

# Personnel Function Report Executive Summary

*In compliance with N.C. General Statute 126, the State Personnel Commission is required to report on certain personnel functions to the Joint Legislative Commission on Governmental Operations.*

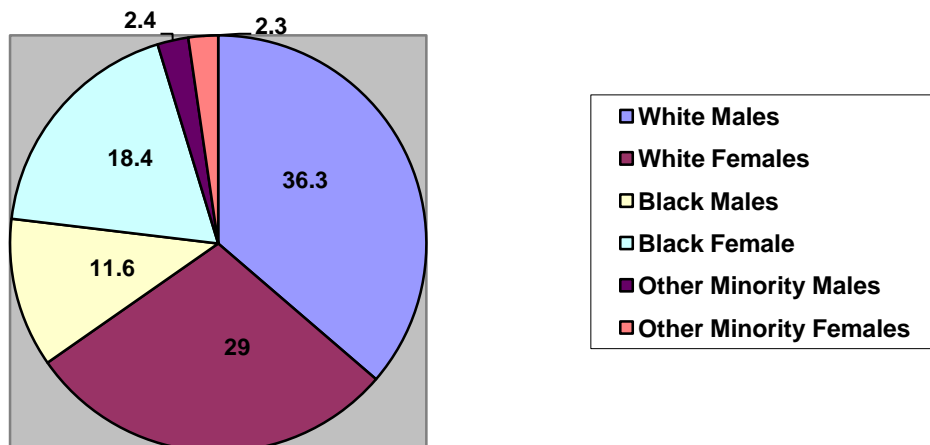
## 1. Workforce Representation:

The State of North Carolina reported 87,735 full-time, permanent SPA employees as of December 31, 2011. This represents a decrease of 3,215 (-3.5%) employees from 2010, and 3,808 (-4.2%) employees since 2009. Employee decreases were experienced in both the agency and university systems.

<b>Workforce</b>	<b>White Males</b>	<b>White Females</b>	<b>Black Males</b>	<b>Black Females</b>	<b>Other Minority Males</b>	<b>Other Minority Females</b>	<b>TOTAL</b>
<b>Agency</b>	25,730 38.8%	17,529 26.5%	8,140 12.3%	12,213 18.4%	1,515 2.3%	1,110 1.7%	66,237
<b>University</b>	6,121 28.5%	7,953 37.0%	2,052 9.5%	3,915 18.2%	574 2.7%	883 4.1%	21,498
<b>TOTAL</b>	31,851 36.3%	25,482 29.0%	10,192 11.6%	16,128 18.4%	2,089 2.4%	1,993 2.3%	87,735
<b>Previous Total - 2010</b>	33,001 36.3%	26,768 29.4%	10,476 11.5%	16,548 18.2%	2,120 2.3%	2,037 2.2%	90,950
<b>Previous Total - 2009</b>	32,938 36.0%	27,364 29.9%	10,509 11.5%	16,692 18.2%	2,065 2.2%	1,975 2.2%	91,543

NOTE: The data collection system in BEACON allows for employees to be assigned to an "Ethnicity Unknown" category. As of 12/31/11 there were 91 employees in this category. Those employees have not been included in this analysis.

**Total State Representation by Demographic Group (2011)**

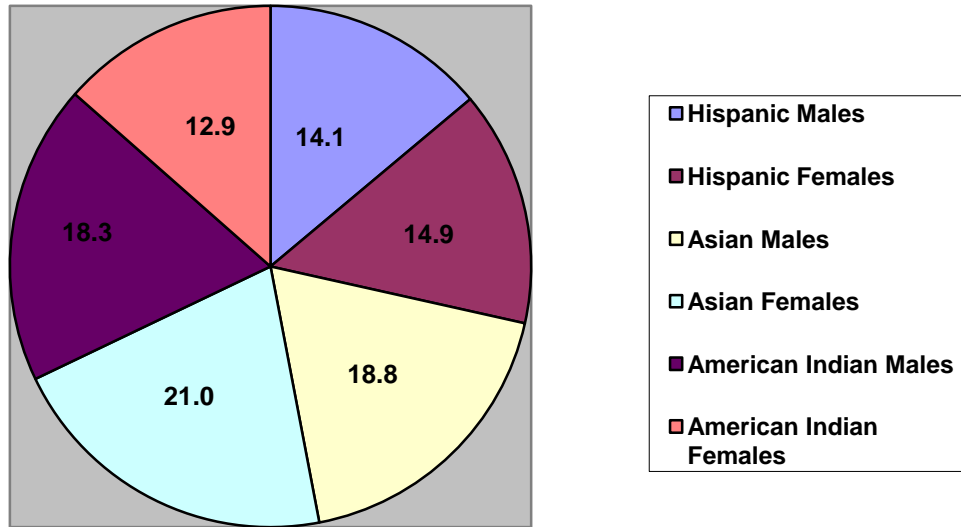


North Carolina State Government cabinet and council of state agencies employed 66,237 employees as of December 31, 2011. This accounted for 75% of the total 87,735 employees. North Carolina State Government universities employed 21,498 employees as of December 31, 2011. This accounted for 25% of the total 87,735 employees.

The employees labeled as 'other minority males' and 'other minority females' include Hispanic, American Indian and Asian employees. Overall, these employees represented 4.7% of the entire workforce or 4,082 employees (a decrease of 75 since 2010). Within the agency workforce, American Indian employees represented the largest 'other minority group'. Within the university workforce, Asian employees represented the largest 'other minority group'. Specifically, these groups represented the following:

<u>Other Minority Workforce</u>	Hispanic Males	Hispanic Females	Asian Males	Asian Females	American Indian Males	American Indian Females	<b>TOTAL</b>
<b>Agency</b>	404 15.4%	345 13.1%	484 18.4%	442 16.8%	627 23.9%	323 12.3%	2,625
<b>University</b>	170 11.7%	262 18.0%	283 19.4%	418 28.7%	121 8.3%	203 13.9%	1,457
<b>TOTAL</b>	574 14.1%	607 14.9%	767 18.8%	860 21.0%	748 18.3%	526 12.9%	4,082

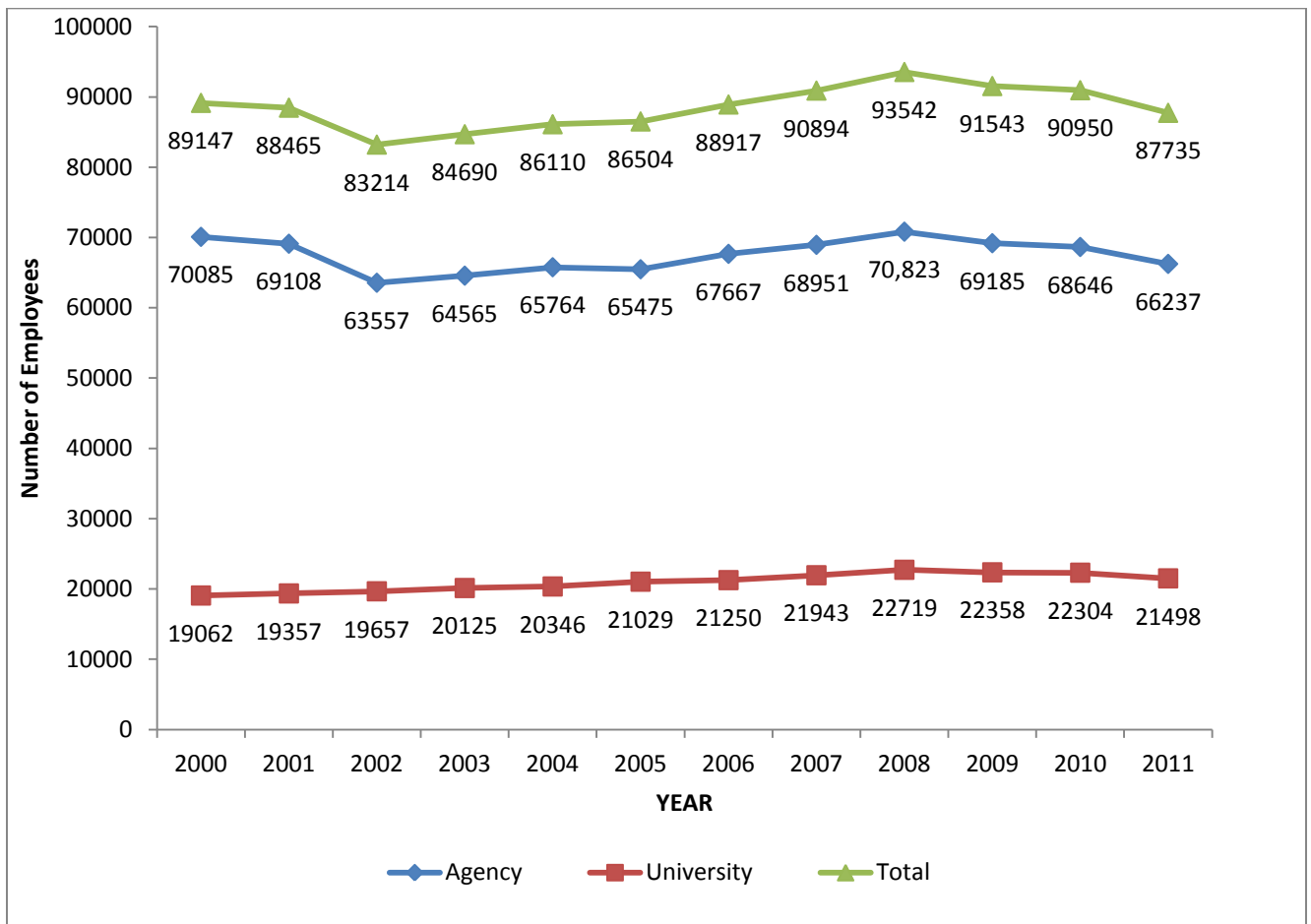
**Total Representation of Other Minority Groups in Detail (2011)**



The following chart details the change in total workforce representation since 2000. The chart reflects an increase in workforce representation until 2001. From December 31, 2001 to December 31, 2002 the agency and overall workforce decreased. This trend for agencies and overall totals reversed in 2003 as the workforce total increased for both. This trend continued until 2009.

In 2009 through 2011, the State of North Carolina experienced an economic crisis that resulted in a hiring freeze as well as a reduction-in-force throughout state government. As a result, both the agency and university workforce totals decreased. The impact of the reduction in the number of agency and university employees was a corresponding reduction in the total number of employees.

**Workforce Representation (2000 - 2011)**



## **2. New Hires:**

A new hire or new appointment is the initial employment of an individual to a position or the reemployment of an individual who is either not eligible for reinstatement or, at the agency's option, is not offered reinstatement. The State of North Carolina hired 4,957 new full-time, permanent SPA employees during calendar year 2011, a reduction of 2,001 (-28.8%) employees from 2010.

<b><u>New Hires</u></b>	<b>White Males</b>	<b>White Females</b>	<b>Black Males</b>	<b>Black Females</b>	<b>Other Minority Males</b>	<b>Other Minority Females</b>	<b>TOTAL</b>
<b>Agency</b>	1,215 <b>32.4%</b>	858 <b>22.9%</b>	594 <b>15.9%</b>	849 <b>22.7%</b>	129 <b>3.5%</b>	99 <b>2.6%</b>	3,744
<b>University</b>	359 <b>29.6%</b>	466 <b>38.4%</b>	114 <b>9.4%</b>	194 <b>16.0%</b>	33 <b>2.7%</b>	47 <b>3.9%</b>	1,213
<b>TOTAL</b>	1,574 <b>31.8%</b>	1,324 <b>26.7%</b>	708 <b>14.3%</b>	1,043 <b>21.0%</b>	162 <b>3.3%</b>	146 <b>2.9%</b>	4,957
<b>Previous Total - 2010</b>	2,391 <b>34.4%</b>	2,054 <b>29.5%</b>	850 <b>12.2%</b>	1,216 <b>17.5%</b>	226 <b>3.2%</b>	221 <b>3.2%</b>	6,958

NOTE: The data collection system in BEACON allows for employees to be assigned to an "Ethnicity Unknown" category. During the effective dates in 2011 there were 30 employees in this category for new hire transactions. Those employees have not been included in this analysis.

Other minority males and females include Hispanic, American Indian and Asian employees. Specifically, these groups represent the following:

<b><u>Other Minority New Hires</u></b>	<b>Hispanic Males</b>	<b>Hispanic Females</b>	<b>Asian Males</b>	<b>Asian Females</b>	<b>American Indian Males</b>	<b>American Indian Females</b>	<b>TOTAL</b>
<b>Agency</b>	48 <b>21.0%</b>	42 <b>18.4%</b>	30 <b>13.2%</b>	32 <b>14.0%</b>	51 <b>22.4%</b>	25 <b>11.0%</b>	228
<b>University</b>	8 <b>10.0%</b>	12 <b>15.0%</b>	17 <b>21.2%</b>	25 <b>31.3%</b>	8 <b>10.0%</b>	10 <b>12.5%</b>	80
<b>TOTAL</b>	56 <b>18.2%</b>	54 <b>17.5%</b>	47 <b>15.3%</b>	57 <b>18.5%</b>	59 <b>19.2%</b>	35 <b>11.4%</b>	308

### **Number of New Hires in State Government – 2004 to Present:**

<b>Year</b>	<b>Number of New Hires</b>	<b>Number of Employees</b>	<b>Percent</b>
2004	11,144	86,110	12.9%
2005	10,199	86,504	11.8%
2006	11,207	88,917	12.6%
2007	9,949	90,894	10.9%
2008	7,133	93,542	7.6%
2009	3,708	91,543	4.1%
2010	6,958	90,950	7.7%
2011	4,957	87,735	5.6%

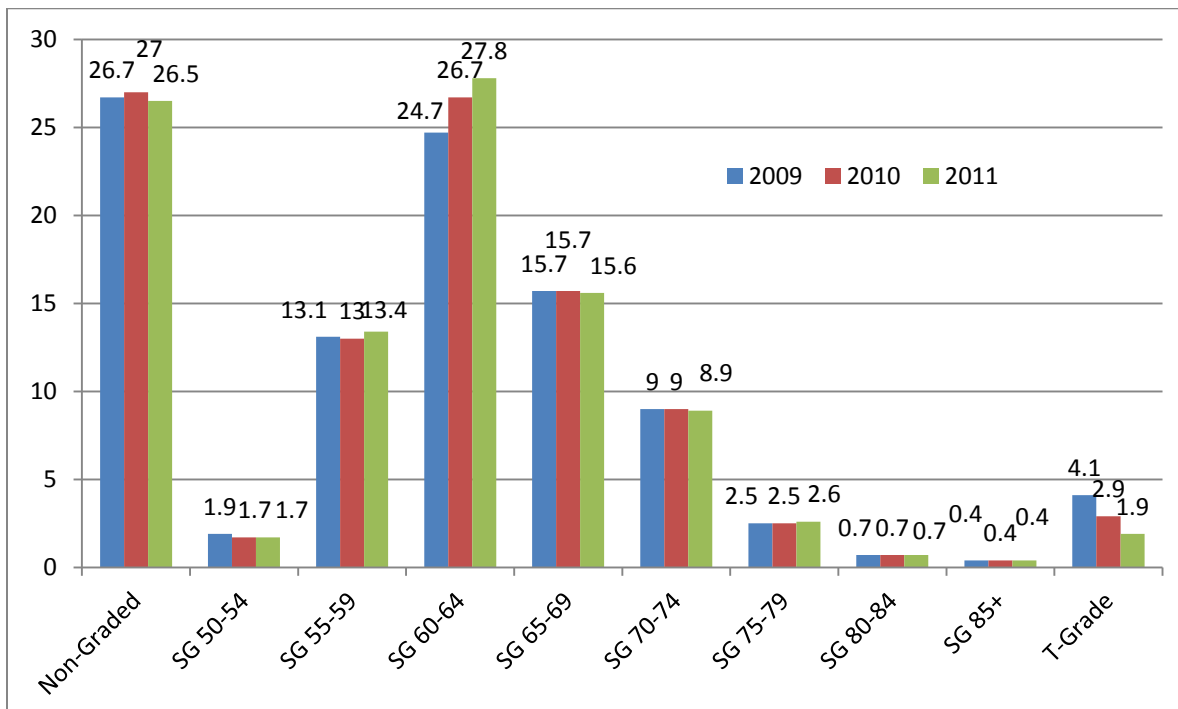
### **3. Compensation Levels:**

This section of the report analyzes salary distributions in 10 categories ranging from salary grades 50-54 through 85 and higher, non-graded and t-graded classifications.

**AGENCY:**

Overall, employees in salary grade range 60-64 consisted of the highest level of representation, comprising 27.8% of the workforce. Employees in non-graded (mostly Career-Banded) classifications consisted of the second highest percentage of employees representing 26.5% of the agency workforce.

**Total Agency Workforce by Salary Grade Range (2009, 2010, 2011)**



**NOTES:**

1. The data collection system in BEACON allows for employees to be assigned to an "Ethnicity Unknown" category. As of 12/31/11 there were 91 employees in this category. Those employees have not been included in this analysis.
2. Employees in medical grades have been excluded. In 2011, these employees represented 278 employees or 0.4% of the total workforce.
3. Flat rate employees consisted of less than 0.002 percent of the representation.
4. T-grades are assigned specific salary grades, with corresponding minimum and maximum ranges.

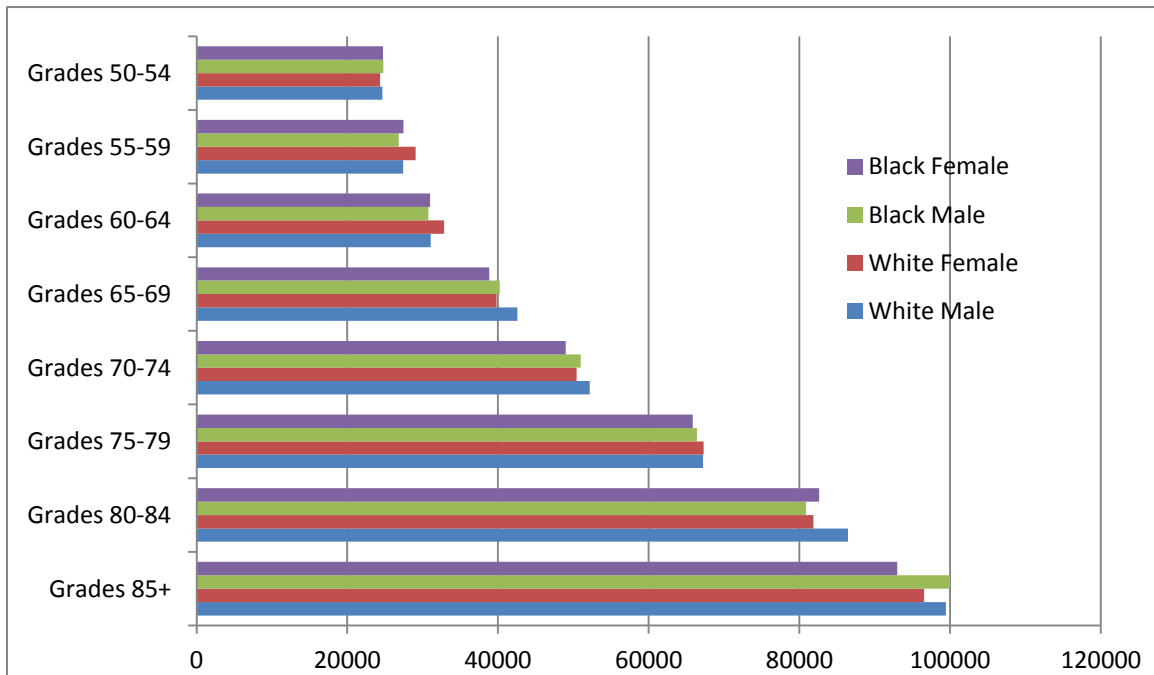
**Demographic Analysis:** Employees were concentrated in different salary grades with black males and black females representing a significant percentage of employees at the lower salary grades.

**Percentage of Representation by Salary Grade (Agency)**

	Highest Percentage of Representation	2 <sup>nd</sup> Highest Percentage of Representation	3 <sup>rd</sup> Highest Percentage of Representation
<b>White Male</b>	Banded (53.9%)	Grades 85+ (50.5%)	Grades 80-84 (47.7%)
<b>White Female</b>	Grades 70-74 (38.9%)	Grades 55-59 (38.7%)	Grades 75-79 (38.1%)
<b>Black Male</b>	Grades 50-54 (21.6%)	Grades 60-64 (18.8%)	Grades 55-59 (11.1%)
<b>Black Female</b>	Grades 55-59 (36.6%)	Grades 50-54 (33.4)	Grades 60-64 (22.1%)

In the following chart, average salary is analyzed by demographic group and salary grade range. In this analysis, white and black males received the highest average salaries in salary grade range 85+, the highest in state government. In grades 80-84, white males and black females earned the highest average salaries.

**Average Salary by Demographic Group (Agency)**



NOTE: Jobs in T-grades and/or banded classifications can range from traditional SG 50 – 85. For this reason, employees in this pay structures have not been included in the average salary chart. They are included in the detailed analysis on the following page.

## Employees by Grade Range and Demographic Group (Agency)

Cal Month/Year	DEC 2011						
	WM	WF	BM	BF	TOT MNRT	TOT FEM	DISB
<b>GR 50-54</b>	<b>167</b>	<b>284</b>	<b>237</b>	<b>375</b>	<b>667</b>	<b>683</b>	<b>36</b>
% Represented	14.911	25.357	21.161	33.482	59.554	60.982	3.214
Average Salary	24,636	24,345	24,769	24,754	24,676	24,535	25,360
<b>GR 55-59</b>	<b>979</b>	<b>3,433</b>	<b>984</b>	<b>3,244</b>	<b>4,440</b>	<b>6,833</b>	<b>168</b>
% Represented	11.051	38.752	11.107	36.618	50.051	77.131	1.896
Average Salary	27,424	29,092	26,832	27,475	27,349	28,296	28,647
<b>GR 60-64</b>	<b>6,794</b>	<b>3,357</b>	<b>3,475</b>	<b>4,084</b>	<b>8,263</b>	<b>7,720</b>	<b>353</b>
% Represented	36.888	18.227	18.867	22.174	44.837	41.916	1.917
Average Salary	31,081	32,832	30,753	30,997	30,856	31,803	31,330
<b>GR 65-69</b>	<b>4,338</b>	<b>2,834</b>	<b>1,090</b>	<b>1,707</b>	<b>3,178</b>	<b>4,711</b>	<b>236</b>
% Represented	41.893	27.368	10.526	16.485	30.613	45.495	2.279
Average Salary	42,579	39,800	40,248	38,828	39,434	39,384	40,462
<b>GR 70-74</b>	<b>2,287</b>	<b>2,309</b>	<b>371</b>	<b>759</b>	<b>1,327</b>	<b>3,169</b>	<b>95</b>
% Represented	38.580	38.951	6.258	12.804	22.385	53.458	1.603
Average Salary	52,162	50,433	50,991	49,009	49,700	50,070	53,258
<b>GR 75-79</b>	<b>746</b>	<b>665</b>	<b>99</b>	<b>183</b>	<b>331</b>	<b>874</b>	<b>33</b>
% Represented	42.751	38.109	5.673	10.487	18.968	50.086	1.891
Average Salary	67,213	67,280	66,402	65,850	66,050	66,953	67,129
<b>GR 80-84</b>	<b>222</b>	<b>168</b>	<b>17</b>	<b>48</b>	<b>75</b>	<b>219</b>	<b>3</b>
% Represented	47.742	36.129	3.656	10.323	16.129	47.097	0.645
Average Salary	86,457	81,872	80,885	82,621	82,086	82,040	85,504
<b>GR 85+</b>	<b>140</b>	<b>96</b>	<b>10</b>	<b>24</b>	<b>41</b>	<b>126</b>	<b>2</b>
% Represented	50.542	34.657	3.610	8.664	14.801	45.487	0.722
Average Salary	99,461	96,564	99,986	92,990	93,492	95,247	95,984
<b>T-Grade</b>	<b>461</b>	<b>421</b>	<b>122</b>	<b>264</b>	<b>410</b>	<b>695</b>	<b>34</b>
% Represented	35.654	32.560	9.435	20.418	31.709	53.751	2.630
Average Salary	54,141	54,810	48,848	44,247	46,182	50,707	36,118
<b>Banded</b>	<b>9,466</b>	<b>3,873</b>	<b>1,709</b>	<b>1,504</b>	<b>4,175</b>	<b>5,694</b>	<b>284</b>
Employees	9,466	3,873	1,709	1,504	4,170	5,694	284
% Represented	53.928	22.065	9.736	8.568	23.757	32.439	1.618
Average Salary	49,658	55,561	42,543	50,635	48,429	54,391	49,719

NOTE: Due to the inclusion of average salary, other minority males and females did not generate statistically significant percentages due to low levels of representation by salary grade. They are included in the total minority analysis.

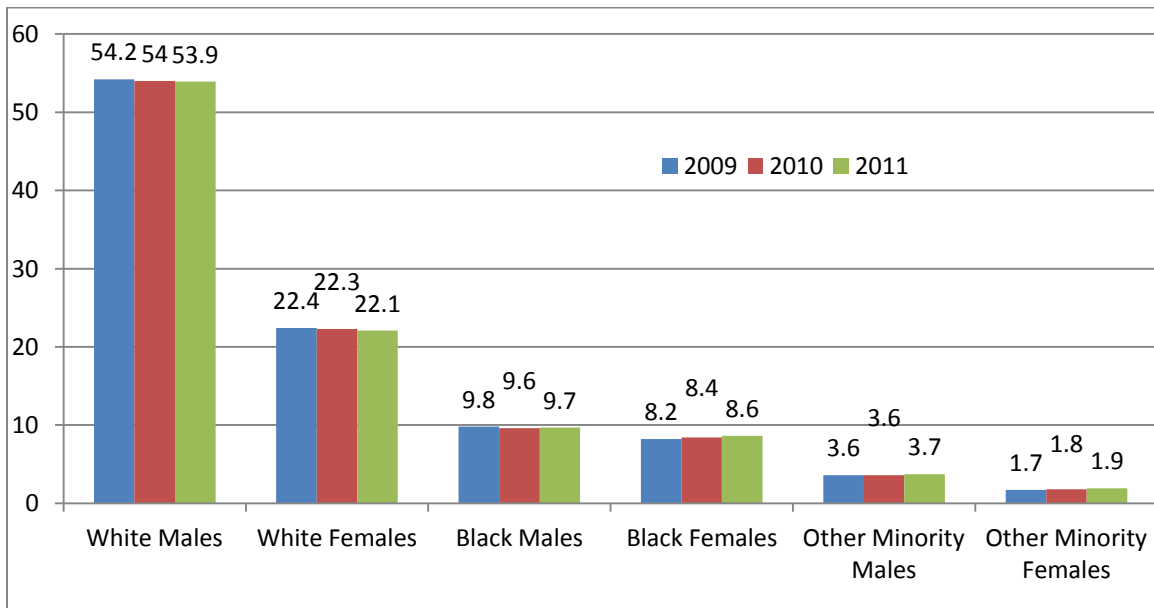
**Non-Graded/Banded Classifications:** State agencies had 17,553 employees in non-graded classifications. This figure represents the first decrease in non-graded employees since 2007.

- 2007 – 12,914
- 2008 – 13,897
- 2009 – 18,458
- 2010 – 18,558
- 2011 – 17,553

The Career-Banded (non-graded) compensation system in the State of North Carolina collapsed existing classifications into broad classifications that are grouped into Job Families as are the graded classifications. Job Families are not managed by unique salary minimums and maximums, but the broad Career-banding classifications have minimums and maximums unique to them. The ten Job Families include:

1. Administrative and Managerial
2. Information Technology
3. Law Enforcement and Public Safety
4. Information and Education
5. Human Services
6. Medical and Health
7. Institutional Services
8. Operations and Skilled Trades
9. Engineering and Architecture
10. Natural Resources and Scientific.

**Employees in Non-Graded Classifications 2009 through 2011 (Agency)**



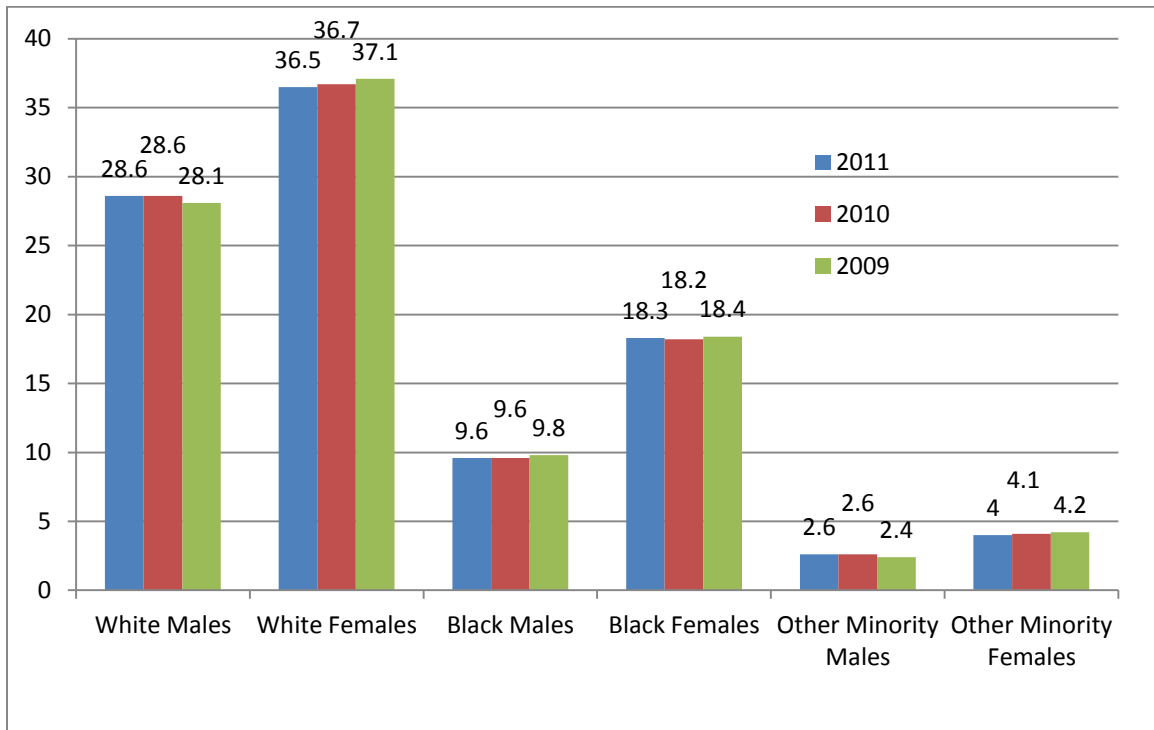


**UNIVERSITY:**

Overall, classifications in non-graded (or banded) grades consisted of the highest percentage of employees representing 99.7% of the university workforce. This figure increased from 87.5% in 2008.

Because 99.7% of all university employees are in non-graded classifications, the demographic distribution mirrors that of the overall representation figures for the university system.

**Employees in Non-Graded Classifications 2009 through 2011 (University)**



**Competency Levels:** In order to provide a more detailed analysis of the salary structure in the university system, the next table provides competency levels by demographic group. Each banded classification is divided into three competency levels (contributing, journey and advanced). Each competency level is associated with a minimum and maximum rate of compensation.

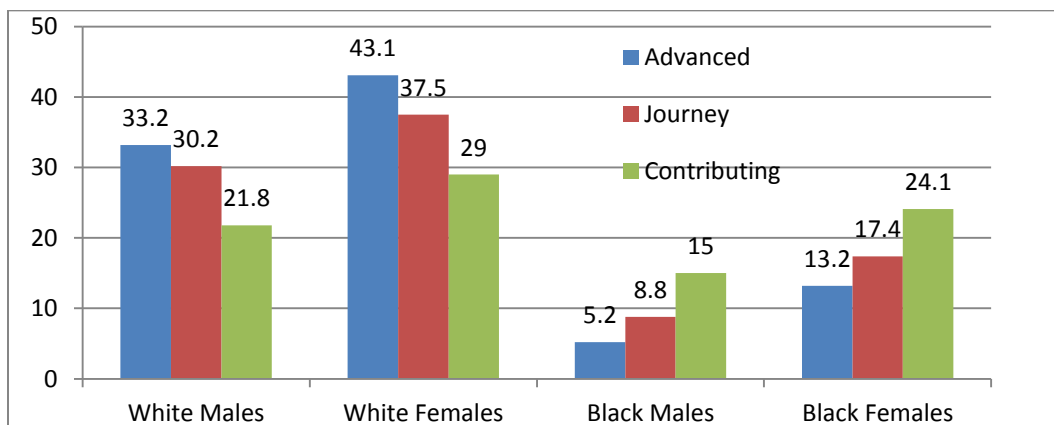
## Competency Levels by Demographic Group (University)

	White Males	White Females	Black Males	Black Females	Other Minority Males	Other Minority Females	Total
<b>Advanced Level</b>	1566	2033	245	622	110	133	4709
<b>Percentage</b>	33.2	43.1	5.2	13.2	2.1	2.7	
<b>Avg. Market Index*</b>	93.4	94.6	94.1	95.0	91.9	89.1	94.1
<b>Journey Level</b>	3217	3994	942	1857	253	380	10643
<b>Percentage</b>	30.2	37.5	8.8	17.4	2.3	3.4	
<b>Avg. Market Index</b>	97.5	97.4	96.5	96.9	93.9	94.8	97.1
<b>Contributing Level</b>	1153	1529	795	1273	198	325	5273
<b>Percentage</b>	21.8	29.0	15.0	24.1	3.6	6.1	
<b>Avg. Market Index</b>	101.5	104.3	102.6	103.6	99.8	100.0	102.9
<b>Invalid Level*</b>	155	210	69	141	11	42	628
<b>Total</b>	6091	7766	2051	3893	572	880	21253
<b>Percentage</b>	28.6	36.5	9.6	18.3	2.6	4.0	
<b>Avg. Market Index</b>	94.7	95.4	95.3	95.3	94.7	92.6	95.0

Average Market Index = relationship of pay to the established market rate.  
 Invalid Level = no rating.

White female employees had the highest level of representation at the advanced, journey and contributing competency levels, and they correspondingly make up the largest percentage of the overall university workforce. All demographic groups except other minority males had an average market index above 100% at the contributing level. At the advanced level, black females had the highest average market index. At the journey level, white males had the highest market index.

## Competency Level by Demographic Group (University)



## **4. Disciplinary Actions:**

In calendar year 2011, there were 4,023 disciplinary actions issued to agency and university employees. In 2010, there were 3,798 disciplinary actions issued. This represents an increase of 225 actions or 5.92%. The largest number of disciplinary actions, 1,218 (30.3%) were issued to White males although they constitute 36.3% of the state's workforce. Black females received 996 disciplinary actions or 24.8% of the total while representing only 18.4% of the state's workforce. Black males received 930 disciplinary actions or 23.1% of the total although their presence in the workforce is only 11.6%. White females received 735 or 18.2% of all disciplinary actions although their workforce representation is 29.0%. Other males and other females were given 144 disciplinary actions or 3.6% of the total; their workforce representation is 4.7%.

Of all the disciplinary actions issued, 3431 or 85.3% occurred in State agencies, and 592 actions, or 14.7% occurred in State universities. In 2010, disciplinary actions were split with 76.5% (2,907) of disciplinary actions occurring in State agencies and 23.4% (891) occurring in State universities.

**Total Disciplinary Actions by Agency/University and Race/Sex**

<b><u>Discipline</u></b>	<b>White Males</b>	<b>White Females</b>	<b>Black Males</b>	<b>Black Females</b>	<b>Other Minority Males</b>	<b>Other Minority Females</b>	<b>TOTAL</b>
<b>Agency</b>	1067 31.0%	609 17.7%	797 23.2%	842 24.5%	69* 2.0%	47* 1.4%	3431
<b>University</b>	151 25.5%	126 21.3%	133 22.5%	154 26.0%	13* 2.2%	15* 2.5%	592
<b>TOTAL</b>	1,218 30.3%	735 18.2%	930 23.1%	996 24.8%	82 2.0%	62 1.5%	4023**
<b>Previous Total - 2010</b>	1164 30.6%	699 18.4%	867 22.8%	957 25.2%	57* 1.5%	54* 1.4%	3798

\* Other minority males and females include Hispanic, Asian, and American Indian employees. The table below presents the breakdown of the Other Minority category.

<b><u>Discipline</u></b>	<b>Hispanic Males</b>	<b>Hispanic Females</b>	<b>Asian Males</b>	<b>Asian Females</b>	<b>American Indian Males</b>	<b>American Indian Females</b>	<b>**</b>	<b>TOTAL</b>
<b>Agency</b>	25 21.5%	16 13.8%	10 8.6%	13 11.2%	33 28.4%	16 13.8%	3 2.6%	116**
<b>University</b>	4 14.3%	6 21.4%	6 21.4%	7 25.0%	3 10.7%	2 7.1%	0 0.0%	28
<b>TOTAL</b>	29 19.8%	22 15.2%	16 11.1%	20 13.8%	36 25.0%	18 12.5%	3 2.1%	144

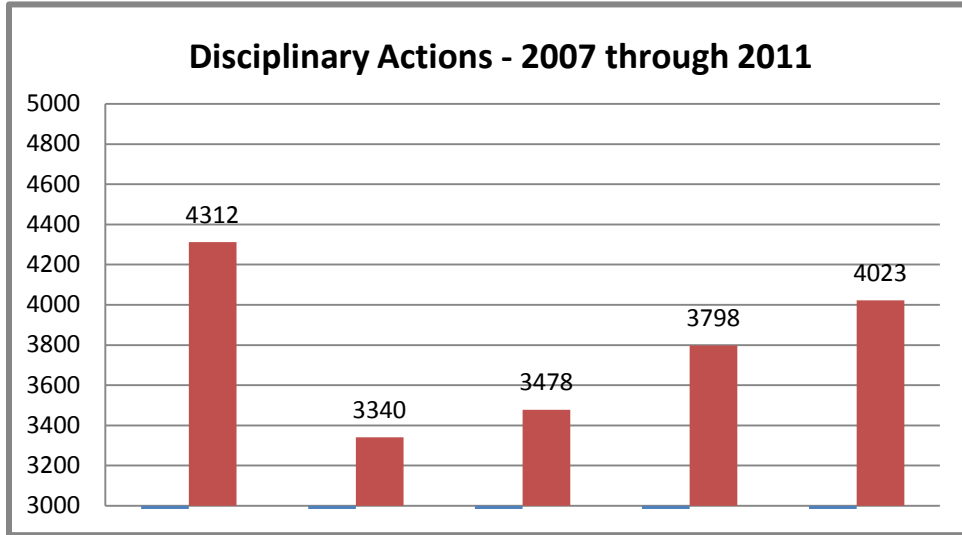
\*\*2 agency disciplinary actions reported included 2 individuals whose demographic was listed as "unassigned" and 1 whose demographic was listed as "two or more races."

NOTE: Rounding may cause totals +/- 100%.

### Five-Year Disciplinary Action Trend

The five-year disciplinary action trend indicates a peak of 4312 disciplinary actions in 2007, reducing to 3340 in 2008, and rising to 4023 by 2011. The trend is illustrated in the chart below:

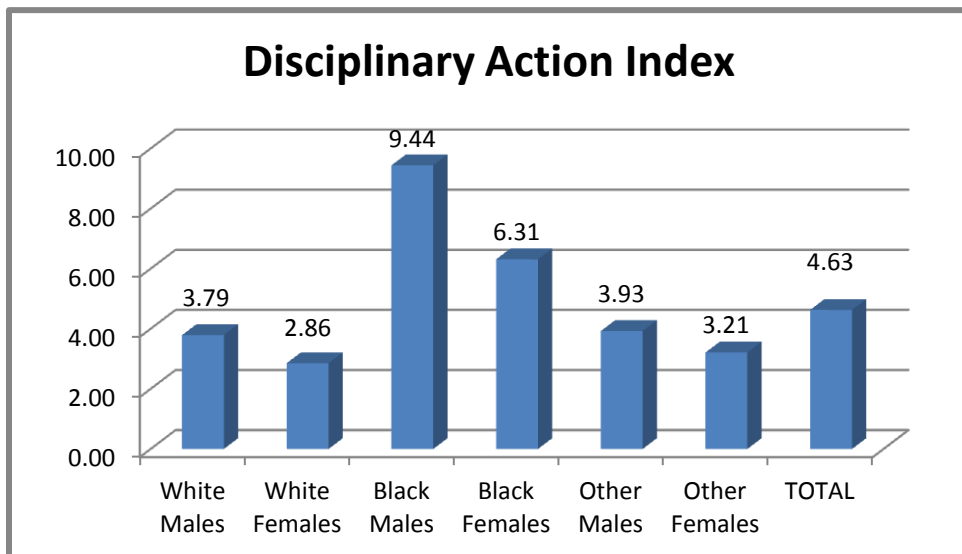
Five Year Disciplinary Action Trend



### Disciplinary Action Index

The disciplinary action index is an expression of the proportionality of disciplinary actions for each race-sex group on the study. The index is calculated as the number of disciplinary actions per 1000 employees in each race-sex group. For example, the number of disciplinary actions administered to white males would be divided by the product of the total number of white males in the workforce multiplied by .001.

Disciplinary Action Index by Race and Sex



The data in the table suggest that Black Males and Black Females receive disciplinary action out of proportion to other race-sex groups. To understand this phenomenon, the disciplinary process should be studied with particular attention to the consistency of administration of discipline for same or similar issues across race-sex groups.

### Disciplinary Actions by Type

In 2011, 3,326 (82.7%) of disciplinary actions were written warnings and 451 (11.2%) of the actions were dismissals. There were 45 demotions (1.1%) and 201 suspensions without pay (5.0%). There were 4,023 total disciplinary actions which represent an increase of 225 actions or 5.9% over 2010.

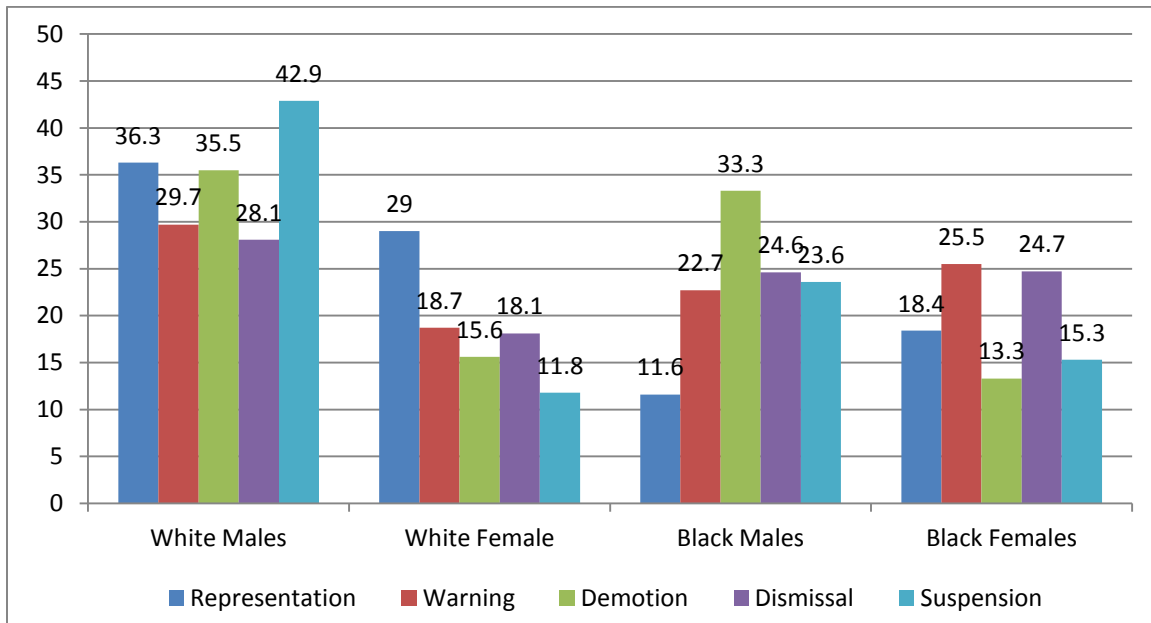
Of the employees who were dismissed, 124 (28.1%) were white males, the highest percent of any demographic group. Black males received 111 or 24.6% of the dismissals, while black females received the next highest number of dismissals at 109 or 24.7%.

<u>Disciplinary Action By Type</u>	Race Sex Group						TOTAL
	White Males	White Females	Black Males	Black Females	Other Minority Males*	Other Minority Females*	
<b>Warning</b>	991 29.7%	622 18.7%	756 22.7%	850 25.5%	58 1.7%	49 1.5%	3326 100.0%
<b>Demotion</b>	16 35.5%	7 15.6%	15 33.3%	6 13.3%	1 2.2%	0 0.0%	45 100.0%
<b>Dismissal</b>	124 28.1%	82 18.1%	111 24.6%	109 24.7%	14 3.1%	11 2.4%	451 100.0%
<b>Suspension</b>	87 42.9%	24 11.8%	48 23.6%	31 15.3%	9 4.4%	2 1.0%	201
<b>Warning - Not Assigned</b>	-	-	-	-	-	-	5**
<b>TOTAL</b>	1,218 30.3%	735 18.1%	930 23.1%	996 24.8%	82 2.0%	62 1.4%	4023** 100.0%

\*Disciplinary actions for Other Minority Groups are detailed in the complete report.

\*\*Table totals do not balance because five warnings were not assigned to a race-sex group.

## Disciplinary Actions by Demographic Group - 2011



## 5. Grievances:

State government employees (agency and university) filed a total of 766 grievances during calendar year 2011, (75 more grievances than in 2010). Of the 766 grievances filed in 2011, 11.4% were based on discrimination, 14.1% were based on policy violations, and 73.2% were based on disciplinary actions.

State agencies reported that employees filed 524 grievances during calendar year 2011, representing 68.4% of the total grievances filed. Universities reported that employees filed 242 grievances in 2011, representing 31.6% of the total number of grievances filed.

	White Males	White Females	Black Males	Black Females	Other Minority Males*	Other Minority Females*	Un-known	TOTAL
<b>Agency</b>	106 20.2%	105 20.0%	125 23.9%	164 31.3%	12 2.3%	11 2.1%	1 0.2%	524
<b>University</b>	53 21.9%	32 13.2%	79 32.6%	68 28.1%	3 1.2%	7 2.9%	0 0.0%	242
<b>TOTAL</b>	159 20.8%	137 17.9%	204 26.6%	232 30.3%	15 2.0%	18 2.3%	1 1.0%	766
<b>Previous Total 2010</b>	106 24.2%	96 22%	103 23.4%	121 27.6%	7 1.5%	6 1.3%	0 0%	691

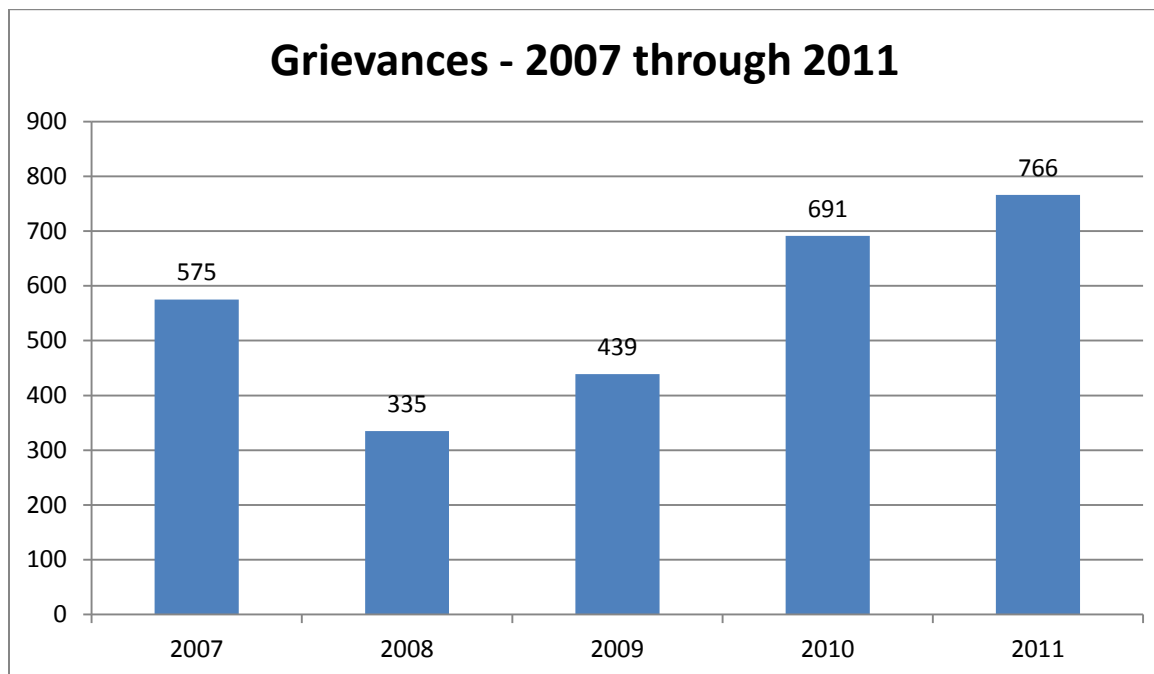
Other minority males and females included the following:

	Hispanic Males	Hispanic Females	Asian Males	Asian Females	American Indian Males	American Indian Females	TOTAL
<b>Agency</b>	3 13%	4 17%	2 9%	6 26%	1 4%	7 30%	23
<b>University</b>	3 30.0%	3 30.0%	0 0.0%	2 20.0%	1 10.0%	1 10.0%	10
<b>TOTAL</b>	6 18.2%	7 21.2%	2 6.1%	8 24.2%	2 6.1%	8 24.2%	33

### Five-Year Grievance Trend

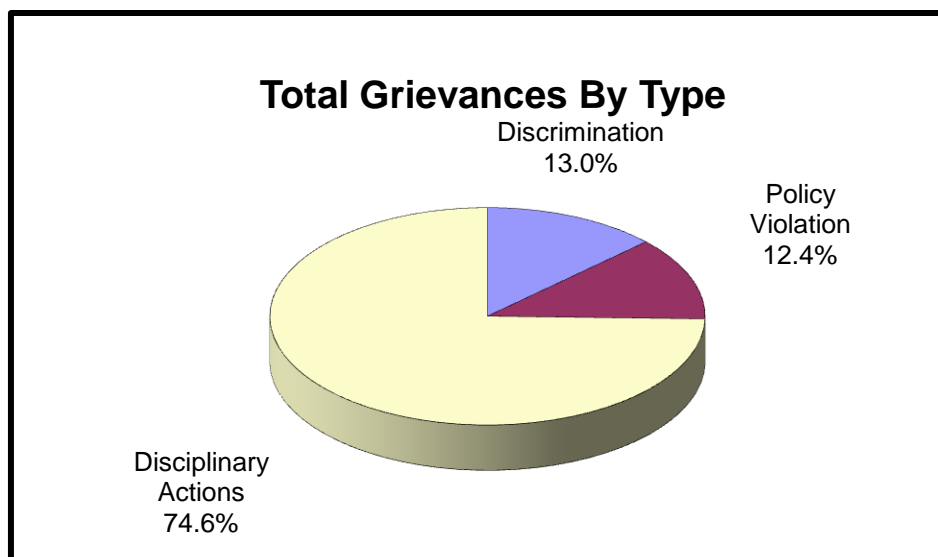
The five-year grievance trend indicates that grievances experienced a decline during the 2008 calendar year, only to begin a steadily increase in 2009 that has continued through 2011. During 2011, the 766 grievances filed indicate the highest level in 5-years of data.

Five-Year Trend of the Total Number of Grievances



### Grievances by Type

In 2011, grievances were filed in three major areas: response to a disciplinary action, allegation of illegal discrimination, or claim of a policy violation. Almost three-quarters of the grievances were based on disciplinary action. The remainder was almost evenly divided between alleged illegal discrimination and policy violations. The chart below reports the grievances by type.



### **Settlements**

The data in this report reflect the costs of settlements that were entered into between State agencies and universities and employees (or former employees) who filed internal grievances and/or contested cases under the State Personnel Act. The data in this report does not reflect settlements in other employment-related legal areas such as charges/lawsuits under Title VII of the 1964 Civil Rights Act, the Fair Labor Standards Act, the Americans with Disabilities Act or other State and federal statutes.

In calendar year 2011, there were a total of 57 settlements entered into by agencies and universities as a result of grievances and contested cases filed by employees and former employees. The total cost reported for the 57 settlements was \$1,095,562.72 or an average of \$19,220.40 per settlement. The total is an increase of \$352,628.09 over 2010.

Of the total amount, \$1,002,305.90 was reported as back pay and \$93,256.82 was reported as attorneys' fees. No agency or university reported front pay as a part of an approved settlement agreement.

### **Agencies**

In calendar year 2011, State agencies entered into 50 settlements of grievances and/or contested cases filed by employees. The total cost of settlements from State agencies was \$936,650.01 or an average of \$18,733.00 per settlement.

### **Universities**

State universities reported seven settlements totaling \$158,912.71 or an average of \$22,701.81 per settlement.



## **6. Equivalencies:**

An equivalency is defined as any deviation from the required minimum training and experience, not including substitution of directly related education for experience, or directly related experience for education as stated on the class specification. For calendar year 2011, there were no instances that an agency or university used an equivalency.

## **7. Demographic Analysis:**

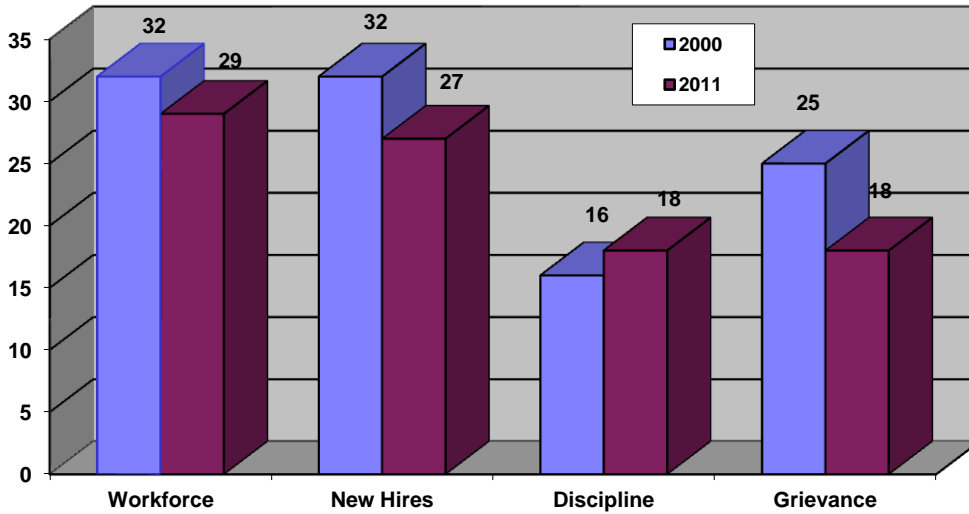
This report reviews personnel functions in several areas. This section of the executive summary charts the percentage of new hires, disciplinary actions and grievances against the overall level of workforce representation in each demographic group in 2000 and 2011. Please note that other minority males and females are not included in this analysis due to their low overall representation rates (less than 2%). Significant trends related to other minority males and females are included in each previous section of the report.

**White Males** – White males consisted of 30% of all disciplinary actions, an increase from the year 2000, and the highest level of any demographic group. White male employees filed 21% of all grievances in 2011, a rate less than their overall representation in the workforce. The overall representation level of white males decreased slightly, from 37% to 36%, while new hire activity increased slightly during the same 11 year period.



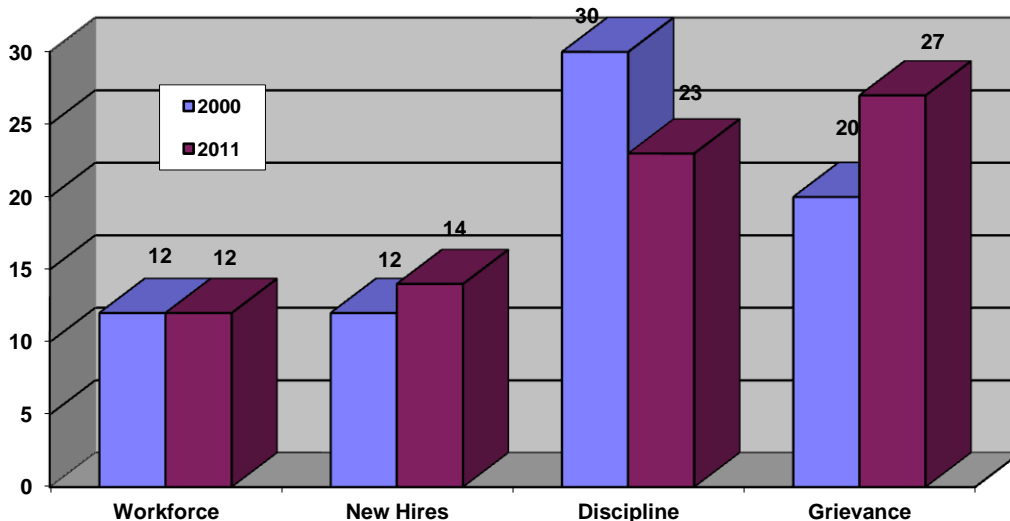
**White Females** – In 2011, white female employees had levels of representation, new hires, and grievances which were lower than those rates in 2000. White female employees consisted of 29% of the workforce and 27% of the new hires during 2011, while filing 18% of all grievances, the lowest rate of any of the four evaluated demographic groups. White female employees represented 18% of all employees receiving a disciplinary action in 2011, up slightly from the 2000 rate of 16%.

**2000 versus 2011**



**Black Males** – Black male employees consisted of 12% of the representation and 14% new hires during 2011. Black male employees received 23% of all disciplinary actions during 2011, a reduction from 30% during 2000. Also during 2011, black male employees filed 27% of all grievances, a rate that increased from 20% in 2000 and 2010. This represents the second-highest level of grievances filed in 2011, less than only black female employees.

**2000 versus 2011**



**Black Females** – Black female employees represented 18% of the workforce representation in 2011, up slightly from 2000. They accounted for 21% of all new hires, a rate equivalent to that in 2000. Their level of discipline and grievance activity exceeded their workforce representation. In 2011, black females received 25% of all disciplinary action and filed 30% of all grievances, the highest percentage of grievances filed by any demographic group.

**2000 versus 2011**

