



STATE OF NORTH CAROLINA

EQUAL EMPLOYMENT OPPORTUNITY INSTITUTE



SEMI-ANNUAL REPORT

July – December 2013

December 2014

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Executive Summary

The purpose of the Equal Employment Opportunity Institute (EEOI) Semi-Annual status report is to provide the Joint Legislative Commission on Governmental Operations with an overview of North Carolina state agencies, departments, and universities' participation in the Institute and to ensure that these entities are meeting the legal mandate as directed in GS 126-16.1. This report covers the period July through December 2013.

The data is analyzed by: a) number of attendees; b) number of sessions; c) number of participants; d) number of sessions per adjunct agency; e) number of participants per adjunct EEOI location and instructor; f) participants by region; g) participants by agency, department, or university; h) participants by race, gender and age; and i) participants by salary grade.

In this reporting period the Office of State Human Resources' Talent Management Division (OSHR-TM) and eight (8) adjunct agencies (DHHS, DPS, DOT, NCSU, UNC Healthcare, NC A&T, UNCG and UNCA) utilized thirty-five (35) instructors to conduct fifty-three (53) sessions in nineteen (19) cities across the state. OSHR and participating adjunct agencies trained nine hundred and forty-nine (949) managers and supervisors from eight (8) universities and eighteen (18) departments and 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 forty-one (41) of the fifty-three (53) sessions and trained seven hundred and one (701) or 74% of the total participants. OSHR hosted twelve (12) of 53 sessions and trained two hundred and forty-eight (248) or 26% of the total attendees. Adjunct agencies have consistently conducted more sessions and trained more participants than OSHR. This has been one of the goals of the adjunct trainer program.

Representation is evident in all salary grades with the highest concentration coming from grades 60 through 79 (470 or 49% of the enrollees). Participants' ages range from 21 to 75 with the highest concentration represented in ages 30 through 59 (784 or 83% of the enrollees).

The average age of the participants is 41.9 years of age and the median age is 45. Participants were representative of each of the seven (7) designated regions with the highest concentration coming from the Raleigh area, Region VII, with 415 (or 44%) of the participants and the lowest concentration coming from the southwest area of the state, Region V, with 20 (or 2%) of the participants.

White males accounted for 33.6% of the enrollees, White females 33.2%, Black females 16.9%, and Black males 9.9%. "Others," American Indians, Asians and Hispanic/Latinos, made up the balance (6.4%) of the enrollees. Whites enrolled at a rate slightly higher than their representation in state government (66.8% as compared to 64.3%); Blacks participated at a lower rate (26.8% as compared to 31.3%); and other minorities (Other, Asian, Hispanic & American Indian) participated at a rate commensurate to their population in state government (4.6% as compared to 4.6%).

The following universities are commended for having the highest participation rates in the EEOI enrollment process: WCU (9.75%), ECU (8.71%), and NCSU (6.93%). The following agencies are also commended for having the highest participation rates: UNC Health Care (16.7%), DHHS (14.2%), Revenue (10.75%), Agriculture (9.9%) and Community Colleges (9.09%). HHS (289 participants), DPS (219), and DOT (93) continue to hold previous patterns of enrolling the greatest number of participants. NCSU and NCA&T have also consistently enrolled relatively high numbers of participants since signing with the adjunct trainer program. NCSU (58) followed by ECU (34) and NCA&T (26) enrolled the highest number of participants from the University system.

OSHR continues to provide adequate opportunities for departments, agencies and universities to meet the mandate to train newly appointed North Carolina State government managers and supervisors to engage in legally defensible employment practices. It conducts the EEOI in a manner that provides broad access to wide variety of North Carolina state government managers and supervisors across agencies, grade ranges, regions, races and sexes.

Introduction

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 an essential 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 OSHR 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 Talent Management Division of the Office of State Human Resources 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 Human Resources to administer the EEOI and to track the progress of enrollment and participation. OSHR 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 Human Resources (OSHR) to staff the Institute. OSHR 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 OSHR, Health and Human Services, North Carolina State University, North Carolina A&T State University, Labor, UNC Asheville, and Commerce also assist OSHR in delivering statewide "open enrollment" sessions.

Candidate Selection and Enrollment

Permanent State Personnel Act (SPA) and Exempt (EPA) managers and supervisors are required to attend the EEOI. Each Department, Agency or University determines which of their employees are eligible to attend the EEOI. OSHR-TM occasionally requests updates from HRIS on the number of supervisors by agency. We use this information to determine the percentage of supervisors attending the training each reporting period (i.e. Jan-Jun or Jul-Dec). Supervisors are required to attend the Institute within their first year of employment. Some agencies have not consistently complied with the mandate and, have, subsequently, developed a backlog of supervisors in need of training. Backlogs accumulate when: 1) the EEOI is not currently offered in an area convenient to a candidate; or 2) a candidate is enrolled but does not attend his/her scheduled session; or 3) the agency EEOI coordinator is not actively enrolling candidates in available sessions.

During this reporting period agencies, departments and universities enrolled a total of nine hundred and forty-nine (**949**) employees in EEOIs sponsored by OSHR or an adjunct agency. (See **Table 1**)

Table 1 Monthly Participation July-December 2013	
MONTH	ENROLLED
July	40
August	213
September	178
October	203
November	199
December	116
TOTAL	949

Attendance

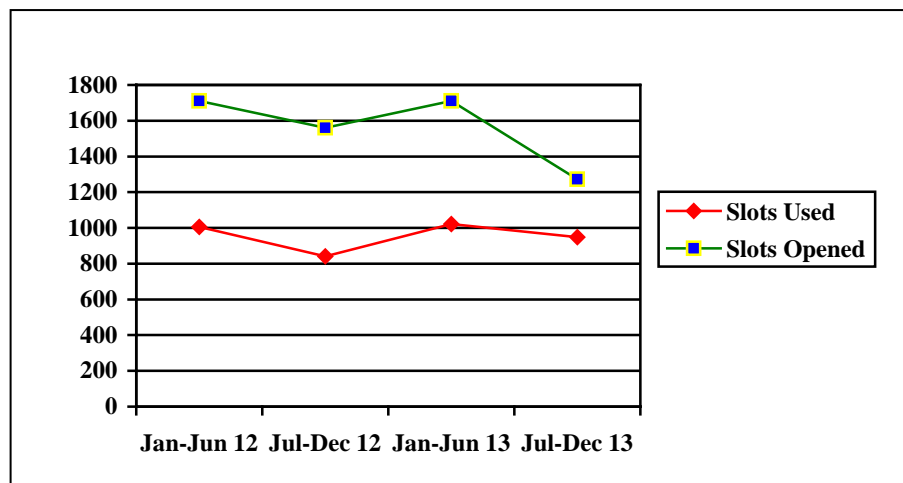
Number of Participants

The Office of State Human Resources and participating adjunct agencies scheduled fifty-two **(52)** Level I sessions and one **(1)** Level II session during this reporting period. Nine hundred and forty-nine **(949)** managers and supervisors attended classes scheduled for the July through December 2013 period. This period's schedule opened one thousand two hundred and seventy-two **(1272)** 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-three (53)], i.e. $30 \times 53 = 1272$. This reporting period's attendance totals represent a utilization rate of seventy-five percent **(75%)** of the available slots. Overall enrollment decreased **7%** as compared to the last reporting period and the usage rate increased by **15%** as compared to the last reporting period. A summary of the last four (4) reporting periods is also reflected in the Totals' row. (Table 2 & Chart 1)

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

Period	Classes Offered	Slots Opened	Attendees	Rate of Usage	Slots Unused	Percent Unused
Jan-Jun 12	57	1710	1005	59%	705	41%
Jul-Dec 12	52	1560	841	54%	719	46%
Jan-Jun 13	57	1710	1022	60%	688	40%
Jul-Dec 13	53	1272	949	75%	323	25%
Totals	219	6252	3817	61%	2453	39%

Chart 1
Utilization of Slots Opened



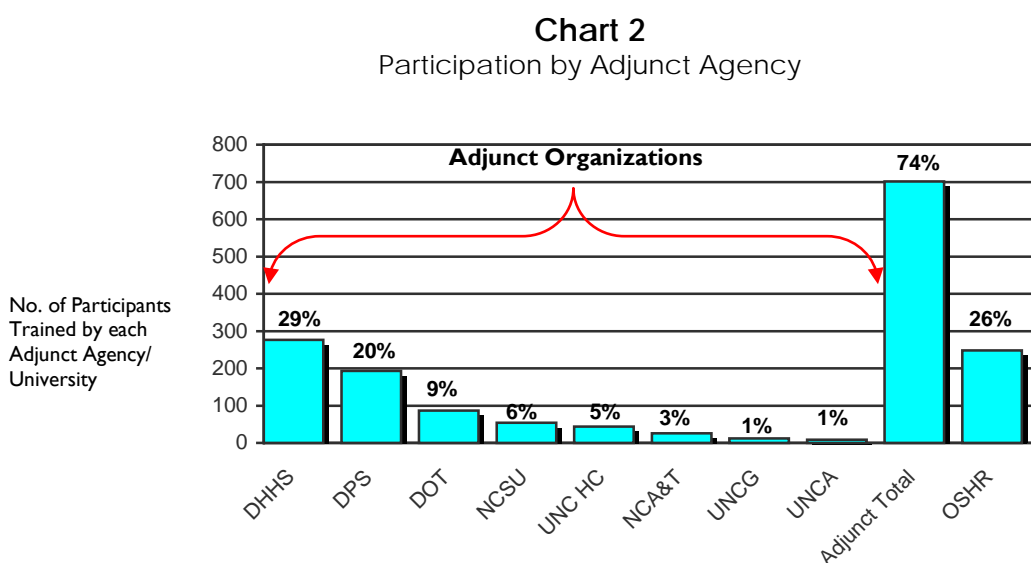
Adjunct Agency Participation

Adjunct agencies are agencies, departments and institutions that have entered into an agreement with OSHR to conduct the EEOI for their respective organizations. OSHR-TM began the Adjunct Agency certification process in 2002, signing its first agreement with the Department of Correction (currently, the Department of Public Safety [DPS]). Since 2002, OSHR 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 agency exclusive sessions. Adjunct arrangements foster a higher degree of involvement in the EEOI and permit agencies to train more staff over a shorter period of time. In order to be eligible to enter into an Adjunct agreement with OSHR, Adjunct Agencies must send at least one candidate through OSHR's certification training program.

Fifty-three (**53**) sessions of the EEOI were held during this reporting period. **8** adjunct agencies sponsored **41** or **77%** of the **53** sessions. OSHR sponsored **12** or **23%** of the **53** sessions. A total of **35** instructors, which includes **6** OSHR trainers (2 core and 4 collateral duty instructors) and **29** instructors from the adjunct agencies were enlisted to conduct the training. Overall, adjunct instructors trained **701** or **74%** of this reporting period's total participants and OSHR trained **248** or **26%** of the attendees. **Adjunct** agencies trained an average of **17** participants per session and **OSHR** instructors trained an average of **21** participants per session.

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 OSHR is also included in this chart.

Table 3 (p. 11) 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 (**701**) each adjunct agency trained.



Training Schedule

Table 3						
SESSIONS BY SPONSOR, DATE, INSTRUCTOR, CITY AND ATTENDEES						
	SPONSOR	START	END	INSTRUCTOR	CITY	ATTENDEES
1	DHHS	7/9/13	7/10/13	Barbee	Raleigh	15
2	DHHS	8/15/13	8/16/13	Griffiths	Greenville	13
3	DHHS	8/22/13	8/23/13	Griffiths	Wilson	13
4	DHHS	8/28/13	8/29/13	Bethea & Nida	Butner	15
5	DHHS	9/12/13	9/13/13	Bethea	Raleigh	24
6	DHHS	9/19/13	9/20/13	Cruz	Raleigh	10
7	DHHS	9/26/13	9/27/13	Cruz	Raleigh	10
8	DHHS	10/10/13	10/11/13	Cruz	Raleigh	11
9	DHHS	10/15/13	10/16/13	Cruz	Butner	32
10	DHHS	10/17/13	10/18/13	Cruz	Black Mountain	16
11	DHHS	10/23/13	10/24/13	Dunn & Rasberry	Kinston	23
12	DHHS	10/23/13	10/24/13	Ham	Goldsboro	25
13	DHHS	10/31/13	11/1/13	Cruz	Raleigh	20
14	DHHS	11/6/13	11/7/13	Bethea & Cruz	Raleigh	15
15	DHHS	12/5/13	12/6/13	Mbani	Raleigh	15
16	DHHS	12/11/13	12/12/13	Bethea & Nida	Butner	19
16	Sessions			9 Instructors	7 Cities	276
1	DOT	8/7/13	8/8/13	Peavey	Sylva	22
2	DOT	9/10/13	9/11/13	Bryant	Wilmington	13
3	DOT	9/25/13	9/26/13	Murphy/Peavey	Raleigh	8
4	DOT	10/2/13	10/3/13	Murphy	Newton	17
5	DOT	11/6/13	11/7/13	Murphy	Asheville	11
6	DOT	12/3/13	12/4/13	Murphy/Peavey	Wilson	16
6	Sessions			2 Instructors	6 Cities	87
1	DPS	8/1/13	8/2/13	Wheeler	Lenoir	11
2	DPS	8/5/13	8/6/13	Sledge	Cary	18
3	DPS	8/13/13	8/14/13	Cannon	Lenoir	22
4	DPS	8/15/13	8/16/14	Chase	Greenville	24
5	DPS	8/21/13	8/22/13	Morgan	Asheboro	22
6	DPS	9/5/13	9/6/13	Sledge	Cary	10
7	DPS	9/23/13	9/24/13	Cannon	Apex	23
8	DPS	9/25/13	9/26/13	Pearson	Asheboro	24
9	DPS	11/17/13	11/18/13	Sledge	Cary	25

	SPONSOR	START	END	INSTRUCTOR	CITY	ATTENDEES
10	DPS	12/19/13	12/20/13	Laws	Greenville	14
10	Sessions			7 Instructors	5 Cities	193
1	UNC HC	9/19/13	9/20/13	Pankey	Chapel Hill	14
2	UNC HC	10/17/13	10/18/13	Pankey	Chapel Hill	12
3	UNC HC	11/18/13	11/19/13	Pankey	Chapel Hill	18
3	Sessions			1 Instructor	1 City	44
1	NCSU	8/5/13	8/6/13	Hairston & Williams	Raleigh	30
2	NCSU	11/14/13	11/15/13	Circosta Reed & Zuvich	Raleigh	24
2	Sessions			5 Instructors	1 City	54
1	NCA&T	9/8/13	9/9/13	Anderson & Mangum	Greensboro	8
2	NCA&T	11/13/13	11/14/13	Anderson & Mangum	Greensboro	18
2	Sessions			2 Instructors	1 City	26
1	UNCA	12/12/13	12/13/13	Dahlquist	Asheville	9
1	Sessions			1 Instructor	1 City	9
1	UNCG	10/24/13	10/25/13	Mahoney	Greensboro	12
1	Sessions			1 Instructor	1 City	12
1	OSHR	7/25/13	7/26/13	Brown	Greenville	25
2	OSHR	8/22/13	2/23/13	Brown	Raleigh	23
3	OSHR	9/12/13	9/13/13	Chavis	Raleigh	19
4	OSHR	9/23/13	9/24/13	McIntyre	Raleigh	15
5	OSHR	10/3/13	10/4/13	Brown	Winston-Salem	14
6	OSHR	10/9/13	10/10/13	Astrike	Raleigh	21
7	OSHR	10/24/13	10/25/13	Dixon	Raleigh	20
8	OSHR	11/7/13	11/8/13	Brown	Greenville	18
9*	OSHR	11/11/13	11/12/13	Brown	Raleigh	19
10	OSHR	11/14/13	11/15/13	Brown	Cullowhee	31
11	OSHR	12/5/13	12/6/13	Jones	Raleigh	23
12	OSHR	12/12/13	12/13/13	Dixon	Raleigh	20
12	Sessions			6 Instructors	4 Cities	248
53	Sessions			35 Instructors	19 Cities	949

*-Level II

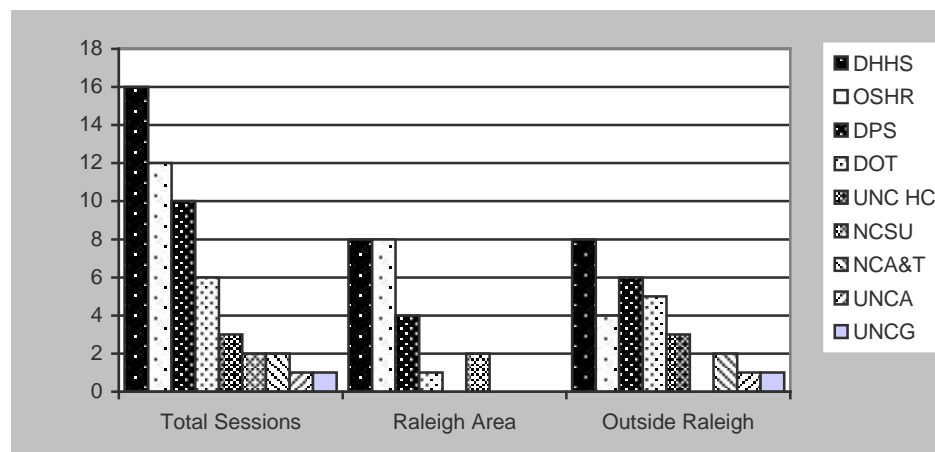
Host Training Sites

The adjunct host process allows and encourages agencies to host sessions in areas where there may be a high concentration of employees, e.g. Raleigh, or remote areas where travel to Raleigh may impose an undue burden. This process allows the program to serve the greatest number of participants in the most expedient manner. In this reporting period, adjunct agencies conducted **41** or **77%** of the total sessions. **26** or **49%** of those sessions were held outside of the Raleigh area and **15** or **28%** were held inside the Raleigh area. OSHR conducted **12** or **23%** of the total sessions. **8** or **15.5%** were held inside the Raleigh area and **4** or **7.5%** were held inside the Raleigh area. Overall, **23** or **43%** of the total sessions (OSHR & adjunct agencies) were held inside the Raleigh area and **30** or **57%** were held outside the Raleigh area. OSHR strives to ensure that EEOs are offered at a variety of locations. This process facilitates that end. (**Table 4** & **Chart 3**)

Table 4 NUMBER OF SESSIONS BY AGENCY/UNIVERSITY HELD INSIDE & OUTSIDE RALEIGH AREA (JULY-DECEMBER 2013)						
AGENCY/ UNIVERSITY	TOTAL SESSIONS	% OF TOTAL CONDUCTED	RALEIGH AREA #	RALEIGH AREA %	OUTSIDE RALEIGH AREA #	OUTSIDE RALEIGH AREA %
DHHS	16	30%	8	15%	8	15%
DPS	10	19%	4	7.5%	6	11%
DOT	6	11%	1	2%	5	9%
UNC HC	3	5%	0	0%	3	6%
NCSU	2	4%	2	4%	0	0%
NC A&T	2	4%	0	0%	2	4%
UNCG	1	2%	0	0%	1	2%
UNCA	1	2%	0	0%	1	2%
ADJUNCT TOTALS	41	77%	15	28%	26	49%
OSHR	12	23%	8	15.5%	4	7.5%
TOTALS	53	100%	23	43%	30	57%

Chart 3

Total No. of Sessions Held Inside and Outside Raleigh Area



Participation by Region

Scheduling EEOIs by region enables agencies and universities to participate in the EEOI in a cost-effective manner by reducing travel costs. Fifty-three (53) 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. One hundred and eighty-nine (189) of the participants were from Region I; ninety-seven (97) were from Region II; one hundred two (102) were from Region III; sixty-four (64) were from Region IV; sixty-four (64) were from Region V; one hundred and four (104) were from Region VI; and three hundred and twenty-nine (329) were from Region VII. **Table 5** shows the number of participants attending training by region and reveals the percentage of sessions held by region. **Chart 4** highlights regions where sessions were held. 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)

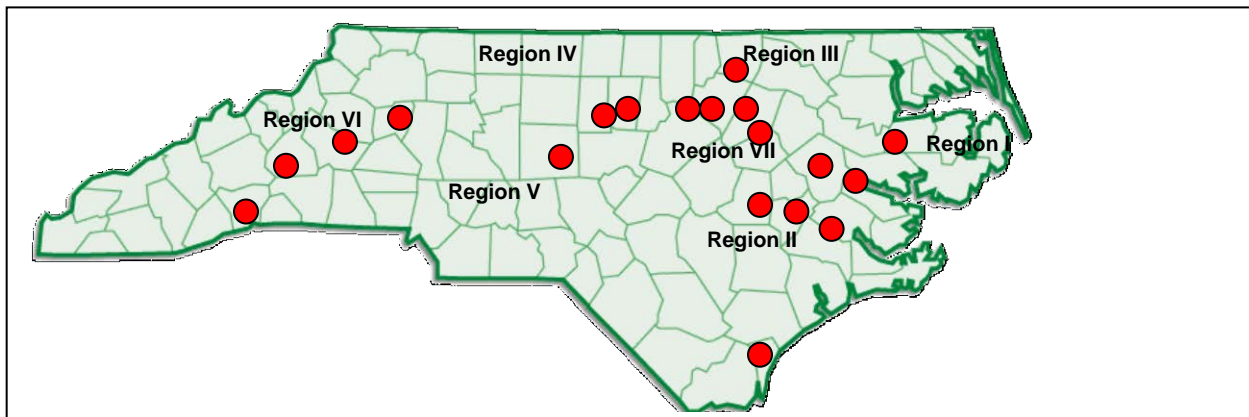


Table 5
NUMBER & PERCENTAGE OF SESSIONS BY REGION
(July-December 2013)

REGION	NUMBER OF PARTICIPANTS	NUMBER OF SESSIONS	% OF TOTAL SESSIONS
I	174	9	17%
II	13	1	2%
III	110	6	11%
IV	90	6	11%
V	20	1	2%
VI	127	7	13%
VII	415	23	44%
Totals	949	53	100%

Participation by University & Agency/Department

A review of University and Agency/Department enrollment shows eight (8) universities and nineteen (19) agencies participated in the EEOI this reporting period. The three universities with the highest participation rates include WCU (9.75%); ECU (8.71%) and; NCSU (6.93%). The three universities with the highest number of participants include NCSU (58), ECU (34), and NCA&T (26). The five agencies with the highest participation rates include: UNC Health Care (16.73%); DHHS (14.22%); Revenue (10.75%); Commerce (9.9%); and Controller (9.09%). The six agencies with the highest number of participants enrolled include Health & Human Services (289), Public Safety (219), Transportation (93); UNC Health Care(44), Commerce and Revenue (both totaling 30). (Tables 6 & 7)

Table 6 PARTICIPATION BY UNIVERSITY (July-December 2013)				
UNIVERSITY	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS	TOTAL #SPA MGRS/SUPVS*	PARTICIPATION RATE
Appalachian State	**	0	434	0.00%
East Carolina	**	34	390	8.71%
Elizabeth City	**	0	98	0.00%
Fayetteville State	**	0	140	0.00%
NC A&T State	**	26	375	6.93%
NC Central	**	0	207	0.00%
NC School of Arts	**	0	72	0.00%
NC State	**	58	1000	5.80%
UNC-Asheville	**	8	122	6.55%
UNC-Chapel Hill	**	4	1126	0.35%
UNC-Charlotte	**	0	194	0.00%
UNC-Greensboro	**	14	532	2.63%
UNC Pembroke	**	0	120	0.00%
UNC-Wilmington	**	0	157	0.00%
Western Carolina	**	20	205	9.75%
Winston-Salem	**	1	123	0.81%
NC School of Science & Math	**	0	33	0.00%
UNC-General Administration	**	0	35	0.00%
TOTAL	**	165	5363	3.07%

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

Table 7
PARTICIPATION BY AGENCY/DEPARTMENT
(July-December 2013)

AGENCY/DEPARTMENT	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS	TOTAL # SPA SUPVS/MGRS*	PARTICIPATION RATE
Administration	**	5	127	3.94%
Admin Hearings	**	0	13	0.00%
Admin Ofc of Courts (Judicial)	**	0	792	0.00%
Agriculture & Csmr Svcs	**	10	456	2.19%
Boards & Commissions**	**	2	266	0.75%
Community Colleges	**	4	45	8.89%
Public Safety	**	219	3881	5.64%
Crime Control (DPS)	**	--	--	--
Cultural Resources	**	9	191	4.71%
Commerce	**	30	303	9.90%
Education Lottery	**	1	56	1.79%
Environ and Natural Resources	**	28	496	5.64%
Employment Security (Commerce)	**	--	--	--
Health & Human Services	**	289	2033	14.22%
General Assembly	**	0	***	***
Governor's Office	**	0	19	0.00%
Housing Finance	**	0	0	***
Insurance	**	0	96	0.00%
Juvenile Justice (DPS)	**	--	--	--
Justice	**	4	131	3.05%
Labor	**	0	64	0.00%
Lieutenant Governor	**	0	2	0.00%
Public Instruction	**	0	139	0.00%
Revenue	**	30	279	10.75%
Secretary of State	**	0	39	0.00%
Information Technology Services	**	4	67	5.97%
State Auditor	**	0	37	0.00%
State Budget	**	0	13	0.00%
State Controller	**	3	33	9.09%
State Health Plan	**	0	12	0.00%
State Human Resources	**	0	18	0.00%
State Ports Authority	**	0	--	0.00%
Transportation	**	93	2052	4.53%
Treasurer	**	1	79	***
UNC Healthcare Systems	**	44	263	16.73%
Wildlife	**	8	174	4.59%
Local Government#	**	0	0	0.00%
TOTALS	**	784	11915	6.58%

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

** - Boards & Commissions include Cosmetic Arts, Elections and Ethics

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

*** - Not included in the mandate

Participation by Race, Gender, and Salary Grade

Chart 5
Participants by Race & Gender

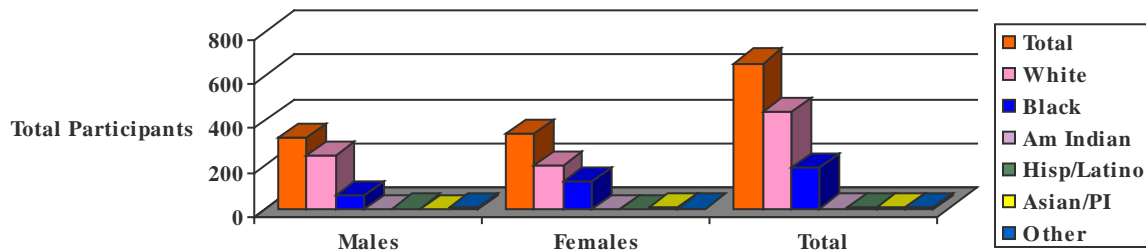


Table 8
TOTAL PERCENTAGES BY RACE AND SEX
(July-December 2013)

RACE	TOTAL MALES	TOTAL FEMALES	TOTAL PARTICIPANTS	% MALES	% FEMALES	% TOTALS
WHITE	319	315	634	33.6%	33.2%	66.9%
BLACK	94	160	254	9.9%	16.9%	27.0%
AMERICAN INDIAN	4	3	7	0.4%	0.9%	0.5%
HISPANIC/LATINO	4	5	9	0.4%	0.5%	1.0%
ASIAN	4	1	5	0.4%	0.1%	0.5%
OTHER	11	13	24	1.2%	1.4%	2.5%
NOT SPECIFIED	0	0	16	?%	?%	1.6%
TOTAL	436	497	949	45.90%	53.00%	100.00%

Table 9
PARTICIPANTS BY SALARY GRADE
(July-December 2013)

PAY GRADES	1-49	50-59	60-69	70-79	80-89	FR	CB	EPA	MG	NS	TOTAL
NUMBER OF PARTICIPANTS	15	25	235	232	19	2	160	4	8	249	949

FR--Flat Rate/CB--Career Banded/NS--No Grade Specified/EPA--Exempt State Personnel Act/ MG--UNC HC

Table 10
PARTICIPANTS BY AGE
(July-December 2013)

AGE	20-29	30-39	40-49	50-59	60-69	70-79	NS	TOTAL
NUMBER OF PARTICIPANTS	54	221	303	260	78	4	29	949

Additional Comments

Evaluation

At the conclusion of each Institute, each participant is given an opportunity to rate the training. 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 July through December 2013 was 4.7. Ratings continue to be overwhelmingly positive. 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.

The EEOI has been functioning since 1988 and has been utilizing a revised training curriculum since 2007.

Adjunct Trainer Certification Program Update

OSHR 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 OSHR's enrollment. Adjunct agencies, combined, consistently enroll more managers and supervisors in the EEOI than OSHR. OSHR's arrangement with the participating adjunct agencies continues to meet program objectives.

In this reporting period adjunct certified agencies (DPS, DOT, DHHS, UNC Health Care, NCA&T, NCSU, UNC-A and UNC-G) conducted forty-one (41) sessions and trained six hundred and seventy-three (673) or 71% of the nine hundred and forty-nine (949) managers and supervisors attending the EEOI. OSHR-TM 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 November 2013. Seven (7) candidates completed the classroom training. After the classroom training, candidates have on-line assignments, exams, and trial training sessions to complete. All of the candidates are on track to complete the remaining requirements for certification by January-June 2014 reporting period. The 7 candidates are from DHHS, ECU, and DPS. DHHS and DPS currently have agreements with OSHR to conduct the EEOI. ECU intends to sign an agreement after their candidates complete the certification process. To date, twenty-seven (27) agencies have individuals who have participated in the Adjunct Trainer Certification program. One hundred and fifteen (115) candidates have completed all certification requirements including six (6) OSHR employees from the Equal Opportunity

Diversity & Inclusion division. OSHR will host additional certification sessions as the need arises or as requested. Sixty-four (64) adjunct trainers from nineteen (19) agencies and universities are currently available to conduct the training.

Conclusion

The Talent Management Division of the Office of State Human Resources 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. Enrollment and tracking utilizing the LMS is in progress for the agencies and departments. OSHR is currently devising a process to fully integrate the Universities into the LMS enrollment process. 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 Talent Management Division recommends:

- continued development and expansion of the adjunct trainer certification program;
- incorporation of EEOI enrollment data into the new Learning Management System; and
- revision of the curriculum to a blended format that will utilize classroom and on-line processes to deliver the lesson.

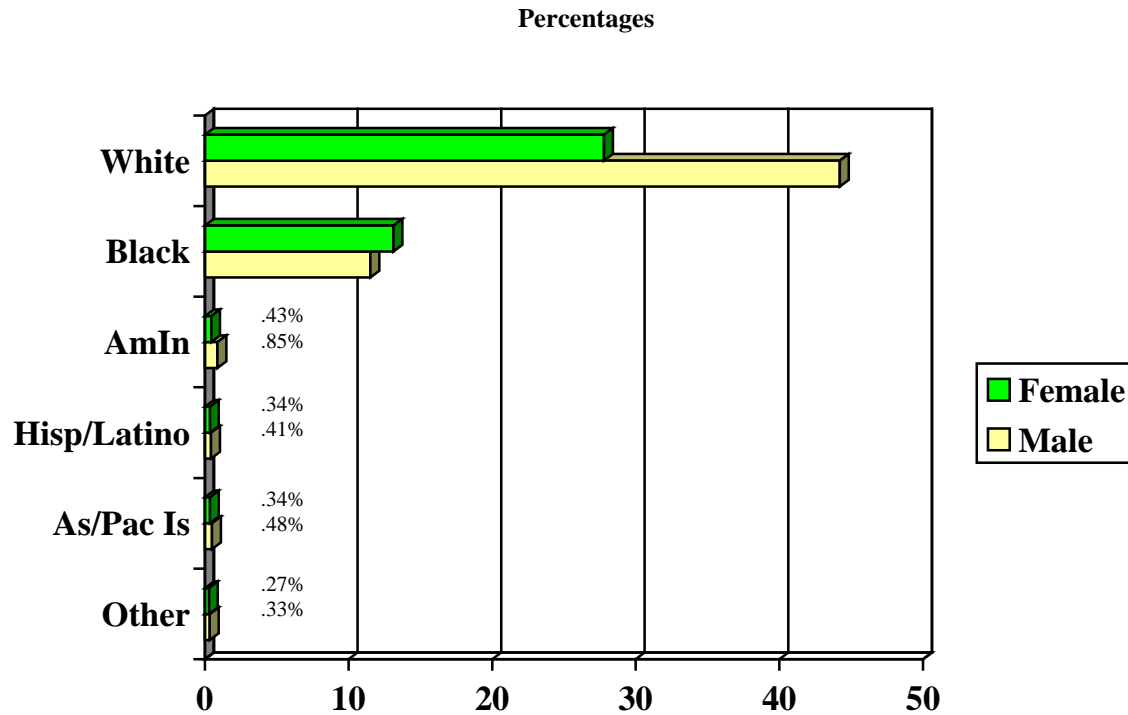
APPENDIX

APPENDIX A

OVERALL SUMMARY OF EEOI PARTICIPANTS

Participation by Ethnicity and Gender

(July 1991-December 2013)



APPENDIX A						
OVERALL SUMMARY OF EEOI PARTICIPANTS						
BY ETHNICITY AND SEX						
(JULY 1991-DECEMBER 2013)						
RACE	TOTAL MALES	TOTAL FEMALES	TOTAL PARTICIPANTS	% MALES	% FEMALES	% TOTALS
WHITE	11590	7396	18986	43.85%	27.98%	71.83%
BLACK	3030	3503	6533	11.46%	13.26%	24.72%
AMERICAN INDIAN	224	112	336	0.85%	0.43%	1.28%
HISPANIC/LATINO	108	88	196	0.41%	0.34%	0.75%
ASIAN	127	86	213	0.48%	0.34%	0.82%
OTHER	88	70	158	0.33%	0.27%	0.60%
UNKNOWN	0	0	16	0.0%	0.0%	0.06%
TOTAL	15167	11255	26438	57.38%	42.62%	100.00%

APPENDIX B
CUMULATIVE TOTALS OF UNIVERSITY CANDIDATES
BY ELIGIBILITY AND ATTENDANCE*
(July 1991 – December 2013)

UNIVERSITY	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS
Appalachian State	152	73
East Carolina	366	369
Elizabeth City	64	94
Fayetteville State	80	64
NC A&T State	165	285
NC Central	223	138
NC School of Arts	34	10
NC State	195	1237
UNC-Asheville	41	218
UNC-Chapel Hill	512	798
UNC-Charlotte	153	50
UNC-Greensboro	206	279
UNC Pembroke	44	127
UNC-Wilmington	114	189
Western Carolina	126	153
Winston-Salem	103	97
NC School of Science & Math	48	15
UNC-General Administration	60	76
TOTAL	2686	4272

* - This table represents utilization as opposed to a backlog of eligible candidates. "Eligible Candidates" totals represent the cumulative number of managers and supervisors identified on the PM 669 reports as **eligible** to attend the EEOI. Cumulative totals include individuals who may have retired, resigned, been dismissed, etc. Since the PM 669 no longer reports accurate counts and BEACON has yet to produce a similar or equivalent report, the "**Eligible Candidate**" count was unavailable during this reporting period. "**Actual Participants**" totals represent the cumulative total of participants **completing** the EEOI from July 1991 to the present. The new Learning Management System (LMS) administrators are working to provide a method for reporting eligible candidates in the near future.

APPENDIX C CUMULATIVE TOTALS OF AGENCY CANDIDATES BY ELIGIBILITY AND ATTENDANCE* (JULY 1991-DECEMBER 2013)		
AGENCY/DEPARTMENT	ELIGIBLE CANDIDATES	ACTUAL PARTICIPANTS
Administration	302	233
Admin Hearings	15	6
Admin Office of the Courts (Judicial)	5	95
Agriculture & Consumer Services	383	487
Boards & Commissions	13	15
Community Colleges	110	86
Public Safety (Includes DOC & CCPS)	6633	6350
Crime Control (DPS)	879	819
Cultural Resources	284	390
Commerce	273	251
Education Lottery	8	102
Environmental and Natural Resources	1060	988
Employment Security (Commerce)	516	743
Health & Human Services	3690	3879
General Assembly	1	1
Governor's Office	47	19
Housing Finance	20	38
Insurance	102	196
Juvenile Justice	196	411
Justice	301	498
Labor	126	216
Lieutenant Governor	7	1
Public Instruction	226	149
Revenue	364	656
Secretary of State	71	72
Information Technology Services	69	99
State Auditor	97	95
State Budget	5	17
State Controller	73	61
State Health Plan	3	17
State Human Resources (formerly State Personnel)	5	27
State Ports Authority	0	83
Transportation	2674	4113
Treasurer	83	127
UNC Healthcare Systems	304	538
Wildlife	171	276
Local Government	0	11
TOTALS	19116	22165

* - See Note from Appendix B

-- Merged with other Departments

APPENDIX D

Equal Employment Opportunity Institute Regional Groupings

Region I East/Northeast 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 Region II Southeast Bladen Brunswick Carteret Columbus Cumberland Duplin Hoke New Hanover Onslow Pender Robeson Sampson Scotland	Region III Central Alamance Chatham Durham Franklin Granville Lee Orange Person Vance Warren Region IV West Caswell Davidson Davie Forsyth Guilford Randolph Rockingham Stokes Surry Yadkin Region V Southwest Anson Cabarrus Catawba Cleveland Gaston Iredell Lincoln Mecklenburg Moore Montgomery Richmond Rowan Stanly Union	Region VI West/Northwest Alexander Alleghany Ashe Avery Buncombe Burke Caldwell Cherokee Clay Graham Haywood Henderson Jackson Macon Madison McDowell Mitchell Polk Swain Transylvania Rutherford Watauga Wilkes Yancey Region VII Raleigh Area Harnett Johnston Wake
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