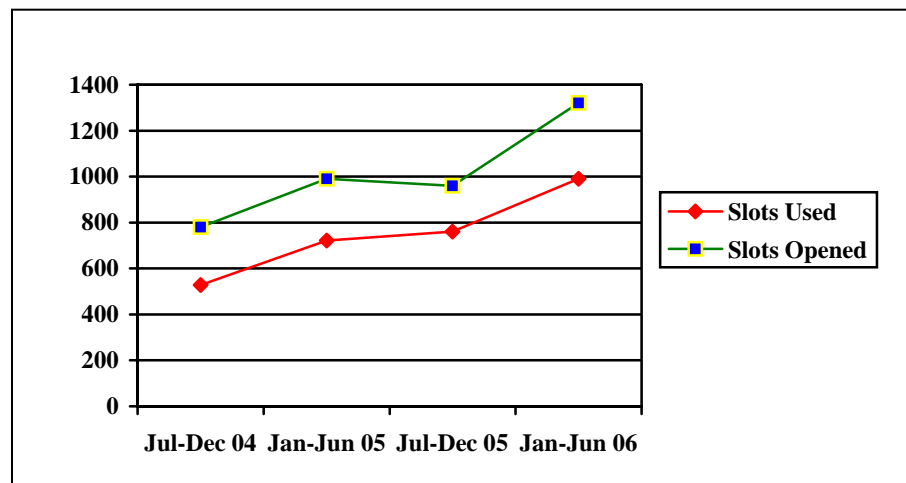
## Number of Participants

The Office of State Personnel and participating adjunct agencies scheduled **forty-three (43)** Level I sessions and **one (1)** Level II session. **Nine hundred and ninety-one (991)** managers and supervisors attended classes scheduled for the January through June 2006 reporting period. This period's schedule opened **one thousand three hundred and twenty (1320)** slots for enrollment. The maximum number of participants allotted per class is thirty (30) students. (44 classes x 30 slots = 1320 slots). This reporting period's actual attendance represents a utilization rate of 75%. The participation rate decreased 4 percentage points from 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
Jul-Dec '04	26	780 (26x30)	528	68%	252	32%
Jan-Jun '05	33	990	722	73%	268	27%
Jul-Dec '05	32	960	760	79%	200	21%
Jan-Jun '06	44	1320	991	75%	329	25%
<b>Totals</b>	<b>118</b>	<b>3540</b>	<b>2597</b>	<b>73%</b>	<b>1049</b>	<b>27%</b>

**Chart 1**  
Utilization of Slots Opened





## Adjunct Agency Participation

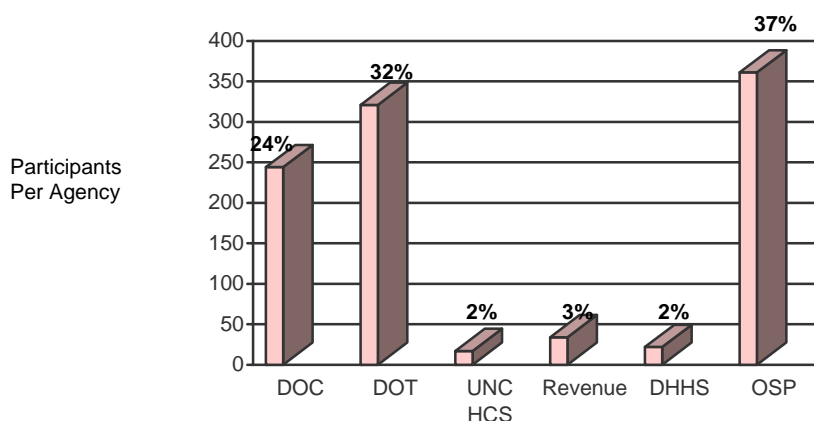
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**Adjunct organizations** are departments, agencies and universities that have elected to enter an agreement with OSP to conduct the EEOI. Adjunct agencies manage the enrollment and scheduling of their agencies' EEOIs; purchase and reproduce all materials necessary to host the EEOI (i.e. manuals, videos, training equipment, etc.); and select their own instructors to conduct training. Adjunct instructors must complete OSP's certification-training curriculum before instructing the EEOI. This training prepares instructors to deliver the training curriculum and provides agencies with additional EEO resource person(s) upon completion of the process. Adjunct arrangements foster a higher degree of involvement in the EEOI and allow agencies to set their own training schedules; strategically arrange the most cost effective site locations (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 **18** instructors, **5** OSP trainers (3 core/2 collateral) and **13** agency adjunct trainers conducted **44** sessions this reporting period. Adjunct instructors trained an average of **24** participants per session; OSP trained an average of **20** students per session. **5** OSP instructors conducted **18** of the **44** sessions and trained **361** or **37%** of the attendees; **4** DOC instructors conducted **9** sessions and trained **241** or **24%** of the enrollees; **3** DOT instructors hosted **12** sessions and trained **316** or **32%** of the enrollees; **5** DHHS instructors conducted **1** session and trained **22** or **2%** of the enrollees; **1** Revenue instructor conducted **3** sessions and trained **34** or **3%** of the enrollees; and **2** UNC Healthcare instructors conducted **1** session and trained **17** or **2%** of the enrollees. Overall, adjunct instructors trained **630** enrollees or **63%** 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	Dates	Location	Instructor(s)	Attendees
1	DOT	Jan 10-12	Beaufort	Stafford/Peavey	23
2	DOT	Jan 24-26	Raleigh	Stafford/Dupree	30
3	DOT	Feb 7-9	Fayetteville	Stafford/Dupree	24
4	DOT	Feb 14-16	Raleigh	Stafford/Peavey	30
5	DOT	Mar 7-9	Albermarle	Stafford/Peavey	23
6	DOT	Mar 21-23	Raleigh	Stafford/Dupree	30
7	DOT	Apr 11-13	Raleigh	Stafford/Peavey	27
8	DOT	Apr 25-27	Asheville	Stafford/Peavey	31
9	DOT	Mar 9-11	Edenton	Stafford/Peavey	25
10	DOT	May 23-25	Raleigh	Stafford/Dupree	23
11	DOT	Jun 6-8	Carthage	Stafford/Dupree	27
12	DOT	Jun 20-22	Raleigh	Stafford/Peavey	23
<b>12</b>	<b>Total</b>	<b>DOT Sessions</b>	<b>7 Locations</b>	<b>3 Instructors</b>	<b>316 Total</b>
1	DHHS	Jun 26-28	Goldsboro	Dixon/Millet/Healy/Harris/Lee/ Mumford	22
<b>1</b>	<b>Total</b>	<b>DHHS Session</b>	<b>1 Location</b>	<b>5 Instructors</b>	<b>22 Total</b>
1	UNC HCS	Jan 9-10	Chapel Hill	Bostic-Finney/LaVange	17
<b>1</b>	<b>Total</b>	<b>HCS Session</b>	<b>1 Location</b>	<b>2 Instructors</b>	<b>17 Total</b>
1	DOC	Jan 11-13	Apex	Wilson	35
2	DOC	Feb 1-3	Southern Pines	Wilson	30
3	DOC	Feb 22-24	Asheboro	Brown	25
4	DOC	Mar 15-17	Greenville	Wilson	28
5	DOC	Apr 5-7	Lenoir	Orders	28
6	DOC	May 10-12	Asheboro	Brown	20
7	DOC	May 10-12	Southern Pines	Wilson	26
8	DOC	May 24-26	Apex	Wilson	25
9	DOC	Jun 14-16	Asheboro	Brown	24
<b>9</b>	<b>Total</b>	<b>DOC Sessions</b>	<b>5 Locations</b>	<b>3 Instructors</b>	<b>241 Total</b>
1	Revenue	Jan 4-6	Raleigh	Dosser	6
2	Revenue	May 22-24	Raleigh	Dosser	18
3	Revenue	Jun 14-16	Raleigh	Dosser	10
<b>3</b>	<b>Total</b>	<b>DOR Sessions</b>	<b>1 Location</b>	<b>1 Instructor</b>	<b>34 Total</b>

Sessions by Sponsor, Date, Region and Instructor *cont.*

	Sponsor	Dates	Location	Instructor(s)	Attendees
1	OSP	Jan 4-6*	Raleigh	W-Brown (Shabazz)**	26 (ESC)
2	OSP	Jan 18-20	Raleigh	W-Brown	8
3	OSP	Jan 25-27	Raleigh	Summers	21
4	OSP	Feb 8-10	Greenville	McIntyre (Harris/Mumford)**	27
5	OSP	Feb 22-24	Greensboro	Dean	21
6	OSP	Mar 8-10	Charlotte	W-Brown (Anderson/Evans/Myers/Wheeler)**	21
7	OSP(HWP)	Mar 22-23*	Raleigh	McIntyre	14 (HWP)
8	OSP	Mar 29-31	Raleigh	McIntyre	22
9	OSP	Apr 5-7	Raleigh	Astrike	21
10	OSP(ESC)	Apr 5-7*	Raleigh	W-Brown	26 (ECS)
11	OSP(Lvl II)	Apr 11	Raleigh	W-Brown	6 (Level II)
12	OSP	Apr 19-21	Wilmington	Dean	25
13	OSP(FSU)	Apr 26-28*	Fayetteville	W-Brown	17 (FSU)
14	OSP	Apr 26-28	Raleigh	Summers	25
15	OSP	May 3-5	Elizabeth City	McIntyre	16
16	OSP	May 17-19	Morganton	Summers	22
17	OSP	Jun 7-9	Raleigh	W-Brown (Ross/Lamonds/Canon)**	27
18	OSP	Jun 21-23	Raleigh	W-Brown	16
<b>18</b>	<b>Total</b>	<b>OSP Sessions</b>	<b>8 Locations</b>	<b>5 Instructors</b>	<b>361 Total</b>
<i>44 Sessions</i>		<i>5 Host Agencies</i>		<i>18 Cities</i>	
			<i>19 Instructors</i>		<i>991 Attendees</i>

\* - Single agency/university session

\*\* - Instructors in Training

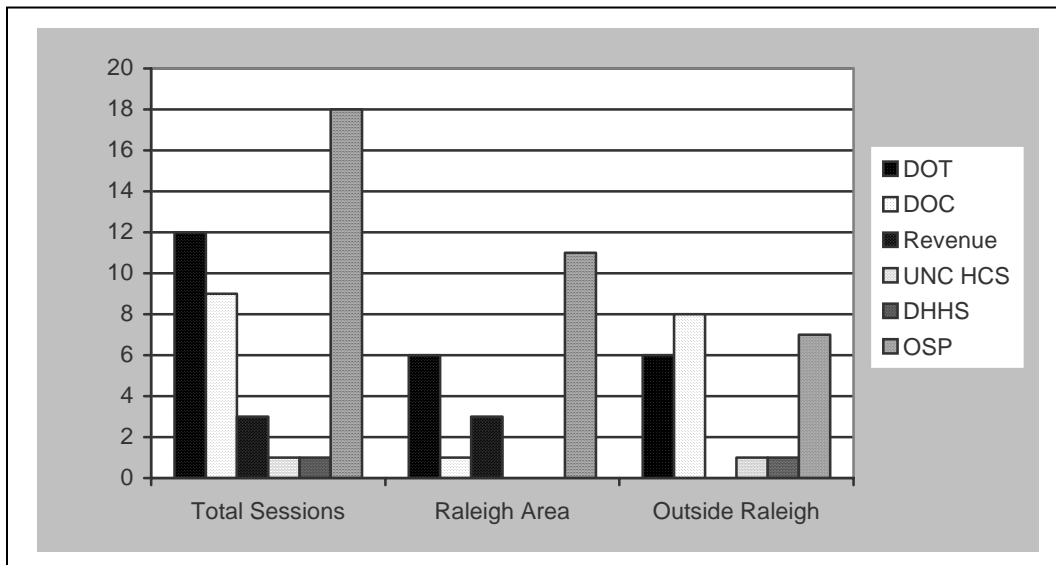
### Host Training Sites

OSP hosts most of its sessions inside the Raleigh area because it has the highest concentration of State 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	%
DOT	12	27.3	6	13.6	6	13.6
DOC	9	20.4	1	2.3	8	18.2
Revenue	3	6.8	3	6.8	0	0
UNC HCS	1	2.3	0	0	1	2.3
DHHS	1	2.3	0	0	1	2.3
OSP	18	40.9	11	25.0	7	15.9
<b>TOTALS</b>	<b>44</b>	<b>100</b>	<b>21</b>	<b>47.7</b>	<b>23</b>	<b>52.3</b>

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

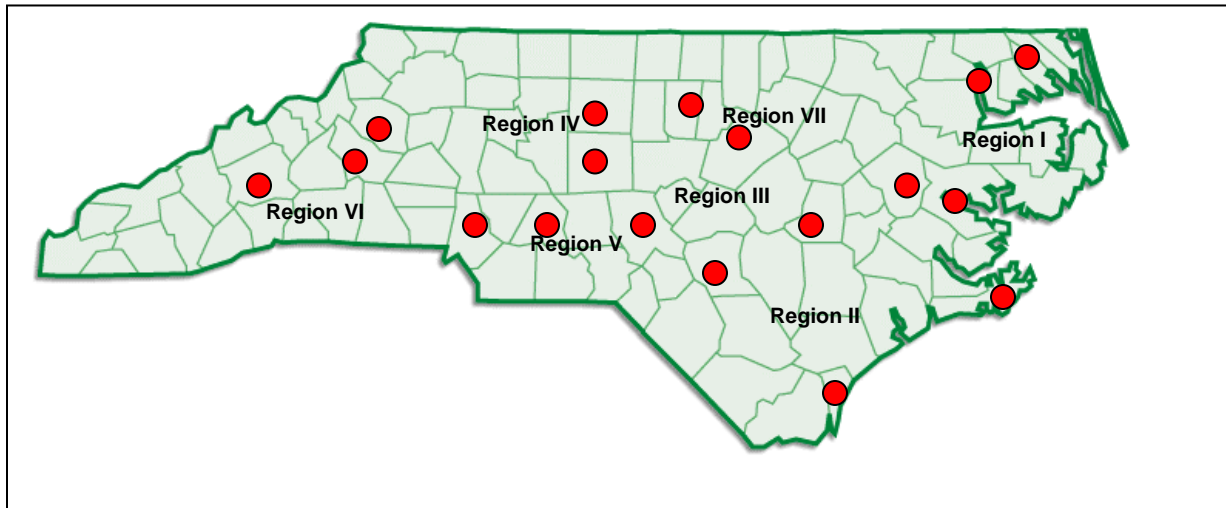


## Participation by Region

**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. Forty-four (44) EEOI sessions (Levels I & II) were held across seven (7) of the seven (7) established regions. One hundred and twenty-two (122) participants attended sessions in Region I; ninety (90) participants attended in Region II; seventeen (17) participants attended in Region III; one hundred and seventeen (117) participants attended in Region IV; one hundred and twenty-nine (129) participants attended in Region V; fifty-four (54) attended in Region VI; and four hundred and sixty-two (462) attended in Region VII. (**Chart 4**) Participants frequently travel outside their regions to attend the EEOI. **Table 5** shows the attendees enrolled by official duty location.

**Table 5**

Shows the attendees in each region by duty location

<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>V</b>	<b>VI</b>	<b>VII</b>
East/Northeast	Southeast	Central	West	Southwest	West/Northwest	Raleigh Area
<b>173</b>	<b>139</b>	<b>81</b>	<b>53</b>	<b>128</b>	<b>80</b>	<b>337</b>

## Participation by University & Agency/Department

An assessment of University and Agency/Department enrollment shows that seven (7) universities and twenty (20) agencies participated in the EEOI this reporting period. The three universities with the highest participation rate include FSU (26.0%, ECSU (25.8%) and UNC-W (6.4%). Universities with the highest number of participants include UNC-CH (17), FSU (13), and ECSU (8). The five agencies with the highest participation rate include ESC (15.4%), AOC (14.8%), DOT (14.3%), DOC (12.6%), Revenue (12.3%) and ITS (12.3%). The five agencies with the highest number of participants include DOT (345), Correction (246), DHHS (75), ESC (53), and DOR (37). (Tables 6 & 7)

**Table 6**  
Participation by University  
(January-June 2006)

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	3	8	31	25.8%
Fayetteville State	7	13	50	26.0%
NC A&T State	6	7	120	5.8%
NC Central	15	5	106	1.9%
NC School of Arts	3	0	26	0.0%
NC State	0	4	97	4.1%
UNC-Asheville	1	0	43	0.0%
UNC-Chapel Hill	4	17	330	4.2%
UNC-Charlotte	7	0	195	0.0%
UNC-Greensboro	9	0	167	0.0%
UNC Pembroke	0	0	20	0.0%
UNC-Wilmington	6	4	62	6.4%
Western Carolina	8	0	91	0.0%
Winston-Salem	7	0	66	0.0%
NC School of Science & Math	3	0	26	0.0%
UNC-General Administration	0	0	43	2.3%
<b>TOTALS</b>	<b>101</b>	<b>58</b>	<b>1998</b>	<b>2.90%</b>

**Table 7**  
Participation by Agency/Department  
(January-June 2006)

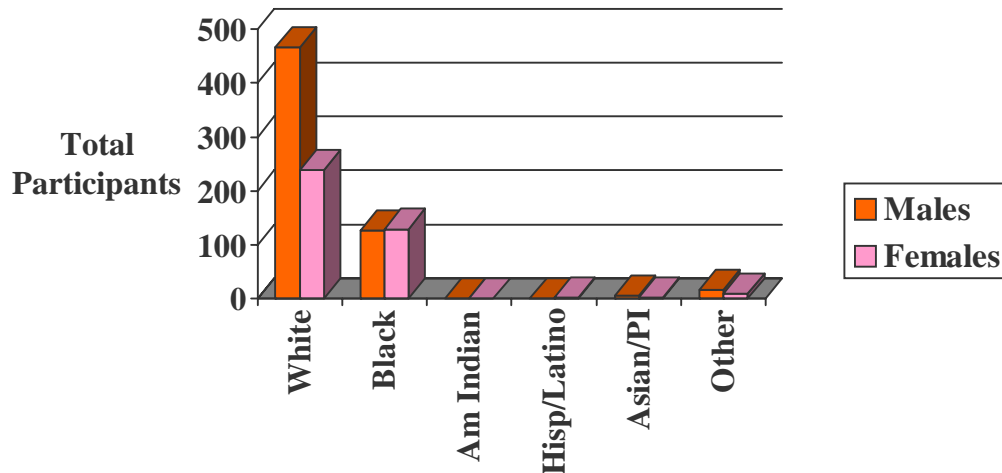
<b>AGENCY/DEPARTMENT</b>	<b>ELIGIBLE CANDIDATES</b>	<b>ACTUAL PARTICIPANTS</b>	<b>TOTAL # SPA SUPVS/MGRS</b>	<b>PARTICIPATION RATE</b>
Administration	13	1	121	0.82%
Admin Hearings	0	0	11	0.0%
Admin Office of the Courts	0	19	128	14.8%
Agriculture & Consumer Svc	20	18	272	6.6%
Boards & Commissions	0	0	10	0.0%
Board of Election	0	0	4	0.0%
Community Colleges	3	0	36	0.0%
Correction	220	246	1947	12.6%
Crime Control	23	25	544	4.6%
Cultural Resources	18	20	196	10.2%
Commerce	13	10	107	9.3%
Education Lottery	20	0	20	0.0%
Environmental and Natural Resources	31	23	688	3.3%
Employment Security Commission	27	53	342	15.4%
Health & Human Services	156	75	2467	3.0%
General Assembly	0	0	0	*
Governor's Office	1	0	2	0.0%
Insurance	2	1	79	1.3%
Juvenile Justice	11	17	220	7.7%
Justice	9	1	218	0.46%
Labor	2	4	68	5.9%
Lieutenant Governor	1	0	0	0.0%
Public Instruction	12	8	93	8.6%
Revenue	15	37	300	12.3%
Secretary of State	2	0	29	0.0%
ITS (Information Technology Services)	5	9	73	12.3%
State Auditor	2	0	35	0.0%
State Budget	0	0	12	0.0%
State Controller	17	0	31	0.0%
State Health Plan	0	0	0	0.0%
State Personnel	0	0	13	0.0%
Transportation	135	345	2407	14.3%
Treasurer	10	0	51	0.0%
UNC Healthcare Systems	0	17	263	6.5%
Wildlife	1	4	168	2.4%
Local Government	0	0	0	*
<b>TOTALS</b>	<b>769</b>	<b>933</b>	<b>10955</b>	<b>8.52</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	466	238	704	47.0%	24.0%
Black	126	129	255	12.7%	13.0%
American Indians	0	0	0	0.0%	0.0%
Hispanic/Latino	0	1	1	0.0%	0.1%
Asian/Pacific Is.	5	1	6	0.5%	0.1%
Other	16	9	25	1.6%	0.9%
<b>TOTAL</b>	<b>613</b>	<b>378</b>	<b>991</b>	<b>61.8%</b>	<b>38.1%</b>

**Table 9**

Participants by Salary Grade

PAY GRADES	50-59	60-69	70-79	80-89	NG	FR	SB	EPA
<b>NUMBER OF PARTICIPANTS</b>	17	397	412	69	31	53	9	3

FR – Flat Rate

SB – Salary Banded

NG – 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 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 January through June 2006 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**

Adjunct certified agencies (DOT, DOC, Revenue, DHHS and UNC-HCS) conducted twenty-five (25) sessions and trained six hundred and thirty (630) (64%) of the nine hundred and ninety-one (991) 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.

In this reporting period the program convened a meeting of all EEOI certified trainers in May 2006. Trainers were gathered to discuss updates in the EEO and Diversity arena. Presenters included Richard Walz, Director, Raleigh Region Equal Employment Opportunity Commission, Valerie Bateman, Staff Attorney, DOJ, and Lynn Freeman, Managing Partner, OSP. The trainers' feedback indicated that the information received was beneficial and will be useful for their development as instructors.

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. OSP will continue to certify adjunct trainers upon request of agencies and universities. The adjunct trainer program is achieving its desired goal.

## **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 continues 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. Improved management skills will positively affect the State's ability to continue to attract and retain well-qualified individuals.

## **Recommendations**

EEOI is concluding 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.

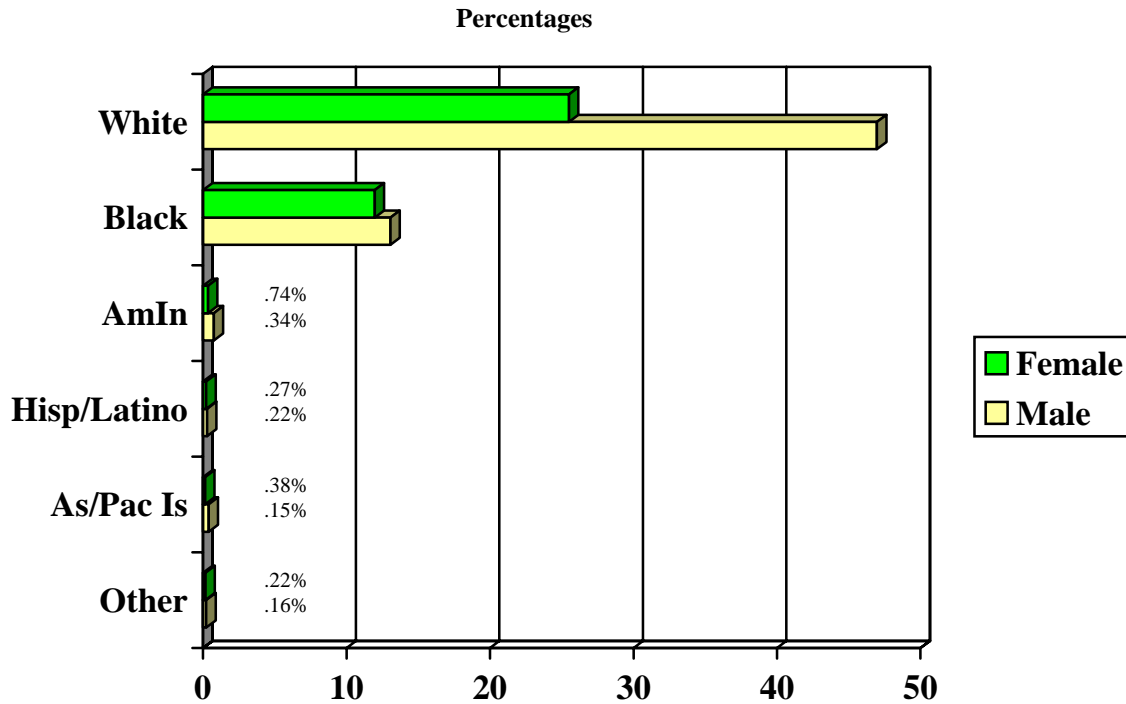
The Human Resource Development Group recommends:

- 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-June 2006)



**Totals & Percentages**

RACE	MALES	%	FEMALES	%	TOTAL
White	5877	46.97%	3191	25.51%	9068
Black	1634	13.06%	1498	11.97%	3132
American Indians	93	0.74%	42	0.34%	135
Hispanic/Latino	34	0.27%	28	0.22%	62
Asian/Pacific Is.	47	0.38%	19	0.15%	66
Dutch Indonesian	1	0.01%	0	0.00%	1
Other	27	0.22%	20	0.16%	47
<b>TOTAL</b>	<b>7713</b>	<b>61.65%</b>	<b>4798</b>	<b>38.35%</b>	<b>12511</b>

**APPENDIX B**  
**Cumulative Totals of University Candidates**  
**By Eligibility and Attendance\***

(July 1991-June 2006)

UNIVERSITY	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS
Appalachian State	128	46
East Carolina	324	64
Elizabeth City State	60	67
Fayetteville State	71	20
NC A&T State	129	73
NC Central	186	119
NC School of the Arts	25	9
NC State University	193	92
UNC-Asheville	32	49
UNC-Chapel Hill	501	439
UNC-Charlotte	132	37
UNC-Greensboro	172	56
UNC-Pembroke	36	59
UNC-Wilmington	111	68
Western Carolina	104	109
Winston-Salem State	76	17
School of Science & Math	37	15
UNC-General Administration	59	50
<b>TOTALS</b>	<b>2376</b>	<b>1389</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-June 2006)

AGENCY/DEPARTMENT	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS
Administration	266	128
Admin Hearings, Rules & Review	10	3
Admin Offices of the Courts	5	43
Agriculture	342	283
Boards & Commissions	5	0
Board of Election	0	0
Community Colleges	101	44
Correction	6124	3895
Crime Control	731	391
Cultural Resources	241	243
Commerce	241	125
Environmental & Natural Resources	936	741
Employment Security Commission	471	430
Health & Human Services	3183	1441
General Assembly	1	1
Governor's Office	45	15
Housing Finance	20	32
Insurance	89	155
Juvenile Justice	132	163
Justice	271	229
Labor	107	139
Lieutenant Governor	7	1
Public Instruction	198	91
Revenue	321	219
Secretary of State	66	34
ITS (Information Technology Services)	48	32
State Auditor	85	58
State Budget	5	12
State Controller	65	33
State Health Plan	2	0
State Personnel	5	20
Transportation	2345	1554
Treasurer	74	39
UNC Healthcare Systems	304	350
Wildlife	157	176
Local Government	0	2
<b>TOTALS</b>	<b>17003</b>	<b>11122</b>

\* - See Note from Appendix B.

**APPENDIX D**  
**Equal Employment Opportunity Institute**  
**Regional Groupings**

<p><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</p> <p><b>Region II</b>  <b>Southeast</b>            Bladen            Brunswick            Carteret            Columbus            Cumberland            Duplin            Hoke            New Hanover            Onslow            Pender            Robeson            Sampson            Scotland</p>	<p><b>Region III</b>  <b>Central</b>            Alamance            Chatham            Durham            Franklin            Granville            Lee            Orange            Person            Vance            Warren</p> <p><b>Region IV</b>  <b>West</b>            Caswell            Davidson            Davie            Forsyth            Guilford            Randolph            Rockingham            Stokes            Surry            Yadkin</p> <p><b>Region V</b>  <b>Southwest</b>            Anson            Cabarrus            Catawba            Cleveland            Gaston            Iredell            Lincoln            Mecklenburg            Moore            Montgomery            Richmond            Rowan            Stanly            Union</p>	<p><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</p> <p><b>Region VII</b>  <b>Raleigh Area</b>            Harnett            Johnston            Wake</p>
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