



STATE OF NORTH CAROLINA

# EQUAL EMPLOYMENT OPPORTUNITY INSTITUTE



SEMI-ANNUAL REPORT

January – June 2013

October 2013

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North Carolina Office of State Human Resources

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## Executive Summary

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The purpose of the Semi-Annual Equal Employment Opportunity Institute Report is to provide the Joint Legislative Commission on Governmental Operations with an overview of the level of participation by all state agencies, departments, and universities in the Institute. This report covers the period January through June 2013.

The data is analyzed to show the number of attendees by: a) month; b) reporting period; c) adjunct agency; d) sponsor, location, date, city and instructor; f) region; g) agency, department, or university; h) race and gender ; i) salary grade; and k) age.

In this reporting period the Office of State Personnel's Learning and Development Division (OSP-L&D) and eight (8) adjunct agencies (Transportation, North Carolina State University, Health & Human Services, Public Safety, Labor, NC A&T State University, UNC-Asheville, and UNC Hospitals) utilized twenty-six (26) instructors to conduct fifty-seven (57) sessions in twenty-two (22) cities across the state. OSP and participating adjunct agencies trained one thousand and twenty-two (1022) managers and supervisors from nine (9) universities and twenty-one (21) agencies. The EEOI was held in each of the seven established regions and was readily accessible to a wide range of managers and supervisors. Adjunct agencies hosted 41 of the 57 sessions and trained 720 or 70% of the total participants. OSP hosted sixteen (16) of 57 sessions and trained three hundred and two (302) or 30% of the total attendees. Adjunct agencies have consistently conducted more sessions and trained more participants than OSP. This has been one of the goals of the adjunct trainer program.

The following universities are commended for having the highest participation rates in the EEOI enrollment process: WCU (12.7%); UNCA (11.5%) and; NCA&T (10.1%). The following agencies are also commended for having the highest participation rates: Community Colleges (28%); DOA (21.3%); Labor (15.5%); DHHS (11.2%); and Education Lottery (10.7%). DPS (274 participants), DHHS (256) and DOT (112) continue to hold previous patterns of enrolling the greatest number of participants. NCSU and NCA&T have also consistently enrolled high numbers of participants since signing with the adjunct trainer program. NCSU (46) followed by NCA&T (37) and WCU (26) enrolled the highest number of participants from the University system.

White males accounted for 41% of the enrollees, White females 29%, Black females 18%, and Black males 9%. "Others," American Indians, Asians and Hispanic/Latinos, made up the balance (3%) of the enrollees respectively. Whites (male & female) enrolled at a rate slightly higher than their representation in state government (70% as compared to 64.66%); Blacks (male & female) participated at a lower rate (27% as compared to 31.18%); and other minorities, males and females combined (Other, Asian, Hispanic & American Indian) participated at a rate slightly lower rate than their population in state government (3% as compared to 4.16%).

33% of the enrollees were below the age of 40 and 65% were ages 40 to 69. The other 2% were age 70 or older or their age was not specified. Age enrollment inequities are consistent with inequities in aggregate State Government statistics.

# Introduction

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## Background

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

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

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

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

## Mandate

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

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

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

### **Objectives**

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

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

### **Methodology**

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

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

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

## **Staffing**

The EEOI utilizes full-time core trainers and collateral duty trainers from the Office of State Personnel (OSP) to staff the Institute. OSP also has an adjunct trainer certification program which certifies individual employees from various agencies and universities across the state to assist in delivering the Institute's curriculum. Adjunct trainers from the Department of Public Safety (DPS), the Department of Health and Human Services (DHHS), the Department of Transportation (DOT), UNC Asheville (UNCA), UNC Healthcare Systems (UNC HCS), Department of Cultural Resources (DCR), Elizabeth City State University (ECSU), Department of Revenue (DOR), UNC Greensboro (UNCG), the Department of Justice (DOJ), the Department of Labor (DOL), the Department of Commerce (Commerce), North Carolina Agricultural & Technical State University (NC A&T) and North Carolina State University (NCSU) currently host exclusive training sessions for their respective agencies. Adjunct trainers from OSP-EOS, DPS-Enterprises, Health and Human Services, North Carolina State University, North Carolina A&T State University, Labor, UNC Asheville, and Commerce also assist OSP in delivering statewide "open enrollment" or sessions open to all state government managers and supervisors.

## Candidate Selection and Enrollment

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Eligibility for the EEOI has historically been determined through use of the PM 669 report, a monthly new hire and promotion report of permanent SPA (State Personnel Act) employees at each state agency, department and university. OSP-HRIS was responsible for generating the PM 669 report. OSP-L&D distributed this report to agencies and universities denoting managers and supervisors hired or promoted for each month. Each agency or university EEOI coordinator reviewed the report to confirm candidate eligibility and added backlogged employees to determine their total list of eligible candidates. However, the introduction of the BEACON accounting system rendered the PM 669 useless as a tool for assessing EEOI candidate eligibility. We currently rely on agencies to determine eligibility. The new Learning Management System (LMS) will provide a method for tracking new managers and supervisors and remedy the problems associated with the BEACON transition. L&D occasionally requests updates from HRIS on the number of supervisors by agency. We use this information to determine the percentage of supervisors attending the training each reporting period (i.e. Jan-Jun or Jul-Dec). Supervisors are required to attend the Institute within their first year of employment. Some agencies have not consistently complied with the mandate and, have, subsequently, developed a backlog of supervisors in need of training. Backlogs accumulate when: 1) the EEOI is not currently offered in an area convenient to a candidate; or 2) a candidate is enrolled but does not attend his/her scheduled session; or 3) the agency EEOI coordinator is not actively enrolling candidates in available sessions. Attendance data is available by agency/university and may be requested from OSHR's EEOI training coordinator at any time.

During this reporting period agencies, departments and universities enrolled a total of one thousand and twenty-two (**1022**) employees in EEOIs sponsored by OSP or an adjunct agency. (See **Table 1**)

<b>MONTH</b>	<b>ENROLLED</b>
January	131
February	107
March	188
April	165
May	244
June	187
<b>TOTAL</b>	<b>1022</b>

# Attendance

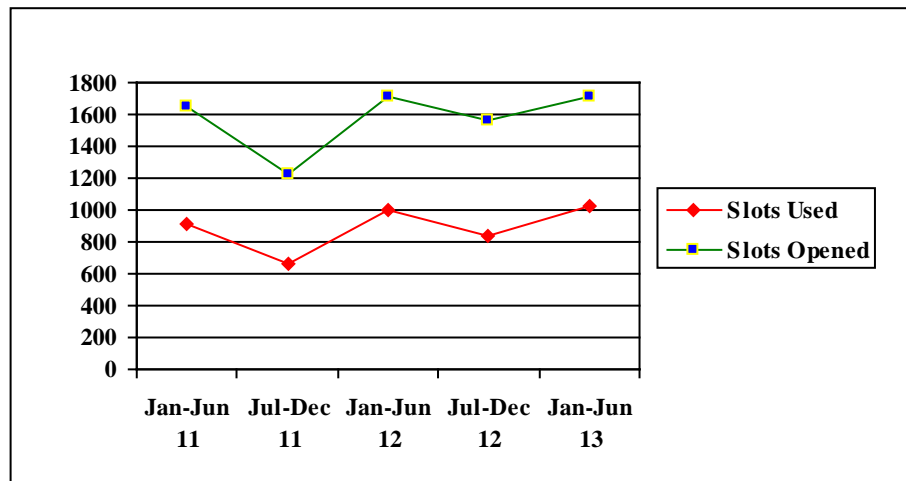
## Number of Participants

The Office of State Personnel and participating adjunct agencies scheduled fifty-five (55) Level I sessions and two (2) Level II sessions during this reporting period. One thousand and twenty-two (1022) managers and supervisors attended classes scheduled for the January through June 2013 period. This period's schedule opened one thousand seven hundred and ten (1710) slots for enrollment. This total is derived from multiplying the maximum number of participants allotted per class [thirty (30)] by the number of classes held [fifty-seven (57)], i.e.  $30 \times 57 = 1710$ . This reporting period's attendance count represents a utilization rate of sixty percent (60%) of the available slots. Overall, enrollment increased 18% as compared to the last reporting and the usage rate increased by 6% as compared to the last reporting period. (Table 2 & Chart 1)

**Table 2**  
Utilization Rate Trends  
(Current & Previous 4 Reporting Periods)

Period	Classes Offered	Slots Opened	Attendees	Rate of Usage	Slots Unused	Percent Unused
Jan-Jun 11	55	1650	917	56%	733	44%
Jul-Dec 11	41	1230	662	54%	568	46%
Jan-Jun 12	57	1710	1005	59%	705	41%
Jul-Dec 12	52	1560	841	54%	719	46%
<b>Jan-Jun 13</b>	<b>57</b>	<b>1710</b>	<b>1022</b>	<b>60%</b>	<b>688</b>	<b>40%</b>
<b>Totals</b>	<b>262</b>	<b>7860</b>	<b>4447</b>	<b>57%</b>	<b>3413</b>	<b>43%</b>

**Chart 1**  
Utilization of Slots Opened





## Adjunct Agency Participation

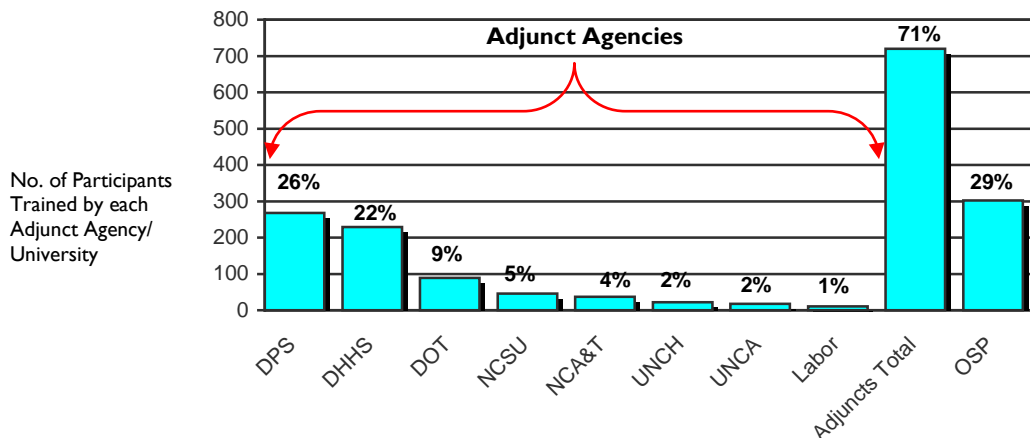
**Adjunct agencies** are agencies, departments and institutions that have entered into an agreement with OSP to conduct the EEOI for their respective organizations. OSP-L&D began Adjunct Agency certification in 2002, signing its first agreement with the Department of Correction (currently, the Department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

Fifty-seven (**57**) sessions of the EEOI were held during this reporting period. **8** adjunct agencies sponsored **41** of the **57** sessions. OSP sponsored **16** of the **57** sessions. A total of **37** instructors, which includes **12** OSP trainers (2 core instructors, 2 collateral duty instructors and 8 instructors-in-training) and **26** trainers from the adjunct agencies were enlisted to conduct the training. **Adjunct instructors** trained an average of **18** participants per session and **OSP** instructors trained an average of **19** participants per session. Overall, adjunct agencies trained **720** enrollees or **70%** of this reporting period's total participants and OSP trained **302** enrollees or **30%**.

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

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

**Chart 2**  
Participation by Adjunct Agency



# Training Schedule

**Table 3**  
**SESSIONS BY SPONSOR, DATE, CITY AND INSTRUCTOR**  
 Total Participants by Sponsor, Date, Location, Enrollees and Instructors

	<b>SPONSOR</b>	<b>START</b>	<b>END</b>	<b>CITY</b>	<b>INSTRUCTOR</b>	<b>ATTENDEES</b>
1	DHHS	4/18/13	4/19/13	Black Mountain	Allison	15
2	DHHS	4/22/13	4/23/13	Raleigh	Barbee/Cruz	29
3	DHHS	4/22/13	4/23/13	Morganton	Myers	23
4	DHHS	4/25/13	4/26/13	Butner	Nida	22
5	DHHS	4/29/13	4/30/13	Kinston	Dunn/Phillips/Raspberry	9
6	DHHS	5/14/13	5/15/13	Goldsboro	Griffiths	29
7	DHHS	5/14/13	5/15/13	Goldsboro	Ham	7
8	DHHS	5/22/13	5/23/13	Raleigh	Bethea/Nida	22
9	DHHS	5/29/13	5/30/13	Morganton	Myers	12
10	DHHS	5/30/13	5/31/13	Raleigh	Allison/Barbee	24
11	DHHS	6/24/13	6/25/13	Morganton	Myers	21
12	DHHS	6/27/13	6/28/13	Butner	Alston	16
	<b>DHHS</b>	<b>12 CLASSES</b>		<b>6 HOST CITIES</b>	<b>12 INSTRUCTORS</b>	<b>229 ATTENDEES</b>
1	DOT	1/29/13	1/30/13	Hatteras	Murphy	8
2	DOT	2/5/13	2/6/13	Hatteras	Peavey	7
3	DOT	3/6/13	3/7/13	Greensboro	Murphy	9
4	DOT	3/12/13	3/12/13	Havelock	Peavey	18
5	DOT	3/20/13	3/21/13	Morehead City	Murphy	19
6	DOT	4/10/13	4/11/13	Morehead City	Murphy/Peavey	8
7	DOT	4/16/13	4/17/13	Fayetteville	Murphy	8
8	DOT	4/30/13	5/1/13	Castle Hayne	Murphy	12
	<b>DOT</b>	<b>8 CLASSES</b>		<b>6 HOST CITIES</b>	<b>2 INSTRUCTORS</b>	<b>89 ATTENDEES</b>
1	DPS	1/10/13	1/11/13	Raleigh	Sledge	17
2	DPS	1/30/13	1/31/13	Lenoir	Wheeler	23
3	DPS	1/31/13	2/1/13	Greenville	Chase	21
4	DPS	2/14/13	2/15/13	Raleigh	Sledge	15
5	DPS	2/25/13	2/26/13	Lenoir	Wheeler	17
6	DPS	2/26/13	2/27/13	Apex	Cannon	22
7	DPS	3/11/13	3/12/13	Greenville	Laws	23
8	DPS	3/11/13	3/12/13	Asheboro	Morgan/Pearson	16
9	DPS	4/15/13	4/16/13	Lenoir	Wheeler	16
10	DPS	5/9/13	5/10/13	Cary	Sledge	14
11	DPS	5/9/13	5/10/13	Greenville	Chase	21
12	DPS	5/14/13	5/15/13	Asheboro	Crouch	18
13	DPS	6/13/13	6/14/14	Greenville	Laws	24

14	DPS	6/20/13	6/21/13	Cary	Sledge	21
	<b>DPS</b>	<b>14 CLASSES</b>		<b>7 HOST CITIES</b>	<b>8 INSTRUCTORS</b>	<b>268 ATTENDEES</b>
1	Labor	5/14/13	5/15/13	Raleigh	Morris-Anderson	11
	<b>Labor</b>	<b>1 CLASS</b>		<b>1 HOST CITY</b>	<b>1 INSTRUCTOR</b>	<b>11 ATTENDEES</b>
1	NCA&T	2/13/13	2/14/13	Greensboro	Mangum	12
2	NCA&T	6/12/13	6/13/13	Greensboro	Mangum	25
	<b>NCA&amp;T</b>	<b>2 CLASSES</b>		<b>1 HOST CITY</b>	<b>1 INSTRUCTOR</b>	<b>37 ATTENDEES</b>
1	NCSU	1/17/13	1/18/13	Raleigh	Circosta/Williams	22
2	NCSU	3/21/13	3/22/13	Raleigh	Hairston/Williams	24
	<b>NCSU</b>	<b>2 CLASSES</b>		<b>1-HOST CITY</b>	<b>3 INSTRUCTORS</b>	<b>46 ATTENDEES</b>
1	OSP	1/3/13	1/4/13	Browns Summit	Brown	27
2	OSP	1/17/13	1/18/13	Chapel Hill	Brown	17
3	OSP	1/24/13	1/25/13	Raleigh	Brown	17
4	OSP	2/7/13	2/8/13	Raleigh	Jones	13
5	OSP	2/28/13	3/1/13	Raleigh	Brown	18
6	OSP	3/14/13	3/15/13	Raleigh	Barbee/Cruz*(Brown)	9
7	OSP	3/21/13	3/22/13	Greenville	Brown	27
8	OSP	<b>Level II</b>	3/27/13	Raleigh	Brown	3
9	OSP	4/11/13	4/12/13	Raleigh	Griffiths/Ham*(McIntyre)	17
10	OSP	4/25/13	4/26/13	Raleigh	Bryant/Bethea*(Brown)	18
11	OSP	5/2/13	5/3/13	Raleigh	Chavis/Lee*(Brown)	14
12	OSP	5/16/13	5/17/13	Cullowhee	Brown	26
13	OSP	<b>Level II</b>	5/22/13	Raleigh	Brown	16
14	OSP	6/6/13	6/7/13	Charlotte	Brown	28
15	OSP	6/12/13	6/13/13	Raleigh	Morris-Anderson	31
16	OSP	6/27/13	6/28/13	Raleigh	Brown	21
	<b>OSP</b>	<b>16 CLASSES</b>		<b>6 HOST CITIES</b>	<b>11 INSTRUCTORS</b>	<b>302 ATTENDEES</b>
1	UNC-A	5/30/13	5/31/13	Asheville	Dahlquist	18
	<b>UNC-A</b>	<b>1-CLASS</b>		<b>1-HOST CITY</b>	<b>1-INSTRUCTOR</b>	<b>18 ATTENDEES</b>
1	UNCH	3/6/13	3/7/13	Chapel Hill	Pankey	22
	<b>UNCH</b>	<b>1-CLASS</b>		<b>1-HOST CITY</b>	<b>1-INSTRUCTOR</b>	<b>22 ATTENDEES</b>

\* Instructors undergoing certification w/core instructor observation. Core instructor identified in parenthesis.

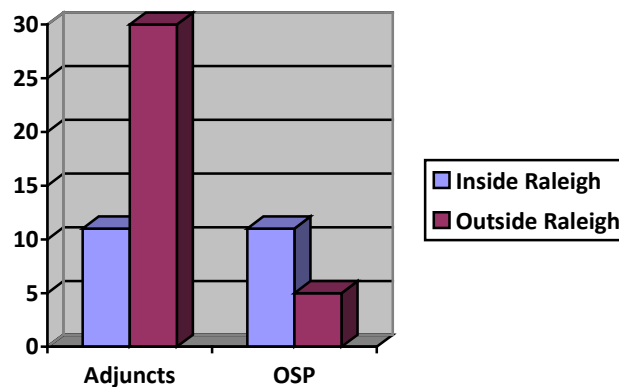
## Host Training Sites

The adjunct host process allows and encourages the hosting of sessions in areas where adjunct agencies may have a high concentration of employees, e.g. Raleigh, or in outlying areas that may be underserved. This process allows the program to serve the greatest number of participants in the most economical manner by reducing burdensome travel & per diem expenses. In this reporting period, adjunct agencies conducted **30** out of their **41** total sessions or **73%** outside the Raleigh area and **11** of the **41** or **27%** inside the Raleigh area. OSP conducted **11** out of **16** sessions or **69%** of their total sessions inside the Raleigh area and **5** or **31%** outside the Raleigh area. Overall, **39%** of the total sessions (OSP & adjunct agencies) were held inside the Raleigh area and **61%** were held outside the Raleigh area. OSP strives to ensure that EEOs are offered at a variety of locations. This objective was achieved in this reporting. (**Table 4 & Chart 3**)

AGENCY/ UNIVERSITY	TOTAL SESSIONS	% OF TOTAL CONDUCTED	RALEIGH AREA #	RALEIGH AREA %	OUTSIDE RALEIGH AREA #	OUTSIDE RALEIGH AREA %
DHHS	12	21.0%	3	25.0%	9	75.0%
DOT	8	14.0%	0	0.0%	8	100.0%
DPS	14	24.6%	5	35.7%	9	64.3%
Labor	1	1.8%	1	100.0%	0	0.0%
NCA&T	2	3.5%	0	0.0%	2	100.0%
NCSU	2	3.5%	2	100.0%	0	0.0%
UNC-A	1	1.8%	0	0.0%	1	100.0%
UNC Hosp	1	1.8%	0	0.0%	1	100.0%
<b>ADJUNCT TOTALS</b>	<b>41</b>	<b>72.0%</b>	<b>11</b>	<b>26.8%</b>	<b>30</b>	<b>73.2%</b>
<b>OSP</b>	<b>16</b>	<b>34.6%</b>	<b>11</b>	<b>68.7%</b>	<b>5</b>	<b>31.3%</b>
<b>TOTALS</b>	<b>57</b>	<b>100.0%</b>	<b>22</b>	<b>38.6%</b>	<b>35</b>	<b>61.4%</b>

**Chart 3**

Total No. of Sessions Held Inside and Outside Raleigh Area

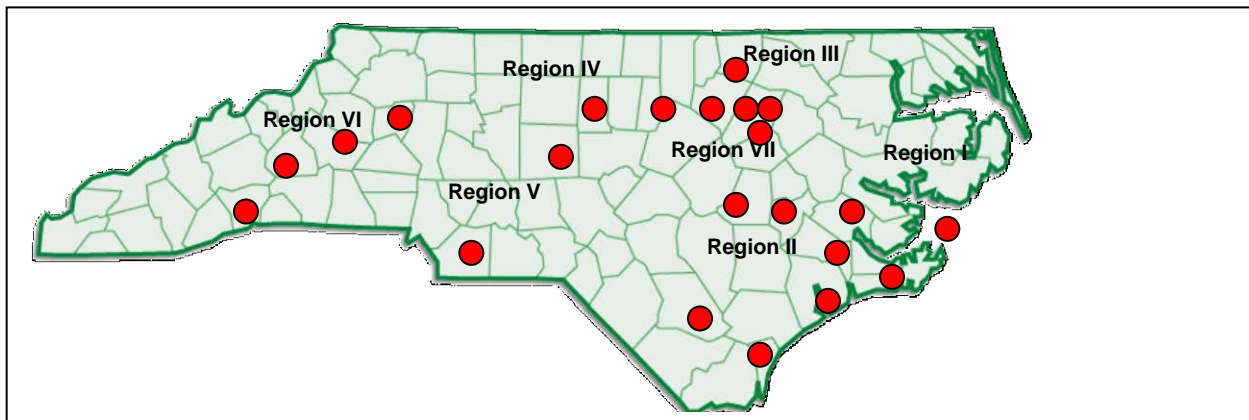


## Participation by Region

Scheduling EEOs by region enables agencies and universities to participate in the EEOI in a cost-effective manner by reducing travel costs. Fifty-seven (57) EEOI sessions (Levels I & II) were held across seven (7) of the seven (7) established regions. Participants attended sessions inside and outside of their respective regions. The majority of participants attended sessions within the region of their duty station. Two hundred and four (204) of the participants were from Region I; seventy-five (75) were from Region II; one hundred and sixteen (116) were from Region III; seventy-six (76) were from Region IV; forty-two (42) were from Region V; one hundred and eighty-three (183) were from Region VI; and three hundred and twenty-six (326) were from Region VII. **Chart 4** highlights regions where sessions were held. **Table 5** shows the number of participants attending training by region and the percentage of sessions held in each region. Because Raleigh (Region VII) has the highest population of State Employees, it consistently yields the highest number of participants and hosts the greatest number of sessions.

**Chart 4**

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



**Table 5**  
**NUMBER & PERCENTAGE OF SESSIONS BY REGION**  
 (January-June 2013)

REGION	PARTICIPANTS	% OF PARTICIPANTS	SESSIONS	% OF TOTAL SESSIONS
I	204	20%	11	19%
II	75	7%	4	7%
III	116	11%	4	7%
IV	76	8%	5	9%
V	42	4%	1	2%
VI	183	18%	10	18%
VII	326	32%	22	38%
<b>Totals</b>	<b>1022</b>	<b>100%</b>	<b>57</b>	<b>100.0%</b>

## Participation by University & Agency/Department

A review of University and Agency/Department enrollment shows nine (9) universities and twenty-one (21) agencies participated in the EEOI this reporting period. The three universities with the highest participation rates include WCU (12.7%); UNCA (11.5%) and; NCA&T (10.1%). The three universities with the highest number of participants include NCSU (46), NCA&T (38), and WCU (26). The five agencies with the highest participation rates include: Community Colleges (28%); DOA (21.3%); Labor (15.5%); DHHS (11.2%); and Education Lottery (10.7%). The five agencies with the highest number of participants enrolled include DPS (274), DHHS (256), DOT (112); DENR (42), and DOA (27). (Tables 6 & 7)

UNIVERSITY	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS	TOTAL #SPA MGRS/SUPVS*	PARTICIPATION RATE
Appalachian State	**	0	434	0.00%
East Carolina	**	23	390	5.90%
Elizabeth City	**	0	98	0.00%
Fayetteville State	**	0	140	0.00%
NC A&T State	**	38	375	10.13%
NC Central	**	1	207	0.48%
NC School of Arts	**	0	72	0.00%
NC State	**	47	1000	4.70%
UNC-Asheville	**	14	122	11.48%
UNC-Chapel Hill	**	25	1126	2.22%
UNC-Charlotte	**	0	194	0.00%
UNC-Greensboro	**	0	532	0.00%
UNC Pembroke	**	0	120	0.00%
UNC-Wilmington	**	1	157	0.64%
Western Carolina	**	26	205	12.68%
Winston-Salem	**	0	123	0.00%
NC School of Science & Math	**	0	33	0.00%
UNC-General Administration	**	1	35	2.86%
<b>TOTAL</b>	<b>**</b>	<b>176</b>	<b>5363</b>	<b>3.28%</b>

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

\*\* - PM 669 report totals are not available due to the transition of agencies to the BEACON reporting system. The new Learning Management System will remedy this problem and provide current information regarding eligible candidates.

**Table 7**  
**PARTICIPATION BY AGENCY/DEPARTMENT**  
(January-June 2013)

AGENCY/DEPARTMENT	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS	TOTAL # SPA SUPVS/MGRS*	PARTICIPATION RATE
Administration	**	27	127	21.26%
Admin Hearings	**	0	13	0.00%
Admin Ofc of Courts (Judicial)	**	2	792	0.25%
Agriculture & Csmr Svcs	**	7	266	2.63%
Boards & Commissions	**	0	16	0.00%
Community Colleges	**	14	50	28.00%
Public Safety	**	274	3400	8.06%
Crime Control (DPS)	**	0	139	--
Cultural Resources	**	9	223	4.04%
Commerce	**	13	186	6.99%
Education Lottery	**	6	56	10.71%
Environ and Natural Resources	**	42	721	5.83%
Employment Security (Commerce)	**	0	347	--
Health & Human Services	**	256	2287	11.19%
General Assembly	**	0	***	***
Governor's Office	**	0	19	0.00%
Housing Finance	**	0	***	***
Insurance	**	0	99	0.00%
Juvenile Justice (DPS)	**	0	262	0.00%
Justice	**	17	210	8.10%
Labor	**	11	71	15.49%
Lieutenant Governor	**	0	2	0.00%
Public Instruction	**	1	144	0.69%
Revenue	**	9	281	3.20%
Secretary of State	**	0	39	0.00%
Information Technology Services	**	7	74	9.46%
State Auditor	**	4	51	7.84%
State Budget	**	0	16	0.00%
State Controller	**	0	36	0.00%
State Health Plan	**	0	12	0.00%
State Personnel	**	1	14	7.14%
State Ports Authority	**	0	0	0.00%
Transportation	**	112	2184	5.13%
Treasurer	**	7	69	10.14%
UNC Healthcare Systems	**	22	263	8.37%
Wildlife	**	5	174	2.87%
Local Government#	**	0	***	***
<b>TOTALS</b>	<b>**</b>	<b>846</b>	<b>12643</b>	<b>6.69%</b>

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

\*\* - PM 669 report totals are not available due to the transition of agencies to the BEACON reporting system. The new Learning Management System will remedy this problem and provide current information regarding eligible candidates.

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

Employment Security is now counted in Commerce; Crime Control and Juvenile Justice are now counted in Public Safety

## Participation by Race, Gender, Salary Grade and Age

RACE	TOTAL MALES	% MALES	TOTAL FEMALES	% FEMALES	TOTAL PARTICIPANTS	% TOTALS
WHITE	417	40.80%	296	28.96%	713	69.77%
BLACK	91	8.90%	179	17.51%	270	26.42%
AMERICAN INDIAN	5	0.49%	1	0.10%	6	0.59%
HISPANIC/LATINO	5	0.49%	3	0.29%	8	0.78%
ASIAN	7	0.68%	8	0.78%	15	1.47%
OTHER	4	0.39%	6	0.59%	10	0.98%
<b>TOTAL</b>	<b>529</b>	<b>51.76%</b>	<b>493</b>	<b>48.24%</b>	<b>1022</b>	<b>100.00%</b>

PAY GRADES	1-49	5--59	60-69	70-79	80-89	CB	EPA	FR	MG	NA	NG	TOTAL
<b>NUMBER OF PARTICIPANTS</b>	12	27	304	310	35	140	59	14	0	121	0	1022

FR-Flat Rate/CB-Career Banded/NG-NA-No Grade/No Grade Specified/EPA-Exempt from Personnel Act

AGE	20-29	30-39	40-49	50-59	60-69	70-79	NS	TOTAL
<b>NUMBER OF PARTICIPANTS</b>	82	256	317	280	72	7	8	1022



## Additional Comments

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### Evaluation

At the conclusion of each Institute, each participant is given an opportunity to rate the training. The EEOI is now beginning its eleventh (11<sup>th</sup>) reporting period utilizing the revised training curriculum. The institute has operated since 1988.

Instructors and training sessions are evaluated together using a rating scale of (1) to five (5), one being the lowest rating and five being the highest. The results of the evaluations are compiled and used as a tool to reinforce proven practices and improve the Institute's course materials. The average rating received for the period January through June 2013 was 4.79. Most Participants continue to believe time spent in the training is justified. Some participants advocate expanding the training to two whole days while others recommend the course be reduced to one day. Participants' comments stated: the segment addressing Americans with Disabilities Act was particularly beneficial; their awareness of discrimination and diversity issues has increased; they appreciated the review of the federal and state laws as well as tips on hiring employees in a nondiscriminatory manner; and they believe the information shared in the course will allow them to do their jobs more effectively. Overall feedback is overwhelmingly positive, however, participants are requesting more up-to-date videos be shown and the manual be revised to include new laws (as opposed to using handouts). The manual will be revised by March 2014. The video "A Class Divided" (which has been shown since the program's inception) also continues to be impactful and garners a tremendous amount of positive feedback.

### Adjunct Trainer Certification Program Update

OSP created the Adjunct Trainer Certification program to offer more training opportunities to the increasing number of managers and supervisors in State government in need of enhanced skills to effectively manage a diverse workforce. Another program objective is to have adjunct agencies' enrollment exceed OSP's enrollment. Adjunct agencies, combined, consistently enroll more managers and supervisors in the EEOI than OSP. OSP's arrangement with the participating adjunct agencies continues to meet program objectives.

In this reporting period adjunct certified agencies (DPS, DHHS, DOT, Labor, NCA&T, NCSU, UNCA and UNC Hospitals conducted forty-one (41) sessions and trained seven hundred and twenty (720) or 70% of the one thousand and twenty-two (1022) managers and supervisors attending the EEOI. OSP-L&D monitors the adjunct trainer programs through collection of class schedules, rosters and classroom evaluations. Full-time core trainers also monitor adjunct programs' EEOIs via on-site classroom visits to ensure training is delivery properly and consistently throughout the state.

An adjunct trainer classroom session was held in December 2012. Twelve candidates completed that portion of the training in December. After the classroom training, candidates have on-line assignments, exams, and trial training sessions to complete. Eight (8) of the twelve (12) candidates completed the remaining requirements for certification in January-June 2013 reporting period. The 8 candidates are from OSP, NCCU, DHHS, NC Ports & DOJ. Two (2) candidates from DHHS, one (1) from NCCU and one (1) from ECSU candidates have committed to completing the remaining requirements July-December 2013 reporting period. DHHS, NC Ports & DOJ currently have agreements with OSP to conduct the EEOI. NCCU intends to sign an agreement after the current candidate completes certification. To date, twenty-six (26) agencies have participated in the Adjunct Trainer Certification program. One hundred and twenty-three (123) candidates have completed all certification requirements including seven (7) OSP employees from the Equal Employment Opportunity, Diversity and Inclusion division. Fifty-three (53) adjunct trainers from nineteen (19) agencies and universities are currently available to conduct the training. The program will continue to host additional certification sessions as the need arises or as requested.

## **Conclusion**

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

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

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

## Recommendations

The Learning & Development Division recommends:

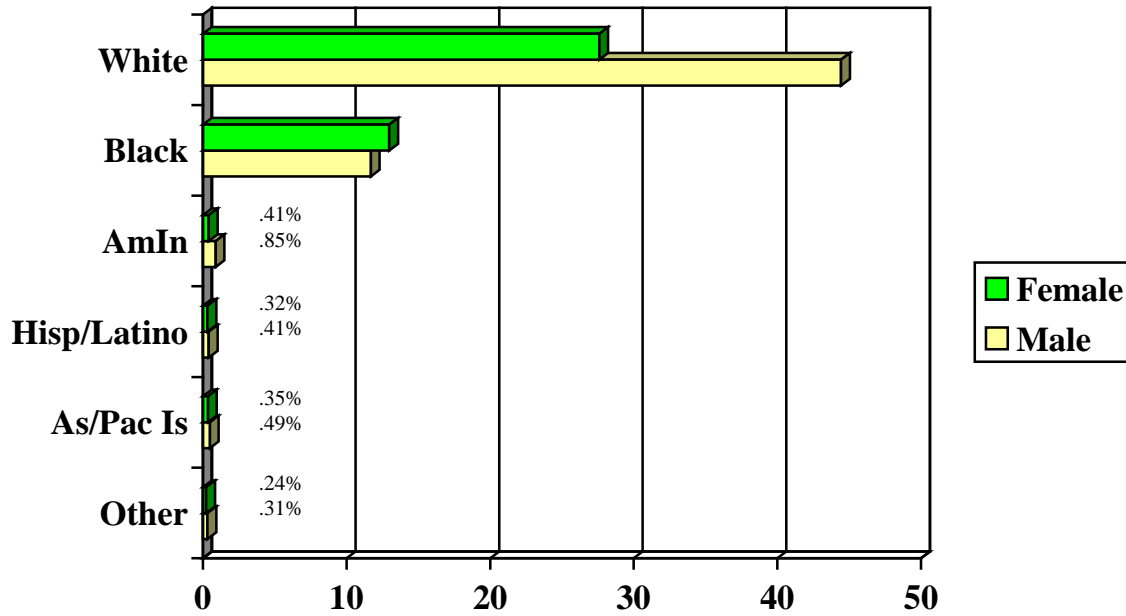
- continued development and expansion of the adjunct trainer certification program;
- incorporate minimum yearly training requirements for adjuncts to maintain certification;
- update participant manual; and
- incorporate EEOI enrollment data into the new Learning Management System

# APPENDIX

**APPENDIX A**  
**OVERALL SUMMARY OF EEOI PARTICIPANTS**  
**Participation by Ethnicity and Gender**

(July 1991-January 2013)

Percentages



APPENDIX A						
OVERALL SUMMARY OF EEOI PARTICIPANTS						
BY ETHNICITY AND SEX						
(JULY 1991-JANUARY 2013)						
RACE	TOTAL MALES	TOTAL FEMALES	TOTAL PARTICIPANTS	% MALES	% FEMALES	% TOTALS
WHITE	11688	7377	19065	44.09%	27.83%	71.91%
BLACK	3027	3522	6549	11.42%	13.29%	24.70%
AMERICAN INDIAN	225	110	335	0.85%	0.41%	1.26%
HISPANIC/LATINO	109	86	195	0.41%	0.32%	0.74%
ASIAN	130	93	223	0.49%	0.35%	0.84%
OTHER	81	63	144	0.31%	0.24%	0.54%
<b>TOTAL</b>	<b>15260</b>	<b>11251</b>	<b>26511</b>	<b>57.56%</b>	<b>42.4%</b>	<b>100.00%</b>

<b>APPENDIX B</b> <b>CUMULATIVE TOTALS OF UNIVERSITY CANDIDATES</b> <b>BY ELIGIBILITY AND ATTENDANCE*</b> (July 1991 – January 2013)		
<b>UNIVERSITY</b>	<b>ELIGIBLE CANDIDATES</b>	<b>ACTUAL PARTICIPANTS</b>
Appalachian State	152	73
East Carolina	366	358
Elizabeth City	64	94
Fayetteville State	80	64
NC A&T State	165	297
NC Central	223	139
NC School of Arts	34	10
NC State	195	1226
UNC-Asheville	41	224
UNC-Chapel Hill	512	819
UNC-Charlotte	153	50
UNC-Greensboro	206	265
UNC Pembroke	44	127
UNC-Wilmington	114	190
Western Carolina	126	159
Winston-Salem	103	96
NC School of Science & Math	48	15
UNC-General Administration	60	77
<b>TOTAL</b>	<b>2686</b>	<b>4283</b>

\* - This table reports cumulative totals of actual participants. It no longer includes a cumulative total of eligible candidates. "Eligible Candidates" column reflects the cumulative number of managers and supervisors identified on the PM 669 reports as **eligible** to attend the EEOI. It also includes individuals who may have retired, resigned, been dismissed, etc. Since the PM 669 no longer reports up-to-date counts of eligible candidates and BEACON has yet to produce a similar or equivalent report, the "**Eligible Candidate**" count was unavailable during this reporting period. "**Actual Participants**" totals represent the cumulative total of participants **completing** the EEOI from July 1991 to the present. The new Learning Management System (LMS) will provide a method for reporting eligible candidates.

<b>APPENDIX C</b> <b>CUMULATIVE TOTALS OF AGENCY CANDIDATES</b> <b>BY ELIGIBILITY AND ATTENDANCE*</b> (JULY 1991-DECEMBER 2013)		
<b>AGENCY/DEPARTMENT</b>	<b>ELIGIBLE CANDIDATES</b>	<b>ACTUAL PARTICIPANTS</b>
Administration	302	255
Admin Hearings	15	6
Admin Ofc of Courts (Judicial)	5	97
Agriculture & Csmr Svcs	383	484
Boards & Commissions	13	13
Community Colleges	110	96
Public Safety (Includes DOC & CCPS)	6633	6405
Crime Control (DPS)	879	819
Cultural Resources	284	390
Commerce	273	234
Education Lottery	8	107
Environ and Natural Rsrcls	1060	1002
Employment Security (Commerce)	516	743
Health & Human Services	3690	3846
General Assembly	1	1
Governor's Office	47	19
Housing Finance	20	38
Insurance	102	196
Juvenile Justice (DPS)	196	411
Justice	301	511
Labor	126	227
Lieutenant Governor	7	1
Public Instruction	226	150
Revenue	364	635
Secretary of State	71	72
Information Technology Svcs	69	102
State Auditor	97	99
State Budget	5	17
State Controller	73	58
State Health Plan	3	17
State Personnel	5	28
State Ports Authority	0	83
Transportation	2674	4132
Treasurer	83	133
UNC Healthcare Systems	304	516
Wildlife	171	273
Local Government	0	11
<b>TOTALS</b>	<b>19116</b>	<b>22227</b>

\* - See Note from Appendix B

Employment Security is now counted in Commerce; Crime Control and Juvenile Justice are now counted in one department, Public Safety.

**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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