

STATE OF NORTH CAROLINA

# EQUAL EMPLOYMENT OPPORTUNITY INSTITUTE



## SEMI-ANNUAL REPORT

JULY - DECEMBER 2006

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 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 four (4) adjunct agencies (Correction, Transportation, Health and Human Services, and UNC Healthcare) dispatched twenty-four (24) instructors to host sixty-three (63) sessions in twenty-one (21) cities across the state. OSP and participating adjunct agencies trained a total one thousand two hundred and fifty-two (1252) managers and supervisors from nine (9) universities and twenty-seven (27) agencies. The total trained represents a 21% increase in attendance and a 9% 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: Education Lottery (200%); Governor's Office (100%); UNC-Wilmington (56.5%); Fayetteville State University (26%), Elizabeth City State University (25.8%), Juvenile Justice (20%); Administrative Office of the Courts (18,2%); and Transportation (14.3%).

OSP/HRD introduced a new curriculum this training period. The new curriculum continues to fulfill the requirements specified in House Bill 959 covers the same topic areas outlined in the previous lesson. It shortens the length of the EEOI from 2 & ½ days to 1 & ½ days and incorporates more case studies and innovative learning activities.

# 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.

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 one and one-half day course. The course is divided into two sections. Section I covers 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 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 one 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 Health and Human Services (DHHS), the Department of Transportation (DOT), Department of Revenue (DOR), NC State Ports Authority (NCSPA), Elizabeth City State University (ECSU) and UNC Healthcare Systems (UNC HCS) host exclusive sessions for their respective agencies. To date, sixty-six (66) 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 July through December 2006 reporting period, the PM 669 report identified seven hundred and ninety-one (**791**) employees eligible to attend the EEOI. During the same reporting period agencies, departments and universities enrolled one thousand two hundred and fifty-two (**1252**) employees in the EEOI utilizing PM 669 data and the aforementioned criteria. (**Table 1**, below)

**TABLE 1**  
Monthly Selection

MONTH	SELECTED	ENROLLED
July	128	64
August	160	242
September	159	217
October	120	362
November	118	199
December	106	168
<b>Total</b>	<b>791</b>	<b>1252</b>

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

## Attendance

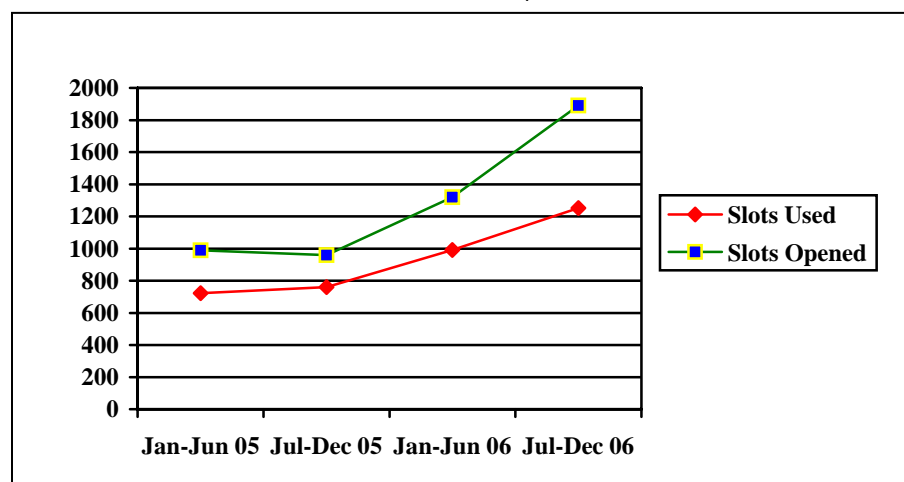
### Number of Participants

The Office of State Personnel and participating adjunct agencies scheduled sixty-one **(61)** Level I sessions and two **(2)** Level II sessions. One thousand two hundred and fifty-two **(1252)** managers and supervisors attended classes scheduled for the July through December 2006 reporting period. This period's schedule opened one thousand eight hundred and ninety **(1890)** slots for enrollment. The maximum number of participants allotted per class is thirty (30) students. (63 classes x 30 slots = 1890 slots). This reporting period's actual attendance represents a utilization rate of sixty-six **(66%)**. Enrollment increased 31 percentage points above the last reporting period and the participation rate decreased 4 percentage points under 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 '05	33	990 (33x30)	722	73%	268	27%
Jul-Dec '05	32	960	760	79%	200	21%
Jan-Jun '06	44	1320	991	75%	329	25%
Jul-Dec '06	63	1890	1252	66%	638	34%
<b>Totals</b>	<b>172</b>	<b>4170</b>	<b>3725</b>	<b>73%</b>	<b>1435</b>	<b>27%</b>

**Chart 1**  
Utilization of Slots Opened





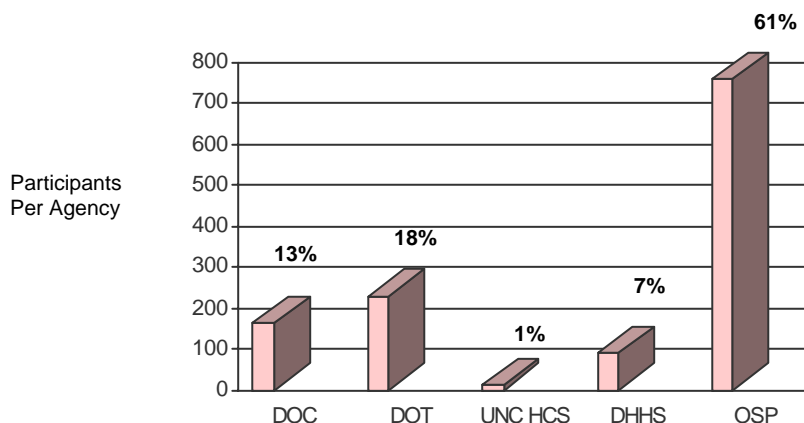
## Adjunct Agency Participation

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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; 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 **24** instructors, **7** OSP trainers (3 core/4 collateral) and **17** agency adjunct trainers conducted **63** sessions this reporting period. Adjunct instructors trained an average of **24** participants per session; OSP trained an average of **18**. **7** OSP instructors conducted **42** of the **63** sessions and trained **759** or **61%** of the attendees; **9** DOC instructors conducted **6** sessions and trained **163** or **13%**; **3** DOT instructors hosted **10** sessions and trained **228** or **18%**; **3** DHHS instructors conducted **4** sessions and trained **90** or **7%**; and **2** UNC Healthcare instructors conducted **1** session and trained **12** or **1%** of the attendees. Overall, adjunct instructors trained **493** enrollees or **39%** 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	Aug 23-24	Raleigh	Stafford	23
2	DOT	Sep 5-6	Raleigh	Stafford	19
3	DOT	Oct 11-12	Castle Hayne	Stafford	28
4	DOT	Oct 11-12	Newton	Murphy	29
5	DOT	Oct 24-25	Raleigh	Peavey	24
6	DOT	Nov 2-3	Wilson	Stafford	25
7	DOT	Nov 15-16	Greensboro	Stafford	27
8	DOT	Nov 28-29	Sylva	Peavey	10
9	DOT	Nov 29-30	Raleigh	Murphy	23
10	DOT	Dec 13-14	N. Wilkesboro	Murphy	20
10	<b>Total</b>	<b>DOT Sessions</b>	<b>7 Cities</b>	<b>3 Instructors</b>	<b>228 Total</b>
1	DHHS	Sep 19-20	Kinston	Harris/Mumford	30
2	DHHS	Sep 26-27	Kinston	Harris/Mumford	28
3	DHHS	Oct 3-4	Kinston	Harris/Mumford	18
4	DHHS	Oct 4-5	Raleigh	Lee	16
4	<b>Total</b>	<b>DHHS Session</b>	<b>2 Cities</b>	<b>3 Instructors</b>	<b>92 Total</b>
1	UNC HCS	Oct 17-18	Chapel Hill	Overman/Pankey	12
1	<b>Total</b>	<b>HCS Session</b>	<b>1 City</b>	<b>2 Instructors</b>	<b>12 Total</b>
1	DOC	Jul 12-14	Greenville	Biggs/Wilson	29
2	DOC	Aug 2-4	Lenoir	Orders	31
3	DOC	Aug 23-24	Cary	Lee/Mizelle	30
4	DOC	Sep 13-14	Southern Pines	Brown	27
5	DOC	Oct 4-5	Asheboro	Cannon/Lamonds	24
6	DOC	Nov 15-16	Lenoir	Evans	22
6	<b>Total</b>	<b>DOC Sessions</b>	<b>5 Cities</b>	<b>9 Instructors</b>	<b>163</b>
1	OSP	Jul 10-11	Raleigh	McIntyre	14 (HwP)*
2	OSP	Jul 19-20	Raleigh	McIntyre	21 (HwP)*
3	OSP	Aug 1-2	Raleigh	Astrike	16
4	OSP	Aug 3-4	Wilmington	Summers	19
5	OSP	Aug 8-9	Raleigh	W-Brown	7
6	OSP	Aug 10-11	Asheville	McIntyre	19
7	OSP	Aug 10-11	Raleigh	Summers	13
8	OSP	Aug 15-16	Greensboro	W-Brown	18
9	OSP	Aug 17-18	Raleigh	Shabazz	18
10	OSP	Aug 17-18	Greenville	Summers	20

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

	Sponsor	Dates	Location	Instructor(s)	Attendees
11	OSP	Aug 22-23	Raleigh	McIntyre	10
12	OSP	Aug 29-30	Raleigh	Summers	18
13	OSP	Sep 7-8	Raleigh	W-Brown	14
14	OSP	Sep 19-20	Durham	Astrike	10
15	OSP	Sep 21-22	Raleigh	McIntyre (Richardson)**	16
16	OSP	Sep 21-22	Asheville	W-Brown	20
17	OSP	Sep 26-27	Boone	Summers	15
18	OSP	Sep 28-29	Raleigh	McIntyre	15
19	OSP	Sep 28-29	Wilmington	W-Brown	23
20	OSP	Oct 3-4	Fayetteville	W-Brown	22
21	OSP	Oct 5-6	Raleigh	Summers	16
22	OSP	Oct 5-6	Elizabeth City	McIntyre	14
23	OSP	Oct 5-6	Butner	W-Brown	18 (DJJDP)*
24	OSP	Oct 11-12	Raleigh	McIntyre	16 (HwP)*
25	OSP	Oct 12-13	Greensboro	Astrike	20
26	OSP	Oct 12-13	Raleigh	W-Brown	23
27	OSP	Oct 17-18	Morganton	McIntyre	23
28	OSP (Lvl II)	Oct 19	Wilmington	McIntyre	32 (UNCW)*
29	OSP	Oct 24-25	Wilmington	McIntyre	11
30	OSP	Oct 26-27	Raleigh	Dean	16
31	OSP	Oct 31-Nov 1	Chapel Hill	McIntyre	18
32	OSP	Oct 31-Nov 1	Charlotte	W-Brown	9
33	OSP	Nov 2-3	Raleigh	W-Brown	20
34	OSP	Nov 7-8	Greensboro	W-Brown (Deberry/Lowery)**	15
35	OSP	Nov 16-17	Greenville	McIntyre	13
36	OSP	Nov 28-29	Wilmington	McIntyre	17
37	OSP	Nov 30-Dec 1	Raleigh	Richardson	23
38	OSP	Dec 5-6	Raleigh	McIntyre	30
39	OSP	Dec 7-8	Raleigh	W-Brown	25
40	OSP	Dec 12-13	Raleigh	W-Brown	26
41	OSP	Dec 14-15	Charlotte	W-Brown	26
42	OSP (Lvl II)	Dec 8	Raleigh	McIntyre	18
<b>42</b>	<b>Total</b>	<b>OSP Sessions</b>	<b>12 Cities</b>	<b>7 Instructors</b>	<b>757</b>

**63 Sessions      5 Host Agencies   21 Cities      24 Instructors                      1252 Attendees**

\* - Single agency/university session

\*\* - Instructors in Training

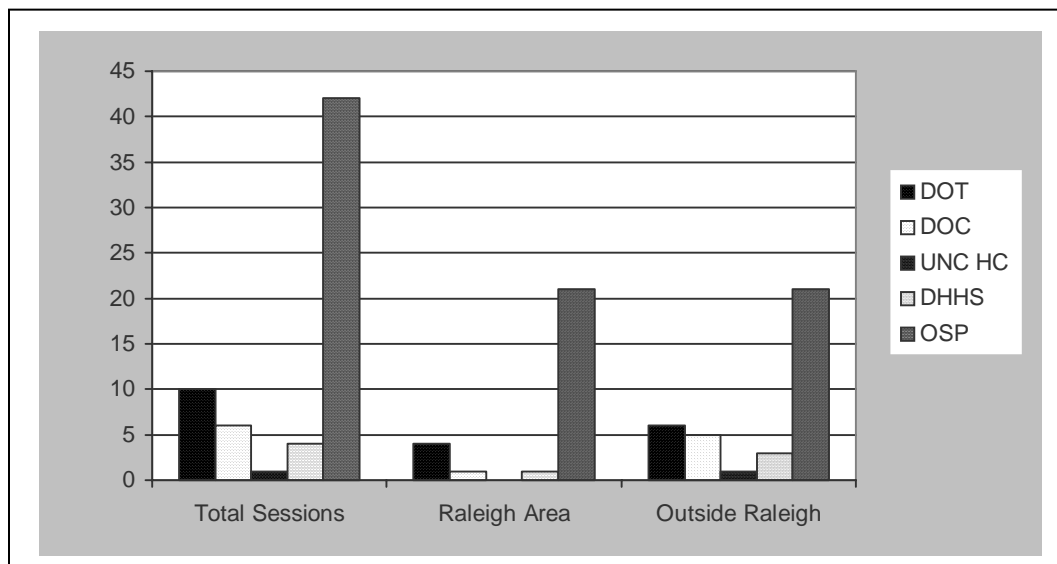
## Host Training Sites

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 meeting the greatest need. In this reporting period, adjunct agencies conducted fifteen (15) out of twenty-one (21) or **71.4%** outside the Raleigh area, whereas OSP conducted twenty-one (21) out of forty-two (42) or **50%** of 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	10	15.9	4	6.4	6	9.5
DOC	6	9.5	1	1.6	5	7.9
UNC HCS	1	1.6	0	0	1	1.6
DHHS	4	6.4	1	1.6	3	4.8
<i>Adjunct Sub-Total</i>	<i>21</i>	<i>33.3</i>	<i>6</i>	<i>28.6</i>	<i>15</i>	<i>71.4</i>
OSP	42	66.6	21	33.3	21	33.3
<b>TOTALS</b>	<b>63</b>	<b>100</b>	<b>27</b>	<b>42.9</b>	<b>36</b>	<b>57.1</b>

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

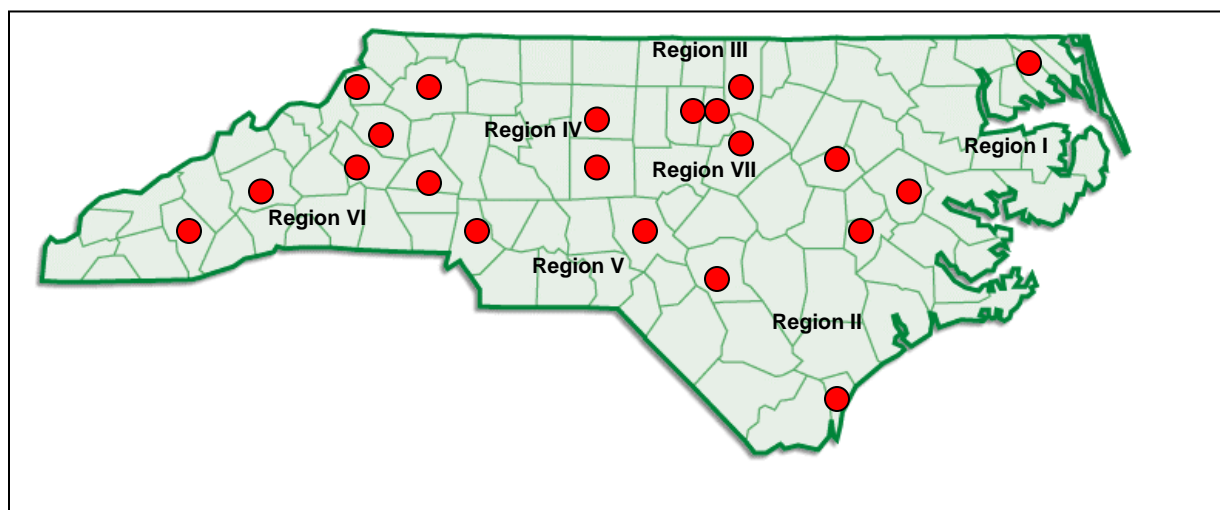


## Participation by Region

**Chart 4**

Depicts the counties and regions where training sessions were held

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. Sixty-three (63) EEOI sessions (Levels I & II) were held across seven (7) of the seven (7) established regions. Participants attend sessions inside and outside of their respective regions. The majority attends sessions in the region of their duty location. Two hundred and thirty-four participants (234) from Region I attended the EEOI; one hundred and twenty-eight (128) were from Region II; fifty-eight (58) were from Region III, one-hundred and thirty-one (131) were from Region IV; (86) were from Region V; eighty-six (86) were from Region VI; and five hundred and twenty-nine (529) were from Region VII. **Chart 4** shows the various regions where sessions were held. **Table 5** shows the number of participants attending training by region.

**Table 5**

Shows the number of participants attending training by region

<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>V</b>	<b>VI</b>	<b>VII</b>
East/Northeast <b>234</b>	Southeast <b>128</b>	Central <b>58</b>	West <b>131</b>	Southwest <b>86</b>	West/Northwest <b>86</b>	Raleigh Area <b>529</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 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 2006)

UNIVERSITY	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS	TOTAL # SPA MGRS/SUPVS	PARTICIPATION RATE
Appalachian State	2	0	189	0.0%
East Carolina	23	0	336	0.0%
Elizabeth City	1	0	31	25.8%
Fayetteville State	2	0	50	26.0%
NC A&T State	13	2	120	1.7%
NC Central	11	0	106	1.9%
NC School of Arts	0	1	26	3.8%
NC State	0	3	97	3.1%
UNC-Asheville	2	6	43	14.0%
UNC-Chapel Hill	1	51	330	15.5%
UNC-Charlotte	1	6	195	3.1%
UNC-Greensboro	5	23	167	13.8%
UNC Pembroke	2	0	20	0.0%
UNC-Wilmington	0	35	62	56.5%
Western Carolina	5	0	91	0.0%
Winston-Salem	10	0	66	0.0%
NC School of Science & Math	8	0	26	0.0%
UNC-General Administration	1	9	43	21.0%
TOTALS	<b>87</b>	<b>136</b>	<b>1998</b>	<b>6.8%</b>

**Table 7**  
Participation by Agency/Department  
(July-December 2006)

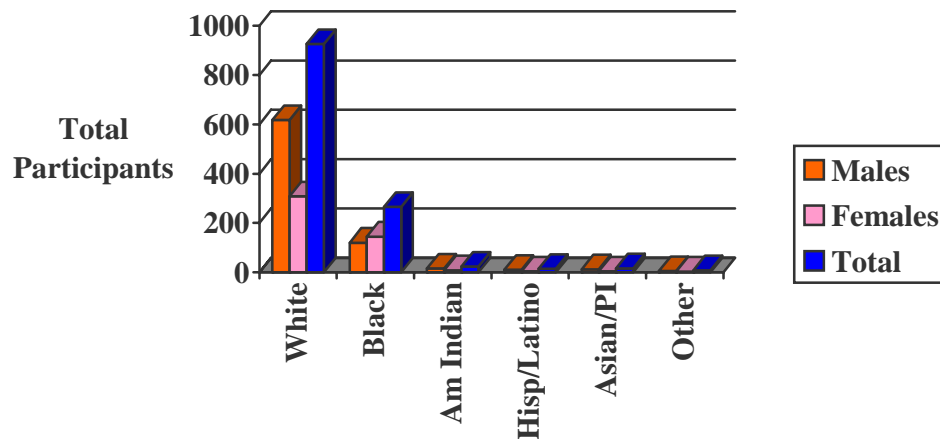
AGENCY/DEPARTMENT	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS	TOTAL # SPA SUPVS/MGRS	PARTICIPATION RATE
Administration	11	3	121	2.5%
Admin Hearings	3	2	11	18.2%
Admin Office of the Courts	0	0	128	0.0%
Agriculture & Consumer Svc	11	35	272	12.9%
Boards & Commissions	3	1	10	10.0%
Board of Election	3	0	4	0.0%
Community Colleges	4	4	36	11.1%
Correction	182	171	1947	8.8%
Crime Control	46	59	544	10.8%
Cultural Resources	8	11	196	5.6%
Commerce	13	10	107	9.3%
Education Lottery	3	40	20	200.0%
Environmental and Natural Resources	34	14	688	2.0%
Employment Security Commission	10	12	342	3.5%
Health & Human Services	151	120	2467	4.7%
General Assembly	0	0	0	*
Governor's Office	0	2	2	100.0%
Insurance	6	9	79	11.4%
Juvenile Justice	18	44	220	20.0%
Justice	7	21	218	9.6%
Labor	6	5	68	7.4%
Lieutenant Governor	0	0	0	0.0%
Public Instruction	12	0	93	0.0%
Revenue	14	0	300	0.0%
Secretary of State	3	7	29	0.0%
ITS (Information Technology Services)	7	17	73	12.3%
State Auditor	2	9	35	0.0%
State Budget	0	0	12	0.0%
State Controller	3	0	31	0.0%
State Health Plan	0	2	0	0.0%
State Personnel	0	1	13	0.0%
State Ports Authority	0	1	0	*
Transportation	133	501	2407	14.3%
Treasurer	3	0	51	0.0%
UNC Healthcare Systems	0	12	263	6.5%
Wildlife	8	2	168	2.4%
Local Government		0	0	*
<b>TOTALS</b>	<b>704</b>	<b>1116</b>	<b>10955</b>	<b>10.2%</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	618	308	926	49.4%	24.6%
Black	120	145	265	9.6%	11.6%
American Indians	15	8	23	1.2%	0.64%
Hispanic/Latino	10	4	14	.80%	0.32%
Asian/Pacific Is.	12	4	16	.96%	0.32%
Other	5	3	8	.40%	0.24%
<b>TOTAL</b>	<b>780</b>	<b>472</b>	<b>1252</b>	<b>62.3%</b>	<b>37.7%</b>

**Table 9**

Participants by Salary Grade

PAY GRADES	1-20	50-59	60-69	70-79	80-89	99	SB	EPA	FR	NG
NUMBER OF PARTICIPANTS	42	26	513	442	70	30	10	21	20	78

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 EEOI introduced a new training curriculum this period. The new process uses a rating scale of (1) to five (5), one being the lowest and five 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 2006 was 4.7. Among frequently mentioned comments, participants continue to find the Institute valuable and suggest that their supervisors and department managers be required to attend. Comments are overwhelmingly positive and participants are pleased with the condensed format. However, a significant number of participants have remarked that adequate time is not allowed for discussion.

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

During this reporting period OSP-HRD trained nineteen (19) additional trainers from ten (10) agencies, departments and universities: six (6) candidates from the Department of Health and Human Services; four (4) from the Department of Justice; two (2) from NC A&T State University; one (1) from the Department of the Treasurer; one (1) from Cultural Resources; one (1) from the Department of Transportation; one (1) the Office of State Personnel; one (1) from University of North Carolina at Asheville, one (1) from NC State Ports Authority; and one (1) from Elizabeth City State University.

Adjunct certified agencies (DOT, DOC, DHHS, and UNC-HCS) conducted twenty-one (21) sessions and trained four hundred and ninety-five (495) or 40% of the one thousand two hundred and fifty-two (1252) 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.

As the demand for more certification sessions increases, the Adjunct Trainer Certification program will continue to grow. OSP plans to host certification training sessions once a year. The program will continue to convene meetings with EEOI certified trainers 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 sixteenth (16th) 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; and
- continued development and expansion of the adjunct trainer certification program.

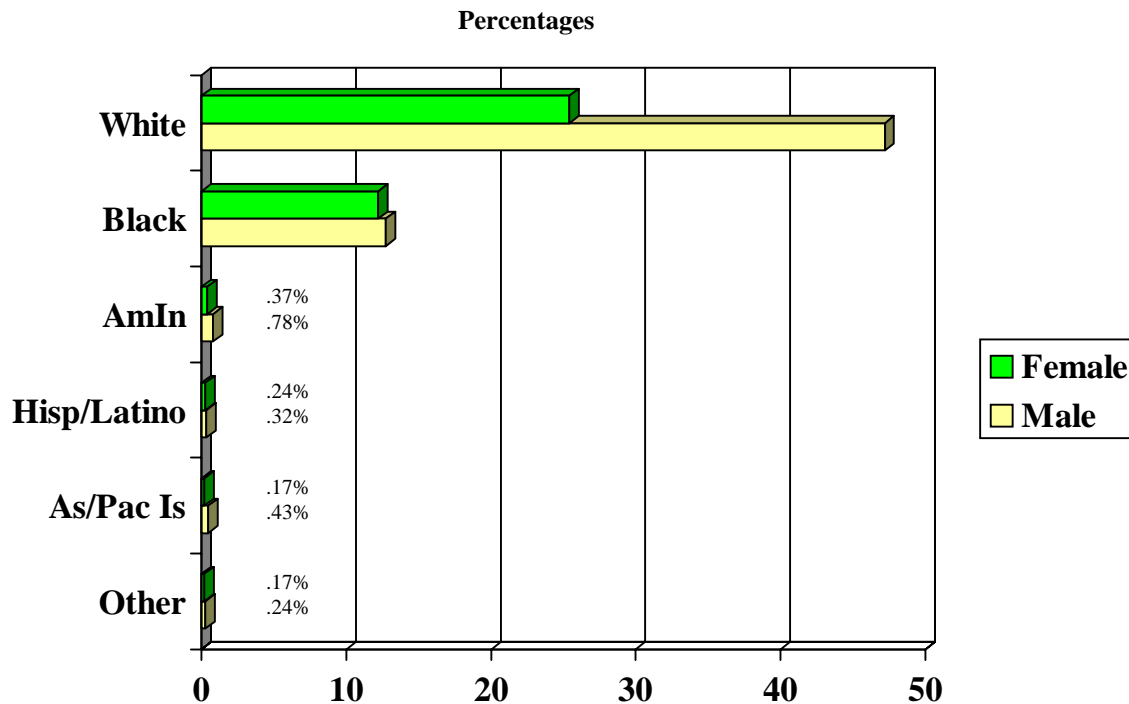
# APPENDIX

# APPENDIX A

## OVERALL SUMMARY OF EEOI PARTICIPANTS

### Participation by Ethnicity and Gender

(July 1991-December 2006)



**Totals & Percentages**

RACE	MALES	%	FEMALES	%	TOTAL
White	6495	47.2%	3499	25.4%	9994
Black	1754	12.7%	1643	12.2%	3397
American Indians	108	.78%	50	.37%	158
Hispanic/Latino	44	.32%	32	.24%	76
Asian/Pacific Is.	59	.43%	23	.17%	82
Other	33	.24%	23	.17%	56
<b>TOTAL</b>	<b>8493</b>	<b>61.7%</b>	<b>5270</b>	<b>38.3%</b>	<b>13763</b>

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

(July 1991-December 2006)

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 2006)

AGENCY/DEPARTMENT	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS
Administration	277	131
Admin Hearings, Rules & Review	13	5
Admin Offices of the Courts	5	43
Agriculture	353	318
Boards & Commissions	8	1
Board of Election	0	0
Community Colleges	105	48
Correction	6309	4067
Crime Control	777	450
Cultural Resources	249	254
Commerce	254	135
Education Lottery	3	40
Environmental & Natural Resources	970	755
Employment Security Commission	481	442
Health & Human Services	3334	1561
General Assembly	1	1
Governor's Office	45	17
Housing Finance	20	32
Insurance	95	164
Juvenile Justice	150	207
Justice	278	250
Labor	113	144
Lieutenant Governor	7	1
Public Instruction	210	91
Revenue	335	219
Secretary of State	69	41
ITS (Information Technology Services)	55	49
State Auditor	87	67
State Budget	5	12
State Controller	68	33
State Health Plan	2	2
State Personnel	5	21
State Ports Authority	0	1
Transportation	2478	2055
Treasurer	77	39
UNC Healthcare Systems	304	362
Wildlife	165	178
Local Government	0	2
<b>TOTALS</b>	<b>17707</b>	<b>12238</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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