

**MINNESOTA DEPARTMENT OF CORRECTIONS  
AFFIRMATIVE ACTION PLAN  
2006 - 2008**

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For persons with disabilities, this plan can be provided to you in alternative format. Please call 651-642-0340/Voice or 651-643-3589/TTY

## Introduction

State law requires each agency in the executive branch to develop an affirmative action plan. There are a number of specific requirements for the plan outlined in the Department of Employee Relations' Rules and Administrative Procedures, and M.S. 43A.191, subdivision 2. The plan is revised biennially and submitted for review and approval to the Department of Employee Relations' Office of Diversity and Equal Opportunity. The plan is the cornerstone of the Department of Corrections' Affirmative Action Program.

The purpose of affirmative action is to correct the effects of discrimination, whether intentional or unintentional, and to avoid present and future practices that may have an unfair, adverse impact on ethnic/racial minorities, women and people with disabilities.

Affirmative action does **not** mean the hiring of unqualified people. It does **not** mean that any group shall be deprived of their rights or be subjected to unfair treatment. Affirmative action means positive steps taken by an employer, which contribute toward greater employment opportunities for ethnic/racial minorities, females, and people with disabilities.

The Department of Corrections' Equal Opportunity and Affirmative Action Office is responsible for providing leadership and monitoring the activities of the Affirmative Action Plan.

Affirmative Action Officers Designees have also been identified to represent central office, the Community Services Division, MCF-Faribault, MCF-Lino Lakes, MCF-Stillwater, MCF-Shakopee, MCF-St. Cloud, MCF-Oak Park Heights, MCF-Red Wing, MCF-Rush City MCF-Thistledew Camp, and MCF-Willow River/Moose Lake.

## Communication of the Affirmative Action Plan

This plan will be provided in alternative format upon request to individuals with a disability.

### Internal Dissemination

1. The Affirmative Action Plan is available on line at [www.doc.state.mn.us](http://www.doc.state.mn.us).
2. The Affirmative Action Plan will be prominently displayed on employee bulletin boards at all work locations. In addition to the Affirmative Action Plan, the name and phone number of the Affirmative Action Officer Designee serving that location will also be posted.
3. New employees during their orientation will be informed of the department's Affirmative Action Plan, the name of their Affirmative Action Officer Designee, the existence of Diversity Committees, and the availability of the Affirmative Action Plan.
4. Managers and supervisors will be responsible for notifying their staff of revisions to the plan and where they can access the plan for review.

### External Dissemination

1. A copy of the Affirmative Action Plan will be furnished to employee bargaining units.
2. A copy of the Affirmative Action Plan will be provided to individuals upon request.
3. The phrase *Equal Opportunity Employer* will be included on agency letterhead and in all recruitment advertisements.

## Commissioner's Statement of Commitment

I strongly support the work for equal opportunity in the Minnesota Department of Corrections. Throughout my career, I have supported an aggressive recruitment program to build a diverse workforce as well as a selection process that ensures all individuals equal access to vacancies, assignments, and promotions. Without this, we cannot have a workforce that reflects the diversity of Minnesota's working age population, and it is critical to our operations.

We also need to create and maintain a culture that allows us to retain good employees and to identify behaviors that have a negative impact on employee retention. Our work environment must be void of all forms of harassment and I will take prompt and appropriate action to address such complaints. I encourage all employees to carefully review the Anti-Discrimination and Sexual Harassment Policy found in this plan. It is imperative for managers and supervisors to fully understand their responsibility and to carry out the intent and spirit of the Affirmative Action Plan. Our combined effort will ensure a successful equal opportunity and affirmative action plan.

  
\_\_\_\_\_  
Joan Fabian, Commissioner

# Program Objectives

## July 1, 2006 – June 30, 2008

### Central Office

**Program Objective 1:** Understand diversity experience and attitude by reviewing the results of the **Diversity Experience and Attitude Assessment Survey** of all Central Office employees. Based on the results, the committee will assess our training/education efforts.

**Action Steps:**

1. Use information gathered to help define future goals and objectives
2. Create a variety of ongoing means to collect staff input (i.e.: Suggestions/Questions/Inquiries box)

**Target Dates:** July 2006 - Ongoing

**Persons Responsible:** Diversity Committee members

**Outcome:** Employees will have the opportunity to provide input to the Diversity Committee so that the committee can plan meaningful training and activities.

**Program Objective 2:** Actively participate in October National Diversity Awareness Month.

**Action Steps:**

1. Develop diversity educational themes for each week in October (Diversity Awareness Month)
2. Plan a Diversity Celebration Potluck (decide “theme” or activities for this year’s potluck – i.e., recipe cards, map, etc.)
3. Distribute educational materials – TBD (i.e.: Don’t Call Me a Racist – book, Diversity posters, pens, bookmarks, pins, etc.)

**Target Dates:** July 1, 2006 - June 30, 2008

**Persons Responsible:** Diversity Committee members

**Outcome:** Increased participation in annual potluck.

**Program Objective 3:** Increase awareness of Diversity Issues and opportunities for Diversity Training.

**Action Steps:**

1. Plan a minimum of two diversity training events at Central Office during FY06-FY08 (work with employee development to ensure training credit)
2. Seek out and distribute information and encourage staff to attend diversity training opportunities - i.e. Ramsey County’s “B/4 it” seminars, Hennepin County, and other DOC/state agency trainings
3. Monthly e-mails about different diversity issues
4. Maintain a calendar for the Diversity Committee & Diversity Activities on the Sharepoint/Diversity web page for employees to view
5. Research and utilize our resources (employees, co-workers, etc.) to provide educational training opportunities at no cost

**Target Dates:** July 1, 2006 – June 20, 2008

**Persons Responsible:** Diversity Committee members

**Outcome:** Staff will be aware of training opportunities at DOC and in the community.

**Program Objective 4:** Work to create a more Aesthetically Diverse Work Environment at Central Office

**Action Steps:**

1. Begin conversation about the importance of having a work environment that is aesthetically diverse i.e. artwork, displays, published materials
2. Identify resources for diverse materials - i.e. MCF inmate artwork, grantees, community organizations
3. Display diversity posters and frames at Central Office

**Target Dates:** July 1, 2006 – June 20, 2008

**Persons Responsible:** Diversity Committee members

**Outcome:** Inclusive artwork will be displayed.

**Program Objective 5:** Actively work with Other Committees at Central Office.

**Action Steps:**

1. Maintain partnerships with the Central Office Wellness Committee, Activities Committee, Holiday Committee and other groups working at Central Office
2. Invite and offer to cosponsor events that develop for staff at Central Office
3. Offer to be a resource for diversity sensitivity to other groups at Central Office as they plan activities

**Target Dates:** July 1, 2006 – June 20, 2008

**Persons Responsible:** Diversity Committee members

**Outcome:** Increased collaboration between the diversity committee and other planning

**Program Objectives**  
**July 1, 2006 – June 30, 2008**

**MCF – Faribault**

**Program Objective 1:** To continue to partner with the Faribault Diversity Coalition to increase awareness of cultural differences within the community as well as the institution.

**Action Steps:**

1. Have a Workforce Development Committee Chair/designee attend the Faribault Diversity Coalition meetings, acting as a liaison between the two groups.
2. Invite staff to participate in a Faribault Diversity Coalition meeting.
3. Promote and advertise community events open to the public.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Warden  
Affirmative Action Officer Designee  
Workforce Development Committee

**Evaluation:** Enhance community relations.

**Program Objective 2:** To build and maintain community and out-state relationships to promote a diverse workforce.

**Action Steps:**

1. Make phone contact with local and out-state businesses/resources to build working relationships.
2. Share ideas and knowledge with these contacts to promote understanding of the committee's goals.
3. Offer training opportunities/ideas in hopes of reciprocation from these contacts in regards to diversity and understanding of other cultures.
4. Invite these contacts to take part in a facility job fair.
5. Participate at the local area schools and higher education facilities career days/job fairs to provide information regarding the field of corrections.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Warden  
Affirmative Action Officer Designee  
Workforce Development Committee  
Human Resources

**Evaluation:** Working relationships are formed and maintained.

**Program Objectives**  
**July 1, 2006 – June 30, 2008**

**MCF – Lino Lakes**

**Program Objective 1:** To increase the retention of protected group members.

**Action Steps:**

1. Report on trends and patterns that limit promotional opportunities.
2. Implement action plan to eliminate barriers
3. Collect and analyze hiring, termination, and promotional data on a quarterly basis.
4. Make recommendations based on results to address adverse termination and promotional data.

**Target Dates:** July 1, 2006 – June 30, 2008

**Persons Responsible:** Warden  
Affirmative Action Officer Designee  
Human Resource Management Director  
Diversity/Recruiting Committee

**Evaluation:** Increased retention of protected group employees.

**Program Objective 2:** To develop recruiting strategies and methods to increase the number of applicants applying for jobs.

**Action Steps:**

1. Participate in community outreach activities, festivals and job fairs.
2. Use electronic and print mediums for job advertisement.
3. Use internal job posting for advertisement.
4. Participate in career days at colleges, universities and high schools to attract prospective applicants.
5. To expand applicant pool for temporary positions (clerical and professional).

**Target Dates:** July 1, 2006 – June 30, 2008

**Persons Responsible:** Warden  
Affirmative Action Officer Designee  
Human Resource Management Director  
Diversity/Recruiting Committee

**Evaluation:** Increased number of applicants for all jobs at MCF-Lino Lakes.

**Program Objective 3:** To establish MCF-Lino Lakes (MCF-LL) as a leader in diversity initiatives.

**Action Steps:**

1. Develop new training initiatives that enhance our ability to manage a diverse workforce.
2. Maintain existing communication venues to disseminate diversity program objectives and activities.
3. Incorporate diversity into the work culture/environment by educating staff on global cultures, through communication.
4. Solicit feedback and input from employees participating in diversity classes, seminars and activities.

**Target Dates:** July 1, 2006 – June 30, 2008

**Persons Responsible:** Affirmative Action Officer Designee  
Diversity/Recruiting Committee  
Training Director  
Managers and Supervisors

**Evaluation:** Increased awareness and respect for diversity leading to an inclusive work environment for all employees.

**Program Objectives**  
**July 1, 2006 – June 30, 2008**

**MCF - Oak Park Heights**

**Program Objective 1:** Continue recruiting efforts to increase the number of protected group members at MCF-Oak Park Heights. Seek to eliminate disparities of protected group members.

**Action Steps:**

1. Maintain an active Diversity Committee, which will promote diversity in the workplace and assist in educating staff on various diversity issues. The Diversity Committee will meet quarterly, or when deemed necessary by the Diversity Committee Chair.
2. Encourage staff participation in community based cultural events to increase awareness of cultural differences within the community.
3. Encourage committee members to participate in training on affirmative action, prevention of harassment, and diversity training to include attending the Diversity Symposium.
4. Solicit new members for participation on the Diversity Committee as needed.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Affirmative Action Officer Designee  
Diversity Committee Members (STW & OPH)  
Warden

**Evaluation:** Employees will be given the opportunity to participate in cultural diversity training, which will help them gain awareness of cultural differences in the workplace and some of the advantages of a diverse workforce.

Committee members are: Zlonz Demmings, Marta Flores, Joe Durocher, Dave Oelrich, Amy Winkel and Sara Tiegs.

**Program Objective 2:** To improve retention of protected group employees at MCF-Oak Park Heights.

**Action Steps:**

1. Encourage Mentor Program volunteers to be involved in recruiting and retention efforts, in order to assist in increasing the number of protected group members and help to eliminate disparities of protected group members.
2. The MCF-OPH Diversity Committee will combine efforts with the MCF-STW Diversity Committee whenever feasible.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Affirmative Action Officer Designee  
Diversity Committee Members (STW & OPH)  
Employee Development Department  
Warden

Committee members are: Marta Flores, Chuck Weyer, Erin Perry, Andy Dubois, Dan Ahlness and Martin Heumann.

**Program Objective 3:** Increase visibility and provide training on diversity related issues such as ADA, harassment, and cultural diversity in order to promote diversity interest and awareness among staff.

**Action Steps:**

1. The Diversity Committee will work with Employee Development Department to incorporate diversity related training into the annual in-service training offered to employees. Encourage employees to participate in cultural diversity events in the workplace.
2. The MCF-OPH Diversity Committee will work with the MCF-STW Diversity Committee to establish joint training efforts whenever feasible.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Affirmative Action Officer Designee  
Diversity Committee Members (STW & OPH)  
Employee Development Department  
Warden

**Evaluation:** Committee members will be encouraged to attend all committee meetings. The committee will determine the required agenda to meet the above goals. Available training for committee members will be communicated and scheduled.

Committee members are: Nick Witter, Sherry Bohn, Cal Lundeen, Sam Ehlenz, Dale Peterson, Kevin Tendall, Heidi Wolter and Kent Grandlienard.

## **Program Objectives** **July 1, 2006 – June 30, 2008**

### **MCF - Red Wing**

#### **Diversity Committee Mission Statement:**

To take a stand personally and as a committee to encourage and support a work place where individual differences are respected and all employees feel valued, safe, and free from discrimination and harassment of any kind. Through individual actions, training, and specific events, the committee will provide leadership to promote the values of the facility, with the goal of all employees working together to accomplish the mission of the facility.

**Program Objective 1:** To promote a diverse and inclusive work environment through a visible and active diversity committee.

#### **Action Steps:**

1. Committee will meet bimonthly on a consistent basis to be effective in retaining current members and recruit new members.
2. Share diversity topics through email, posters, and other media.
3. Arrange half or full day training opportunities to enhance our sensitivity and understanding of diverse cultures/environments.
4. Be active participants in the local City of Red Wing Annual Diversity Festival and other local diversity related venues.
5. To compile a list of local diversity related resources and phone numbers to be included in the new employee packet and update it annually.

**Target Dates:** July 1, 2006 – June 30, 2008

**Persons Responsible:** Affirmative Action Officer Designee  
Diversity Committee

**Evaluation:** Staff becomes more aware of the opportunities to contribute to the functions of the Diversity Committee. Staff will be encouraged to participate in facility and community diversity related committees, programs, and events.

**Program Objective 2:** Continue to foster community contacts and resources to increase the amount of qualified applicants, to assure an inclusive and diverse workforce. Seek to eliminate disparities of protected groups.

#### **Action Steps:**

1. Maintain connections with multiple community resources.
2. Expand community resources to enhance a diverse workforce.
3. Continue to strengthen our hiring pool with Service Learning students through State Universities and Colleges.
4. Assist Department of Corrections Intern Coordinator in the recruitment of a diverse selection of interns.

**Target Dates:** July 1, 2006 – June 30, 2008

**Persons Responsible:** Affirmative Action Officer  
Diversity Committee  
Human Resources

**Evaluation:** Staff will be aware of their opportunity to participate in job fairs and will receive necessary training. The quality and value of materials provided to potential employees or interns will continue to be updated and improved.

**Program Objective 3:** Continue to provide training and learning opportunities that foster an inclusive work environment.

**Action Steps:**

1. Encourage management and supervisory personnel to become involved so that their staff may participate in diversity training and activities.
2. Offer diversity training to all staff annually with topic to be determined at a later date.
3. Plan and host diversity day for MCF-Red Wing employees annually.
4. Continue to educate staff on issues of sexual orientation to eliminate biases based on "homophobia" in the work place.

**Targeted Dates:** July 1, 2006 – June 30, 2008

**Persons Responsible:** Affirmative Action Officer  
Diversity Committee  
Training Director

**Evaluation:** All staff will have updated sexual harassment prevention training, and will be made aware of opportunities for additional learning.

**Program Objective 4:** To promote a welcoming atmosphere to new employees.

**Action Steps:**

1. Provide training for the mentors assigned to new employees.
2. Two Diversity Committee members will meet with each new staff academy to discuss Diversity Committee roles, offer support, and give contact information.

**Target Dates:** July 1, 2006 – June 30, 2008

**Persons Responsible:** Affirmative Action Officer  
Diversity Committee  
Training Director

**Evaluation:** All new staff will be given information relating to the Diversity Committee and will be familiar with the committee and their roles.

**Program Objectives**  
**July 1, 2006 – June 30, 2008**

**MCF - Rush City**

**Program Objective 1:** To create a culture at MCF-Rush City where interactions between staff will be respectful and encourage a professional environment.

**Action Steps:**

1. Adopt the goals and objective outlined by the Executive Team.
2. Promote collaboration between levels of management.
3. Teamwork on all levels of management.
4. Diversity staff training instructors.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Warden  
Associate Wardens  
Middle Managers  
Diversity Committee  
All Staff

**Evaluation:** Staff will be able to identify a “Rush City” culture. Environment will be supportive.

**Program Objective 2:** Improve recruitment and retention by expanding community relationships.

**Action Steps:**

1. Organize a social event, such as a picnic where DOC staff that are established in the community bring a non-DOC friend to meet and mingle with DOC staff new to the area.
2. Participate in community events/food shelf/toys for tots.
3. Develop a speaking program to go into schools.
4. Invite local organizations to participate in special monthly events such as Native American History, Black History, Women’s History, Gay Pride, Mental Awareness, etc.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Warden  
Training  
Diversity Committee

**Evaluation:** Success will be evaluated through attendance at these functions and feedback from those attending.

**Program Objective 3:** Create increased communication and respect between staff.

**Action Steps:**

1. Provide training on positive communication to all staff.
2. Provide extended diversity training focusing on respect and differences.
3. Provide cultural/historical tapes for staff viewing, allowing training credit.
4. Identify communication issues among staff.
5. Invite Warden/Exec leadership to occasional diversity meetings.
6. Promote personalized exit interviews as a tool for providing in put and collecting data.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Warden  
Training  
Diversity Committee

**Evaluation:** Low level of conflict between staff and higher retention rate.

**Program Objective 4:** Celebrate Diversity and increase staff awareness of diversity through various activities.

**Action Steps:**

1. Maintain a Diversity bulletin board.
2. Maintain MCF-Rush City Diversity intranet site calendar of culturally diverse events.
3. Contests for random diversity orientated prizes.
4. Diversity Fair with food and cultural display.

**Persons Responsible:** Diversity Committee  
Employee FUN'D Committee

**Evaluation:** Higher general knowledge of current cultural events among staff. Attendance and participation in contests/events will be evaluated.

### **DEPARTMENT WIDE PROGRAM OBJECTIVES**

**Program Objectives:** To promote and cultivate an inclusive work environment.

1. Establish a mentoring program for new employees (**all** job classes) throughout the department.
2. Initiate open forum meetings on a quarterly basis at each Facility for all shifts and all staff.
3. Create methods for 2-way communication between administration and staff.
4. Developing innovative initiatives through worksite focused groups to leverage our diversity.

**Target Dates:** July 1, 2006 through June 31, 2008

**Persons Responsible:** All Diversity Committees

**Evaluation:** Improved workforce retention.

## **Program Objectives**

### **July 1, 2006 – June 30, 2008**

#### **MCF - St. Cloud**

**Program Objective 1:** The institution Workforce Development Committee will work with the institution Affirmative Action Officer to **educate** staff on issues related to diversity and the history of Affirmative Action (including federal, state laws, DOC policies, procedures, goals, ADA, harassment, and etc.).

- A. Workforce Development Committee members and the institution Affirmative Action Officer will receive training on an as-needed basis to become well informed on issues of diversity and Affirmative Action.
- B. Workforce Development Committee members and the institution Affirmative Action Officer will make the Affirmative Action Plan available to all staff. A copy will be available in the staff lounge and on the MCF-SCL electronic folder. These resources will be updated regularly.
- C. Workforce Development Committee members and the institution Affirmative Action Officer will be a resource for training and education related to Affirmative Action and diversity issues (i.e. DOC training, diversity information, community events, etc.) at the institution level as well as the department level.
- D. The institution Affirmative Action Officer will work with the training director to speak to all new staff as a part of their orientation to the institution upon hire.
- E. The Workforce Development Committee will work with Employee Development Department to incorporate diversity related training into the annual in-service training offered to employees. Encourage employees to participate in cultural diversity events in the workforce and community.
- F. The Workforce Development Committee and the Affirmative Action Officer will host local community organizations meetings and participate in local diversity community organizations (Moving Forward With Diversity Task Force).
- G. Develop and distribute educational material for diversity (including educational e-mails, electronic folder sites, and lobby bulletin boards).

#### **Evaluation:**

- A. The Affirmative Action quarterly reports as well as the Workforce Development Committee meeting minutes will document all training requested and / or received by Workforce Development Committee members and/or the Affirmative Action Officer.
- B. The Affirmative Action quarterly report as well as the Workforce Development Committee meeting minutes will document the development and updating of the diversity bulletin board and electronic folder.
- C. The Affirmative Action quarterly report as well as the Workforce Development Committee meeting minutes will document any committee member involvement, direct or indirect, in the provision of training and/or education related to diversity.
- D. The Affirmative Action quarterly report as well as the Workforce Development Committee meeting minutes will document the number of new staff at the institution each quarter and the number addressed by the AAO.

**Program Objective 2:** The institution Workforce Development Committee and the institution Affirmative Action Officer will work together to gather information for the purpose of **recruiting, monitoring, and retention** from protected groups. Seek to eliminate disparities of protected group numbers.

- A. The Affirmative Action Officer will monitor issues related to employment: disparities, vacancies, new hires, promotions, separations, missed opportunities and any other employment information pertinent to Affirmative Action and diversity issues and/or goals.
- B. The Mentor Program Director/designee will update the Workforce Development Committee quarterly on the progress of the Mentor Program.
- C. The institution Affirmative Action Officer will attend the bimonthly Affirmative Action meetings at central office where information about recruitment, hiring, training, retention and promotion will be made available. This information will be available on the DOC Affirmative Action website and communicated to the MCF-SCL Workforce Development Committee on a quarterly basis.
- D. The institution Affirmative Action Officer and Workforce Development Committee Chairperson will meet with the Warden on a quarterly basis to review and discuss issues and goals related to the DOC Affirmative Action Plan and Diversity.
- E. Improve retention of protected group employees at MCF-St. Cloud by encouraging the Mentor Program volunteers to be involved in recruiting and retention efforts.
- F. The Workforce Development Committee and the Affirmative Action Officer will work with the DOC Recruitment Coordinator to organize, facilitate and/or support recruitment efforts at job fairs, community events, institutes of education, etc.
- G. The Workforce Development Committee will work with the Recruitment Coordinator to attend a minimum of four recruitment events each quarter.

**Evaluation:**

- A. The Affirmative Action quarterly report as well as the Workforce Development Committee meeting minutes will document the communication between the appropriate DOC staff and the committee.
- B. The Mentor Program Chair will meet with the Affirmative Action Officer on a quarterly basis to discuss progress and will report in meeting minutes.
- C. The DOC AAO meeting minutes will be posted on the Workforce Development Electronic Folder.

**Persons Responsible:** Affirmative Action Officer  
Workforce Development Committee Members  
Employee Development Department  
Warden/Designee

# **Program Objectives**

## **July 1, 2006 – June 30, 2008**

### **MCF – Shakopee**

**Program Objective #1:** Maintain an active Diversity Committee that will promote diversity in the work place.

**Action Steps:**

1. Sponsor an annual diversity event for all staff.
2. Provide training to all staff regarding diversity. (On-line or classroom.)
3. Promote and advertise community events open to public.
4. Diversity Employee of the Month activity.
5. The MCF/Shakopee Affirmative Action Officer will meet with all new employees to provide information regarding diversity and Affirmative Action.

**Program Objective #2:** Increase the visibility of the Diversity Committee and maintain membership participation.

**Action Steps:**

1. Schedule quarterly committee meetings, or when deemed necessary by the Diversity Committee Chair.
2. Meeting minutes will be posted on the MCF/Shakopee Intranet Site.
3. Committee members will be easily identifiable. A list of current members will be posted on the staff bulletin board.
4. Offer affirmative action, sexual harassment, and diversity training to all committee members.

**Program Objective #3:** The MCF/Shakopee Diversity Committee will work with and support MCF/Shakopee Recruitment Team.

**Action Steps:**

1. Recruitment Team Members will participate in job fairs, and other community recruitment efforts.

# **Program Objectives**

## **July 1, 2006 – June 30, 2008**

### **MCF – Stillwater**

**Mission Statement:** The MCF-Stillwater Employee Enrichment Committee exists to promote diversity, recruitment, retention, and wellness for the enrichment of staff. The goal is to encourage a workplace culture that facilitates a positive atmosphere for current staff, welcomes and mentors our new staff and recognizes and accepts the diversity present within our facility.

**Program Objective 1:** Maintain an active Diversity Committee that will promote a diverse atmosphere in the work place.

**Action Steps:**

1. Offer diversity related activities that staff may participate in such as training and educational events.
2. Continue to meet each month, or as often as deemed necessary by the committee chair, and keep staff informed of the committee's activities.
3. Strive to keep staff informed of diversity related events in surrounding communities and encourage staff participation.
4. Recruit new members as needed.
5. Arrange for diversity related speakers to speak at quarterly lock-downs.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Affirmative Action Officer  
Employee Enrichment Committee

**Evaluation:** Staff will become more familiar with the MCF-STW Diversity Committee members as well as be aware of diversity related events.

**Program Objective 2:** The Recruitment Team will continue to build community relations and promote employment opportunities with the Department of Corrections.

**Action Steps:**

1. Maintain positive relationships within the community.
2. Participate in community events such as National Night Out.
3. Continue to assist the Office of Diversity with career fairs.
4. Speak at high schools and colleges in the area.
5. Conduct Quarterly Team meetings.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Affirmative Action Officer  
Employee Enrichment Committee

**Evaluation:** Success will be evaluated by the number of events attended and the feedback from those attending.

**Program Objective 3:** Maintain the activities sponsored by the Wellness Committee to promote the awareness of health and wellness to our employees.

**Action Steps:**

1. Educate staff on the importance of good health by sponsoring health related activities for employees to participate in.
2. Provide educational material to all staff on ways to maintain good health.
3. Sponsor a health related speaker to speak at quarterly lock-ups.
4. Conduct monthly meetings to continue to plan events.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Affirmative Actions Officer  
Employee Enrichment Committee

**Evaluation:** Evaluate the number of employees who participate in Wellness activities such as the Annual Poker Walk and Bloodmobile.

**Program Objective 4:** Promote a welcoming and positive environment for all employees.

**Action Steps:**

1. Work with the existing Mentorship Program to provide mentors to all new employees.
2. Recruit and provide training for mentors.
3. The Affirmative Action Officer or designee will speak to all new academics and at quarterly training to discuss the role of the Employee Enrichment Committee.
4. Promote personalized exit interviews as a tool for providing in put and collecting data.
5. Develop an Employee Enrichment Flyer to distribute to staff explaining the mission and goals of the committee.

**Target Dates:** July 1, 2006 through June 30, 2008

**Persons Responsible:** Affirmative Actions Officer  
Employee Enrichment Committee

**Evaluation:** Annual surveys will be distributed to staff to evaluate the overall attitudes of staff towards the committee and activities.

## **Program Objectives** **July 1, 2006 – June 30, 2008**

### **MCF - Moose Lake**

**Program Objective 1:** The MCF—Moose Lake Diversity Committee will combine with the MCF—Moose Lake Recruitment Committee to form the Workforce Development Committee.

**Action Steps:**

1. The Workforce Development Committee will be responsible for recruitment activities as needed such as job fairs, material production, etc.
2. The Workforce Development Committee will be responsible for soliciting new applicant referrals from current employees.

**Persons Responsible:** Recruitment Coordinator  
Workforce Development Committee Members

**Target Dates:** July 1, 2006 – June 30, 2008

**Program Objective 2:** The institution Workforce Development Committee will work with the Affirmative Action Officer to EDUCATE staff on issues related to diversity and Recruitment:

**Action Steps:**

1. Workforce Development committee members and the institution Affirmative Action Officer will receive training on an as-needed basis to become well informed on issues of diversity and Affirmative Action.
2. Workforce Development committee members and the institution Affirmative Action Officer will make education available to all staff via e-mail, bulletin boards (available in staff lounge), and in the MCF—ML electronic Workforce Development folder on Sharepoint. These resources will be updated quarterly.
3. Workforce Development committee members and the institution Affirmative Action Officer will be a resource for training and education related to Workforce Development issues (i.e. DOC training, diversity information, community events, etc) at the institution level as well as the department level.
4. The Workforce Development committee will work with the training director to speak to all new staff as part of their orientation to the institution upon hire.

**Evaluation:**

1. The Workforce Development Committee quarterly report as well as the Workforce Development Committee meeting minutes will document all training requested and / or received by the Workforce Development Committee and / or the Affirmative Action Officer.
2. The Workforce Development Committee quarterly report as well as the Workforce Development Committee meeting minutes will document the development and updating of the electronic folder on Sharepoint.
3. The Workforce Development Committee quarterly report as well as the Workforce Development Committee meeting minutes will document any committee member involvement, direct or indirect, in the provision of training and/or education related to Workforce Development Committee issues.
4. The Workforce Development Committee quarterly report as well as the Workforce Development Committee meeting minutes will document the number of new staff at the institution each quarter and the number addressed by the Workforce Development Committee.

**Persons Responsible:** Warden  
Affirmative Action Officer Designee  
Recruitment Coordinator Designee  
Workforce Development Committee Members

**Target Dates:** July 1, 2006 – June 30, 2008

**Program Objective 3:** Improve Recruiting and Retention efforts to increase/stabilize the number of protected group members at MCF—Moose Lake.

**Action Steps:**

1. Develop an Informative PowerPoint Presentation for recruitment that could be used in a classroom-type setting for students that are in the corrections/law enforcement setting. In addition, this PowerPoint could be designed so it could be easily edited / adjusted to be used in a more general speaker's forum setting.
2. Delivery of a monthly e-mail announcing diversity and cultural events.
3. Provide staff with an effective diversity video and book library.

**Persons Responsible:** Recruitment Coordinator  
Affirmative Action Officer Designee  
Workforce Development Committee Members

**Target Dates:** July 1, 2006 – June 30, 2008

**Program Objective 4:** Develop and maintain open communication between all staff of the MCF—Moose Lake workforce, to understand and build on each other's strengths to ensure all staff realizes that they are our most valued resource.

**Action Steps:**

1. Diversity Awareness issues discussed openly with all staff
2. Offer Diversity Training in various topics to all staff.
3. The Human Resources Director will update the Diversity Committee on disparities, vacancies, and employment issues.
4. Encourage job shadowing within all facility positions and work areas.

**Persons Responsible:** Warden/Designee  
Workforce Development Committee Members

**Target Dates:** July 1, 2006 – June 30, 2008

## **Responsibilities, Duties, and Accountability**

### **I. All Employees:**

#### **Responsibility:**

Every employee is responsible to conduct themselves in accordance with the policies and procedures of this plan. Employees are expected to communicate in a respectful, non-discriminatory manner regardless of one another's race, color, creed, sex, national origin, age, marital status, sexual orientation, disability, religion, status with regard to public assistance, or membership or activity in a local commission.

### **II. Commissioner:**

#### **Responsibilities:**

To provide leadership and ensure that the agency is in compliance with M.S. 43A.19 and M.S. 43A.19, the American with Disabilities Act, Title VII of the Civil Rights Act and M.S. 363.

#### **Duties:**

1. To establish a position responsible for the administration of the agency's Affirmative Action Plan.
2. To issue a written statement to all employees affirming support for the department's Affirmative Action Plan.
3. To require managers and supervisors to include a responsibility statement for affirmative action in their position descriptions

#### **Accountability:**

The Governor, and indirectly to the Commissioner and the Director of the Office of Diversity and Equal Opportunity at the Department of Employee Relations.

**III. Director for the Office of Diversity**

**Responsibilities:** Direct the Department of Corrections' Equal Opportunity and Affirmative Action program.

- Duties:**
1. To develop and administer the department's Affirmative Action Plan.
  2. To revise, as necessary, the policies and complaint procedures contained within the Affirmative Action Plan.
  3. To provide consultation to managers and supervisors on their responsibilities as outlined in the Affirmative Action Plan.
  4. To manage complaints that allege violations of the Discrimination/Sexual Harassment Policy.
  5. To prepare annual reports on the diversity of the department workforce, a staff separation analysis, and revise the hiring goals.
  6. To oversee and provide a committee chair to the department's Affirmative Action Officer designees.
  7. To ensure that the department's Affirmative Action Plan is accessible to all staff.
  8. To oversee the department's pre-hire review process.
  9. To oversee the liaison for the department with the Department of Employee Relations on all matters relating to equal opportunity, affirmative action and diversity.
  10. To determine the need and recommend training in the areas of equal opportunity, affirmative action and diversity to the Director of the Employee Development Unit.
  11. To review and recommend changes in the department's policies, procedures, programs and practices to facilitate affirmative action, equal opportunity, and a diversity program.
  12. To oversee the administration of the Americans with Disabilities Act.
  13. To maintain records of requests for reasonable accommodation missed opportunities to hire affirmatively, and complaints of discrimination or discriminatory harassment.
  14. To oversee the administration of the Internship Program.

**Accountability:** The Commissioner

#### **IV. Managers and Supervisors**

**Responsibilities:** To ensure compliance with the department's Affirmative Action Plan, including the Anti-Discrimination/Sexual Harassment Policy and the Reasonable Accommodation Policy.

- Duties:**
1. To promote a respectful working environment for all employees and to take appropriate steps to correct conflict situations that can lead to discriminatory conduct.
  2. To work with the Director for the Office of Diversity, which includes Equal Opportunity and Affirmative Action Office and the Affirmative Action Officer Designee to identify and resolve staff problems involving discriminatory conduct.
  3. To hire and promote qualified protected group individuals when a disparity exists, and to ensure equal treatment in all aspects of employment for all employees.
  4. To communicate and demonstrate a personal commitment to the department's Affirmative Action Plan.
  5. To discuss career planning goals and training needs with employees during their annual performance evaluation.
  6. To ensure the department Affirmative Action Plan is available in the work unit and is an agenda item at a staff meeting at least twice a year.
  7. To facilitate the participation of staff who serve on the Diversity Committee.
  8. To include accountability for the implementation of the department's Affirmative Action Plan in his/her position description.
  9. **Wardens and Superintendents of Correctional Facilities** have several additional duties including:  
  
To appoint a staff member to serve as the Affirmative Action Officer Designee for the facility and to meet with them on a regular basis.

**Accountability:** The Deputy Commissioner, Assistant Commissioners, and indirectly to the Commissioner.

**V. Human Resource Director**

**Responsibilities:** To ensure that human resource policies and procedures are administered fairly and are uniformly applied to all employees, and to take positive action to remove all barriers to equal employment opportunity within the Department.

- Duties:**
1. To provide leadership to the Human Resources staff to adhere to affirmative action principals in the decision making process of all personnel actions.
  2. To advise managers and supervisors of the need to do protected group recruitment to fill vacancies where disparities exist.
  3. To provide guidance in the development and utilization of selection criteria to ensure, to the extent possible, that they are objective, uniform, and job related.
  4. To ensure that all job opportunity and training notices are properly posted and are made available to all staff.
  5. To identify problems that inhibit equal employment opportunity and to discuss resolutions with the department's Director of Office of Diversity.

**Accountability:** Assistant Commissioner of Operations Support, and indirectly to the Deputy Commissioners and Commissioner

## VI.

### Affirmative Action Officer Designees

**Responsibilities:** The designees are responsible for the implementation of the department's Affirmative Action Plan at their facility/work location. Each designee is appointed by their respective Superintendent, Warden, and Field Services Director, and is directly accountable to him/her for matters relating to affirmative action. Indirectly, the designees are accountable to the department's Director of the Office of Diversity.

- Duties:**
1. To monitor the administration of the affirmative action plan at their work location by monitoring the Goals for Hiring for their work location.
  2. To fulfill all affirmative action reporting requirements by submitting standard quarterly reports.
  3. To ensure dissemination of all relevant affirmative action information to appropriate staff and to post the Affirmative Action Plan on the official bulletin boards.
  4. To serve as ex-officio member of the diversity committee at their work location.
  5. To serve as a member of the department-wide Affirmative Action Officers Committee.
  6. To determine the need for diversity training and recommend training at their respective work location.
  7. To review policies, procedures, and practices and to recommend changes to the Director of the Office of Diversity.
  8. To receive employee complaints of discriminatory harassment, advise employees of the department policy and complaint process, and promptly notify the Office of Diversity Director of complaints received.
  9. To serve as ex-officio member of the Recruitment Team at their work locations.

**Accountability:** Warden, Superintendent, or Director of Field Services, and indirectly to the Director of the Office of Diversity.

## Minnesota Department of Corrections

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<b>Policy:</b>	<b>103.300</b>	<b>Title: Anti-Discrimination and Sexual Harassment</b>
<b>Issue Date:</b>	<b>11/1/05</b>	
<b>Effective Date:</b>	<b>12/6/05</b>	

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**AUTHORITY:** Title VII of the Civil Rights Act of 1964, as amended, and the Minnesota Human Rights Act, Executive Order 11246, the Age Discrimination and Employment Act of 1967, the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act.

**PURPOSE:** To ensure that the department's employment practices are free from discrimination and that all employees have a working environment free from discrimination based on their race, color, sex, religion, creed, national origin, disability, age, sexual orientation, marital status, status with regard to public assistance, membership or activity in a local commission (protected class characteristics).

**APPLICABILITY:** Applicants, eligibles, employees, contractors and volunteers of the department.

### **POLICY:**

#### A. Summary of Discrimination/Sexual Harassment Policy

The department will not tolerate discriminatory behavior toward applicants, employees, contractors and volunteers based on their protected class characteristic(s). Managers, supervisors and employees who violated this policy will be subject to discipline, up to and including discharge.

The department believes that discrimination is a serious violation of an employee's rights and that false accusation of discrimination can cause serious problems to the subject of the complaint. These two problems can be minimized by prompt, confidential, and thorough investigations.

It is the responsibility of applicants, employees, contractors and volunteers to report incidents of discrimination against themselves or other employees to any supervisor/manager, Affirmative Action Officer designee, Human Resources Director or the Assistant Commissioner for Support Services.

The Assistant Commissioner for Support Services will ensure a prompt investigation of all complaints that allege a violation of this policy. The appointing authority will take appropriate corrective action when the investigation findings determine that a policy violation has occurred. The Assistant Commissioner for Support Services will ensure that confidentiality is preserved to the degree possible in order to encourage the filing of valid complaints by protecting the privacy of the complainant, as well as to protect the reputation of any employee who might wrongfully be accused of discrimination/harassment.

Retaliation is strictly forbidden against complainants who report harassment or individuals that cooperate in an investigation. Any employee, manager or supervisor who is found to have taken adverse action against an individual because of that person's good-faith report of discrimination/harassment is subject to discipline, up to and including discharge.

#### B. Discrimination/Sexual Harassment Policy

The department will maintain non-discriminatory employment practices and a work environment free from all forms of discrimination based on an individual's protected class characteristic(s).

Discrimination and harassment based upon an employee's protected class characteristic(s) is illegal under federal and state laws as it subjects employees to an unfair employment practice and is not related to an employee's work performance, an applicant's qualifications for employment or a promotion in the department.

The department will not tolerate the harassment of its employees, nor will it tolerate reprisals against any employee who makes a complaint of discrimination or cooperates in an inquiry or investigation of a

complaint. Supervisors, managers and others violating this policy are subject to disciplinary action, up to and including discharge.

Any supervisor or manager who receives a complaint of discrimination and fails to report it to the Affirmative Action Officer designee, Human Resource Director, or the Assistant Commissioner for Support Services is subject to disciplinary action, up to and including discharge. Performance evaluations of managers and supervisors will include consideration of the individual's compliance with and support for this policy.

All managers and supervisors are responsible for the implementation of this policy and for ensuring that all employees have knowledge and understanding of this policy.

All managers and supervisors must take immediate and appropriate corrective action to ensure compliance with the intent of this policy. Upon observing words or actions that may violate this policy, managers and supervisors must take prompt and appropriate action to address the conduct, even if no complaint has been made.

Sanctions and/or Corrective Action - Appropriate disciplinary action will be taken against individuals found to be engaging in conduct based on an applicant or employee's protected class characteristic(s). Appropriate disciplinary action will also be taken against supervisors and managers who fail to take timely and appropriate action when conduct that violates this policy is brought to their attention. Some forms of harassment are also criminal acts that may be referred to local law enforcement. Corrective action will be taken when necessary to build and/or restore a respectful work environment.

## **Definitions and Prohibited Acts:**

### **Discrimination**

To act on the basis of prejudice, intentional or unintentional, because of an individual's or group's protected class characteristic(s) with respect to hiring, tenure, compensation, terms, conditions, facilities or privileges of employment, except when based on a bona fide occupational qualification.

Conduct based upon protected class characteristics is prohibited if or when any of the following occurs:

- Submission to such conduct is made a term or condition of an individual's continued employment, promotion, or other condition of employment.
- Submission to or rejection of such conduct is used as a basis for employment decisions affecting an employee or job applicant.
- Such conduct is intended to interfere or results in interference with an employee's work performance, or **creates an intimidating, hostile, or offensive work environment.**

Physical harassment - prohibited actions include, but are not limited to: (1) Display of posters, signs, pictures, cartoons, symbols, written statements, emails, or other materials that demeans, or that belittles or discriminates against any individual's protected class characteristic(s). (2) Non-verbal behaviors also include gestures and facial expressions.

Verbal harassment - unwelcome statements, name-calling, or other verbal conduct. Prohibited statements include using derogatory names or terms when referring to individuals or groups of individuals.

### **Sexual Harassment**

A form of discrimination that includes unwelcome sexual advances, requests for sexual favors, or **verbal or physical conduct of a sexual nature** when any of the following occurs:

- Submission to such conduct is made a term or condition of an individual's continued employment, promotion or other condition of employment. This may occur by acts or words that are stated clearly, or acts or words that are implied.
- Submission to or rejection of such conduct is used as a basis for employment decisions affecting an employee or job applicant.

- Such conduct is intended to interfere or results in interference with an employee's work performance, or creates an intimidating, hostile, or offensive work environment.

Sexual harasser - a harasser may be a male harassing a female; a female harassing a male; a male harassing a male; or a female harassing a female, and the harassment is sexually based.

Physical sexual harassment - prohibited actions include, but are not limited to: touching oneself or another person in a sexually suggestive way; physical contact or positioning so as to invade personal privacy; or intentional touching of anatomy that is private such as breasts, genital areas, or buttocks. Also included are intentional movements/actions made in an attempt to look at another person's breasts, genital areas or buttocks. Also prohibited are physical acts such as hitting, pushing and making physical gestures of a sexual nature such as hip-grinding or grabbing motions.

Verbal sexual harassment - examples of prohibited statements include, but are not limited to: derogatory or vulgar comments of a sexual nature; sexually vulgar language; remarks about a person's physical anatomy or characteristics; "dirty" jokes; sexual innuendo; sexually explicit language; lascivious tones; threats of physical harm; and distribution or display of written or graphic sexual materials.

The fact that an employee does not openly object to others' actions or words does not suggest it was welcome. Harassment may occur even if the individual originally remains silent or failed to show disapproval. Acts and statements that may not be offensive to some people may be extremely offensive to others. As a result, all employees must conduct themselves professionally in their interaction with others in the workplace.

Other examples of sexual harassment - also prohibited in the workplace are nude and semi-nude pictures, sexually orientated magazines or posters, sexually offensive cartoons, and other words or pictures of a sexually suggestive nature.

## **PROCEDURES:**

- A. Complaint Procedure The department encourages employees to use the following procedure but employees are not prohibited from filing a complaint with the Equal Employment Opportunity Commission (EEOC) or the Minnesota Department of Human Rights. Any employee, contractor or volunteer who believes s/he is sexually harassed or discriminated against because of his/her protected class characteristic(s) should follow the procedure below. Although the department recommends the following procedure as an effective method of dealing with harassment, Steps 1 and 2 may be omitted.

Step 1. Politely, but firmly, confront the perpetrator and ask him or her to stop the offensive conduct. Be specific about the exact behavior you want stopped. If practical, have a witness such as a co-worker present to hear your complaint and the harasser's response. After the face-to-face meeting, write a memo or note outlining what you said and the response of the harasser. Date the memo and keep it. Written evidence of your complaint is helpful if the harasser does not stop the offensive behavior.

Although a face-to-face meeting with the harasser is desirable, if you feel uncomfortable with it, write the harasser a memo or letter detailing the acts or statements you consider harassment and demand that it be stopped. Sign and date the memo or letter, and keep a copy for possible future use if the harassment does not stop.

If you feel uncomfortable with a face-to-face meeting or a written letter, omit step one and make your first complaint using the procedures listed in Step 3.

Step 2. Document the incidents of the harassment. Write down what was said and done, who might have witnessed it, and the date. Keep any related letters, memos, or written documentation.

Step 3. If uncomfortable with Step 1, or the harassment continues after you complain to the harasser, or if you feel the harassment is likely to cause you a direct employment problem such as demotion, pay increase denial, or discipline, immediately report it to the manager of your work area, the Affirmative Action Officer designee, Human Resources Director or the Assistant Commissioner for Support Services. You may be asked to complete a complaint form at this time. You should also submit a copy of any written documentation or a written summary of what has occurred.

**B. Process for Managers and Supervisors**

1. A supervisor or manager that receives a complaint or becomes aware of a violation of this policy will immediately notify and forward any written documentation to his/her Affirmative Action Officer designee, Human Resource Director, or the Assistant Commissioner for Support Services.
2. Within two working days after receiving the complaint, the Affirmative Action Officer designee or the Human Resource Director will take the following actions.
  - a) Review the complaint.
  - b) If the complaint alleges a violation of this policy, the Assistant Commissioner for Support Services will be notified by the Affirmative Action Officer designee or the Human Resource Director that a discrimination/sexual harassment complaint has been received. The written complaint and all documentation will be forwarded to the Assistant Commissioner for Support Services.

**C. Procedure for Handling Complaints**

1. The Assistant Commissioner for Support Services will direct the Labor Relations Manager to establish a record of the complaint in the agency Investigation Tracking System.
2. The Assistant Commissioner for Support Services will review the complaint and determine whether to initiate an investigation. All complaints will be handled in a timely and confidential manner. The complainant or information related to the complaint will not be disclosed to anyone that does not have a business reason to know.
3. No person is permitted to discuss the complaint, the identity of the person complaining, or any other facts, except where necessary for investigating the complaint or deciding a dispute. All managers, supervisors and employees are subject to disciplinary action if they unnecessarily disclose information about the complaint, the investigation, allegations, or facts concerning the discrimination/harassment complaint and investigation.
4. The Assistant Commissioner for Support Services will notify the complainant(s) and the respondent(s) in writing that the complaint will be investigated.
5. Upon filing of a complaint, the Assistant Commissioner for Support Service, and during the investigation process, the investigator will assure the complainant that department

policy and the law prohibits any reprisal for making a good-faith complaint, even if it is later determined that a violation of the policy did not occur.

6. For all complaints warranting an investigation the Assistant Commissioner for Support Services will notify the Labor Relations Manager, who will be responsible for documenting it in the Agency Investigation Tracking System.
7. The Assistant Commissioner for Support Services will assign an investigator who will:
  - a) Take a verbal statement from the complainant.
  - b) Inform the respondent of the complaint and the investigative procedure.
  - c) Obtain the respondent's side of the story or explanation (this may occur at any time during the investigative process).
  - d) Obtain additional evidence or facts by reviewing relevant files, documentation, interviewing possible witnesses, other alleged victims and co-workers, while disclosing as little about the case as is feasible to preserve confidentiality; and
  - e) Prepare a thorough written report of the findings and submit it to the Commissioner for Support Services and warden (if a facility investigation) within 60 days after a formal complaint is filed.
8. The Assistant Commissioner for Support Services will review the report and share the report with the Assistant Commissioner for Facilities (if a facility investigation) and the Labor Relations Manager. The Assistant Commissioner for Support Services will determine whether a violation of this policy has taken place.
9. If the investigation findings **do not** support that a violation of this policy occurred, the Assistant Commissioner for Support Services will notify in writing the complainant(s) and respondent(s) of that fact.
10. If the investigation findings support that a violation of this policy or another policy has occurred, the Assistant Commissioner for Support Services will notify the appointing authority and the Labor Relations Manager.
11. The appointing authority will direct the Regional Human Resource Director/designee to prepare a recommendation for appropriate corrective action, pursuant to the Work Incident Review Policy.
12. The appointing authority's decision must be discussed by the Assistant Commissioner for Support Services, the Labor Relations Manager/designee and the appropriate division head.
13. The Assistant Commissioner for Support Services, in consultation with the Commissioner, will review for authorizing the corrective action to be administered and will communicate this authorization to the appointing authority and the Labor Relations Manager. Discipline cannot be carried out until authorized by the Assistant Commissioner for Support Services.
14. The Labor Relations Manager will document the corrective action in the department's Investigation Tracking System.
15. The appointing authority will promptly administer the corrective action.

16. The Assistant Commissioner for Support Services/designee will promptly notify the complainant(s) that the investigation has been completed and appropriate action taken.

D. Harassment by Customers, Contractors and other Non-employees

1. If a non-employee harasses an employee, the employee should take the same steps outlined in the preceding section of this policy.
2. Upon validation of the complaint of harassment, the appointing authority will take steps to stop the harassment. However, the appointing authority may delegate this duty when another agency or entity will be more effective.
3. Possible remedial action will be promptly taken and can include, but is not limited to, a written warning to the subject of complaint or his/her employer, prohibiting the individual from returning to the department's premises, or refusal to continue doing business with the individual or his/her employer.
4. Regarding harassment by offenders, please refer to Policy 303.010, "Offender Discipline" and Policy 303.030, "Offender Materials (Display of)."

**REVIEW:** Annually

**REFERENCES:** Policy 303.010, "Offender Discipline."  
Policy 303.025, "Offender Housing Conditions and Expectations"  
ACA standards 4-4053, 4-4056, 3-JTS-1C-07, 3-JTS-1C-07-1, 1-ABC-1C-04, 1-ABC-1C-05, 3-3052, 3-3053, 2-7032, 2-7032-1, 2-CO-1C-09, 2-CO-1C-11, 2-CO-1C-12.

**SUPERSESSION:** Policy 103.300, "Discrimination/Sexual Harassment," 12/17/03.  
All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means regarding this topic.

**ATTACHMENTS:** Discrimination/Sexual Harassment Complaint form

/s/

Harley W. Nelson, Deputy Commissioner  
Community Services

Dennis L. Benson, Deputy Commissioner  
Facility Services

**Minnesota Department of Corrections  
Sexual Harassment/Discrimination Complaint Form**

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**Information on the Complainant (*person filing the complaint*):**

Name: \_\_\_\_\_ Job Title: \_\_\_\_\_ Phone: \_\_\_\_\_

Work Location: \_\_\_\_\_ Division: \_\_\_\_\_

Supervisor: \_\_\_\_\_

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**Information on the primary respondent (*person against whom you are filing the complaint*):**

Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Work Location: \_\_\_\_\_ Division: \_\_\_\_\_

Supervisor: \_\_\_\_\_

**Names of any secondary respondents involved in this complaint:**

\_\_\_\_\_  
\_\_\_\_\_

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**I believe I was discriminated against because of:**

Race     Gender     Color     Creed     Religion     Disability

Age     Marital Status     National Origin     Sexual Orientation

Reliance on Public Assistance     Membership or Activity in a Local Commission

Sexual Harassment

**Date most recent act of discrimination/sexual harassment occurred:** \_\_\_\_\_

**Describe the incident(s) in detail, beginning with the most recent incident. Include names, types of behavior, location, dates, and witnesses. (*Attach additional sheets if necessary*).**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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**Witnesses:**

**Work Address/Phone:**

- 1.
- 2.
- 3.
- 4.
- 5.

*(please use the space below to continue with witnesses if necessary).*

**Relief requested:**

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**This complaint is being filed on my honest belief that I have been discriminated against. I hereby certify that the information I have provided in this complaint is true, correct, and complete to the best of my knowledge and belief.**

\_\_\_\_\_  
**Complainant's Signature**

\_\_\_\_\_  
**Date**

**Received by:** \_\_\_\_\_

**Date:**

**Did you file this complaint with another Agency?:**

\_\_\_\_\_ **Yes**      \_\_\_\_\_ **No**

**If yes, which agency?** \_\_\_\_\_

Rev. 7/98

## Minnesota Department of Corrections

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<b>Policy:</b>	<b>103.310</b>	<b>Title: Reasonable Accommodation</b>
<b>Issue Date:</b>	<b>11/1/05</b>	
<b>Effective Date:</b>	<b>12/6/05</b>	

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**AUTHORITY:** The Americans with Disabilities Act (ADA) of 1990.  
The Minnesota Human Rights Act.

**PURPOSE:** To reasonably accommodate qualified individuals (as defined by ADA) with known physical or mental disabilities, to enable them to compete in the selection process or to perform the essential functions of the job and/or enjoy equal benefits and privileges.

**APPLICABILITY:** All qualified applicants, current employees and employees seeking promotion who have a physical or mental impairment that substantially limits one or more major life activities. This policy does not pertain to persons with non-ADA qualifying medical conditions.

**POLICY:** An accommodation must provide an opportunity for a person with a disability to achieve the same level of performance or to enjoy benefits or privileges equal to those of an average, similarly situated employee without a disability.

The department will provide funding for accommodations unless the accommodation will cause an undue hardship or pose a direct threat to the health or safety of others in the workplace.

### **DEFINITIONS:**

Direct threat - a significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated by reasonable accommodation.

Reasonable accommodation - any change or adjustment to a job, an employment practice, or a work environment that makes it possible for a qualified individual with a disability to enjoy equal employment opportunities. Examples of accommodations may include acquiring or modifying equipment or devices, modifying examinations and training materials, making facilities readily accessible, job restructuring, modifying work schedules, providing qualified readers or interpreters and reassignment to vacant positions.

Undue hardship - an action that is unduly costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the department.

### **PROCEDURES:**

#### **A. Job Applicants**

1. When an applicant submits a request for reasonable accommodation for the selection process, the Human Resource Management (HRM) director will consider the request and discuss the possible alternatives with the applicant.
2. The HRM director will make a decision regarding the request for accommodation and, if the accommodation is approved, will take the necessary steps to ensure the accommodation is provided.
3. If the accommodation cannot be provided, the HRM director will inform the applicant, in writing, of the reason within a reasonable time period.

B. Existing Staff

1. The employee will inform his/her supervisor, manager, or ADA Coordinator of the need for an accommodation, preferably by completing the Employee Request for Reasonable Accommodation form (attached).
2. The Director of HRM will serve as the ADA Coordinator at the facilities. For community services and central office staff, the ADA Coordinator is located in the Office of Diversity.
3. The ADA Coordinator may request medical documentation of the employee's functional limitations to support the request. Information from all medical examinations and inquiries will be kept apart from the general personnel files as a separate, confidential medical record, available only under the limited conditions specified in the Americans with Disabilities Act or other applicable laws.
4. The ADA Coordinator, in consultation with the employee and supervisor, will
  - a) discuss the purpose and essential functions of the particular job involved and complete a step-by-step job analysis when necessary;
  - b) determine the precise job-related limitations;
  - c) identify the potential accommodations and assess the effectiveness each would have in allowing the employee to perform the essential functions of the job; and
  - d) select and implement the accommodations that are the most appropriate for both the employee and the employer. While an employee's preference will be given consideration, the department is free to choose among equally effective accommodations and may choose the one that is less expensive or easier to provide.
5. If an accommodation agreement cannot be reached, the ADA Coordinator will forward the written request for accommodation, along with his/her recommendation, to the department Assistant Commissioner of Support Services, who will review the request for accommodation, along with the recommendations, and advise management
6. If an accommodation cannot overcome the existing barriers, or if the accommodation would cause an undue hardship (see section C) on the operation of the business or pose a direct threat (see section D) to the health or safety of others in the workplace, the employee and the supervisor will work together to determine whether reassignment may be an appropriate accommodation.
  - a) HRM will first look for a vacant position in the department equivalent to the one presently held by the employee in terms of pay and other job status. If the individual with the disability is not qualified, with or without reasonable accommodation, for a vacant position (or a position the department knows will become vacant within a reasonable period of time), the department may, as a reasonable accommodation, assign the employee to a lower grade vacant position for which the individual is qualified. If this occurs, the department is not required to maintain the individual's salary at the previous level.

- b) HRM will help the employee identify transfer, mobility, noncompetitive and competitive opportunities (Minn. Stat. §43A.).
  - c) The department will not be required to create a new job or to bump another employee from a job in order to provide an accommodation.
7. If a reasonable accommodation cannot be made, the ADA Coordinator, with the Assistant Commissioner of Support Services' approval will provide the employee with written notification explaining the reason(s) for denying approval within a reasonable time period.
- C. Undue Hardship: The below procedures will be followed when determining undue hardship.
- 1. The Director of the Office of Diversity and the assistant commissioner for the respective division will consult with the deputy commissioner to discuss the requested accommodation.
  - 2. They will determine undue hardship by considering the factors outlined in 29 CFR 1630.2, including
    - a) the nature and cost of the accommodation in relation to the size, the financial resources, the nature and structure of the department's operation; and
    - b) the impact of the accommodation on the nature or operation of the division.
  - 3. If the accommodation is considered to impose an undue hardship, an analysis and recommendation will be sent to the commissioner.
  - 4. The commissioner will provide a written decision to the Assistant Commissioner of Support Services. The employee requesting the accommodation will be immediately notified, in writing, of the final determination.
- D. Direct Threat: The below procedures will followed when determining direct threat. Management will make an individualized determination of an individual's current ability to safely perform a job's essential functions. These determinations must be based on objective information and cannot be based on myths or stereotypes about a given disability. The determinations will
- 1. demonstrate there is a significant risk of substantial harm;
  - 2. identify the specific risk;
  - 3. demonstrate the risk is current, as opposed to speculative or remote;
  - 4. support the risk assessment with objective medical evidence related to the particular employee; and
  - 5. consider whether the risk can be eliminated or reduced below the level of a "direct threat" by reasonable accommodation.

**REVIEW:** Annually

**REFERENCES:** ACA Standards 4-4053, 4-4056, 3-JTS-1C-07, 3-JTS-1C-07-1, 1-ABC-1C-04, 1-ABC-1C-05, 3-3052, 3-3053, 2-7032, 2-7032-1, 2-CO-1C-09, 2-CO-1C-11 and 2-CO-1C-12.  
29 CFR 1630.2.  
Minn. Stat. §43A.  
Policy 103.240, "Return to Work Program."  
Policy 103.300, "Anti-Discrimination and Sexual Harassment."

**SUPERSESSON:** Policy 103.310, "Reasonable Accommodation," 1/1/02.  
All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means regarding this topic.

**ATTACHMENTS:** Employee Request for Reasonable Accommodation

/s/

Dennis L. Benson, Deputy Commissioner  
Facility Services

Harley W. Nelson, Deputy Commissioner  
Community Services

This document is available in alternative formats to individuals with disabilities by calling (651) 642-0340 (V) or (651) 643-3589 (TTY)

# Employee Request For Reasonable Accommodation

**Give completed form to ADA Coordinator.**

Please Print or Type

Employee Name:	Job Title:	Date Requested:								
Division/Unit: <span style="float: right;"><b>Note: Continue on back if you need more room for any of the following questions</b></span>										
<p>1. Please describe the nature of your medical condition for which you are requesting an accommodation. Describe how it substantially limits any major life activities.</p> <p>2. How does it affect your ability to perform your job?</p> <p>3. Type of accommodation requested:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"><input type="checkbox"/> Making facilities readily accessible</td> <td style="width: 50%; border: none;"><input type="checkbox"/> Modification of equipment or devices</td> </tr> <tr> <td style="border: none;"><input type="checkbox"/> Job restructuring</td> <td style="border: none;"><input type="checkbox"/> Qualified reader or interpreter</td> </tr> <tr> <td style="border: none;"><input type="checkbox"/> Part-time or modified work schedule</td> <td style="border: none;"><input type="checkbox"/> Other (specify): _____</td> </tr> <tr> <td style="border: none;"><input type="checkbox"/> Acquisition of equipment or devices</td> <td></td> </tr> </table> <p>Please describe in detail the accommodation you are requesting:</p>			<input type="checkbox"/> Making facilities readily accessible	<input type="checkbox"/> Modification of equipment or devices	<input type="checkbox"/> Job restructuring	<input type="checkbox"/> Qualified reader or interpreter	<input type="checkbox"/> Part-time or modified work schedule	<input type="checkbox"/> Other (specify): _____	<input type="checkbox"/> Acquisition of equipment or devices	
<input type="checkbox"/> Making facilities readily accessible	<input type="checkbox"/> Modification of equipment or devices									
<input type="checkbox"/> Job restructuring	<input type="checkbox"/> Qualified reader or interpreter									
<input type="checkbox"/> Part-time or modified work schedule	<input type="checkbox"/> Other (specify): _____									
<input type="checkbox"/> Acquisition of equipment or devices										
4. Has your medical provider recommended the accommodation? <span style="float: right;">Yes                      No</span>										
5. How will the requested accommodation be effective in allowing performance of the essential job function(s)?										
6. Has your job been altered? When was it altered? Please describe how and why it has altered:										
Additional Comments:										
Signature of Employee:		DATE:								

Distribution:    Employee  
                       Supervisor  
                       Division Head  
                       ADA Coordinator's file  
                                   Office of Diversity

For Office Use Only:  
 ADA Qualifying  
 non ADA  
 Date: \_\_\_\_\_

## Goals and Timetables

*The department is continually striving to increase the number of ethnic/racial minority persons, females, and persons with disabilities in order to reach parity.*

The method for establishing goals changed to EEO4 Job Categories and a 2-factor analysis. The two factors used are external availability and internal availability. Goals for Central office and MCF-STW, MCF-OPH, MCF-SHK and MCF-LL are based on the metro recruiting area, which consists of the 13 county Standard Metropolitan Statistical area as established by the MN Department of Economic Security. Goals for MCF-FRB, MCF-RW, MCF-RC, MCF-STC, MCF-TC, and MCF-WR/ML were established using counties within a 35-mile radius of the facility. Statewide population numbers were used to establish Central office goals and MN and WI population numbers were used to establish Central Office Non-St. Paul goals. 2000 Census data by county on occupations by sex and race was used to determine the percentage of working-age population with requisite skills in the recruiting area. DOER established goals for persons with disabilities, using 2000 Census data.

The agency continues to be challenged to reduce costs and lower adult institution per diems. It is anticipated that there will be Corrections Officer openings as a result of retirements and turnover, and we will continue to recruit a diverse workforce to fill those vacancies.

# Annual Goals

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: Central Office

Job Group	Total Employees in Job Group	Women						Minorities					
		Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	54	20	37.0	37.48	20	0		4	7.4	6.02	3	0	
Professionals	154	79	51.3	53.05	82	3	53.05%	18	11.7	9.11	14	0	
Technicians	5	4	80.0	63.10	3	0		0	0.0	6.80	0	0	
Office Clerical	50	46	92.0	82.82	41	0		4	8.0	8.12	4	0	
Skilled Craft	2	0	0.0	6.63	0	0		0	0.0	6.04	0	0	
Protective Services Sup	9	4	44.4	44.44	4	0		0	0.0	0.00	0	0	
Protective Services non	20	1	5.0	22.82	5	4	22.82%	3	15.0	12.39	2	0	
Para Professionals	8	8	100.0	62.92	5	0		1	12.5	8.12	1	0	
Service/Maintenance	16	2	12.5	37.38	6	4	37.38%	0	0.0	11.44	2	2	11.44%
Totals	318	164			166	11		30			26	2	

Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	54	20	37.0	11.31	6	0	
Professionals	154	79	51.3	10.88	17	0	
Technicians	5	4	80.0	11.52	1	0	
Office Clerical	50	46	92.0	11.56	6	0	
Skilled Craft	2	0	0.0	11.55	0	0	
Protective Services Sup	9	4	44.4	11.60	1	0	
Protective Services non	20	1	5.0	11.60	2	1	11.60%
Para Professionals	8	8	100.0	10.86	1	0	
Service/Maintenance	16	2	12.5	11.37	2	0	
Totals	318	164			36	1	

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: Central Office - Non St. Paul

Job Group	Total Employees in Job Group	Women						Minorities					
		Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	2	1	50.0	42.92	1	0		0	0.0	3.12	0	0	
Professionals	228	115	50.4	53.62	122	7	53.62%	5	2.2	6.05	14	9	6.05%
Technicians	0	0		62.80				0		7.00			
Office Clerical	66	66	100.0	87.60	58	0		1	1.5	4.30	3	2	4.30%
Skilled Craft	9	1	11.1	8.38	1	0		0	0.0	5.70	1	1	5.70%
Protective Services Sup	0	0		0.00				0		0.00			
Protective Services non	0	0		12.14				0		1.68			
Para Professionals	0	0		0.00				0		0.00			
Service/Maintenance	49	3	6.1	35.70	17	14	35.70%	2	4.1	12.10	6	4	12.10%
Totals	354	186			199	21		8			24	16	

Job Group	Total Employees in Job Group	Women					
		Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	2	1	50.0	11.31	0	0	
Professionals	228	115	50.4	10.88	25	0	
Technicians	0	0		11.52			
Office Clerical	66	66	100.0	11.56	8	0	
Skilled Craft	9	1	11.1	11.55	1	0	
Protective Services Sup	0	0		11.60			
Protective Services non	0	0		11.60			
Para Professionals	0	0		10.86			
Service/Maintenance	49	3	6.1	11.37	6	3	11.37%
Totals	354	186			40	3	

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: MCF - Fairbault

Job Group	Total Employees in Job Group	Women					Minorities						
		Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	6	2	33.3	36.72	2	0		0	0.0	3.78	0	0	
Professionals	72	41	56.9	53.05	38	0		0	0.0	6.93	5	5	6.93%
Technicians	24	13	54.2	59.10	14	1	59.10%	1	4.2	9.20	2	1	9.20%
Office Clerical	30	27	90.0	75.06	23	0		0	0.0	6.48	2	2	6.48%
Skilled Craft	20	0	0.0	7.31	1	1	7.31%	0	0.0	8.67	2	2	8.67%
Protective Services Sup	19	7	36.8	26.30	5	0		0	0.0	5.30	1	1	5.30%
Protective Services non	228	88	38.6	45.11	103	15	45.11%	11	4.8	5.58	13	2	5.58%
Para Professionals	11	8	72.7	0.00	0	0		0	0.0	0.00	0	0	
Service/Maintenance	25	3	12.0	36.64	9	6	36.64%	2	8.0	18.72	5	3	18.72%
<b>Totals</b>	<b>435</b>	<b>189</b>			<b>195</b>	<b>23</b>		<b>14</b>			<b>30</b>	<b>16</b>	

Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	6	2	33.3	11.31	1	0	
Professionals	72	41	56.9	10.88	8	0	
Technicians	24	13	54.2	11.52	3	0	
Office Clerical	30	27	90.0	11.56	3	0	
Skilled Craft	20	0	0.0	11.55	2	2	11.55%
Protective Services Sup	19	7	36.8	11.60	2	0	
Protective Services non	228	88	38.6	11.60	26	0	
Para Professionals	11	8	72.7	10.86	1	0	
Service/Maintenance	25	3	12.0	11.37	3	0	
<b>Totals</b>	<b>435</b>	<b>189</b>			<b>49</b>	<b>2</b>	

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: MCF Lino Lakes

Job Group	Total Employees in Job Group	Women						Minorities					
		Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	3	2	66.7	50.98	2	0	1	33.3	17.28	1	0		
Professionals	104	59	56.7	53.41	56	0	15	14.4	10.97	11	0		
Technicians	11	6	54.5	58.80	6	0	0	0.0	9.20	1	1	9.20%	
Office Clerical	36	31	73.9	69.04	25	0	2	5.6	8.54	3	1	8.54%	
Skilled Craft	17	2	11.8	8.49	1	0	0	0.0	8.33	1	1	8.33%	
Protective Services Sup	19	8	42.1	42.10	8	0	1	5.3	5.30	1	0		
Protective Services non	241	56	23.2	36.65	88	32	27	11.2	9.71	23	0		
Para Professionals	5	4	80.0	0.00	0	0	0	0.0	0.00	0	0		
Service/Maintenance	5	0	0.0	25.74	1	1	0	0.0	12.18	1	1	12.18%	
Totals	441	168			187	33	46			42	4		

Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	3	2	66.7	11.31	0	0	
Professionals	104	59	56.7	10.88	11	0	
Technicians	11	6	54.5	11.52	1	0	
Office Clerical	36	31	73.9	11.56	4	0	
Skilled Craft	17	2	11.8	11.55	2	0	
Protective Services Sup	19	8	42.1	11.60	2	0	
Protective Services non	241	56	23.2	11.60	28	0	
Para Professionals	5	4	80.0	11.86	1	0	
Service/Maintenance	5	0	0.0	11.37	1	1	11.37%
Totals	441	168			50	1	

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: MCF Oak Park Heights

Job Group	Total Employees in Job Group	Women						Minorities					
		Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	4	2	50.0	44.30	2	0	1	25.0	13.96	1	0		
Professionals	58	33	56.9	53.47	31	0	4	6.9	8.72	5	1	8.72%	
Technicians	14	10	71.4	58.80	8	0	0	0.0	9.20	1	1	9.20%	
Office Clerical	20	18	90.0	75.48	15	0	1	5.0	8.30	2	1	8.30%	
Skilled Craft	10	0	0.0	6.72	1	1	0	0.0	8.33	1	1	8.33%	
Protective Services Sup	15	3	20.0	20.00	3	0	1	6.7	0.00	0	0		
Protective Services non	219	51	23.3	36.65	80	29	22	10.0	8.80	19	0		
Para Professionals	3	3	100.0	0.00	0	0	0	0.0	0.00	0	0		
Service/Maintenance	11	3	27.3	39.78	4	1	0	0.0	16.24	2	2	16.24%	
Totals	354	123			144	31	29			31	6		

Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	4	2	50.0	11.31	0	0	
Professionals	58	33	56.9	10.88	6	0	
Technicians	14	10	71.4	11.52	2	0	
Office Clerical	20	18	90.0	11.56	2	0	
Skilled Craft	10	0	0.0	11.55	1	1	11.55%
Protective Services Sup	15	3	20.0	11.60	2	0	
Protective Services non	219	51	23.3	11.60	25	0	
Para Professionals	3	3	100.0	10.86	0	0	
Service/Maintenance	11	3	27.3	11.37	1	0	
Totals	354	123			39	1	

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: MCF Shakopee

Job Group	Total Employees in Job Group	Women						Minorities					
		Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	5	3	60.0	48.18	2	0		0	0.0	3.90	0	0	
Professionals	47	33	70.2	57.39	27	0		1	2.1	7.28	3	2	7.28%
Technicians	10	5	50.0	58.80	6	1	58.80%	0	0.0	9.20	1	1	9.20%
Office Clerical	16	16	100.0	79.42	13	0		0	0.0	6.24	1	1	6.24%
Skilled Craft	7	0	0.0	6.89	0	0		1	14.3	10.56	1	0	
Protective Services Sup	12	7	58.3	58.30	7	0		2	16.7	16.70	2	0	
Protective Services non	110	52	47.3	53.57	59	7	53.57%	11	10.0	8.71	10	0	
Para Professionals	2	2	100.0	0.00	0	0		0	0.0	0.00	0	0	
Service/Maintenance	7	2	28.6	40.20	3	1	40.20%	0	0.0	16.24	1	1	16.24%
Totals	216	120			117	9		15			19	5	

Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	5	3	60.0	11.31	1	0	
Professionals	47	33	70.2	10.88	5	0	
Technicians	10	5	50.0	11.52	1	0	
Office Clerical	16	16	100.0	11.56	2	0	
Skilled Craft	7	0	0.0	11.55	1	1	11.55%
Protective Services Sup	12	7	58.3	11.60	1	0	
Protective Services non	110	52	47.3	11.60	13	0	
Para Professionals	2	2	100.0	10.86	0	0	
Service/Maintenance	7	2	28.6	11.37	1	0	
Totals	216	120			25	1	

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: MCF Stillwater

Job Group	Total Employees in Job Group	Women						Minorities					
		Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	5	3	60.0	48.30	2	0	0	0.0	3.96	0	0		
Professionals	73	38	52.1	52.03	38	0	9	12.3	10.34	8	0		
Technicians	17	11	64.7	58.80	10	0	1	5.9	9.20	2	1	9.20%	
Office Clerical	35	33	94.3	77.20	27	0	1	2.9	7.46	3	2	7.46%	
Skilled Craft	17	0	0.0	6.72	1	1	0	0.0	8.33	1	1	8.33%	
Protective Services Sup	22	6	27.3	27.30	6	0	3	13.6	13.60	3	0		
Protective Services non	318	52	16.4	31.82	101	49	39	12.3	10.41	33	0		
Para Professionals	6	3	50.0	0.00	0	0	1	16.7	0.00	0	0		
Service/Maintenance	33	2	6.1	35.54	12	10	5	15.2	19.28	6	1	19.28%	
<b>Totals</b>	<b>526</b>	<b>148</b>			<b>197</b>	<b>60</b>	<b>59</b>			<b>56</b>	<b>5</b>		

Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	5	3	60.0	11.31	1	0	
Professionals	73	38	52.1	10.88	8	0	
Technicians	17	11	64.7	11.52	2	0	
Office Clerical	35	33	94.3	11.56	4	0	
Skilled Craft	17	0	0.0	11.55	2	2	11.55%
Protective Services Sup	22	6	27.3	11.60	3	0	
Protective Services non	318	52	16.4	11.60	37	0	
Para Professionals	6	3	50.0	10.86	1	0	
Service/Maintenance	33	2	6.1	11.37	4	2	11.37%
<b>Totals</b>	<b>526</b>	<b>148</b>			<b>62</b>	<b>4</b>	

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: MCF Red Wing

Job Group	Total Employees in Job Group	Women						Minorities					
		Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	3	0	0.0	23.82	1	1	23.82%	1	33.3	17.28	1	0	
Professionals	59	33	55.9	52.54	31	0		2	3.4	7.88	5	3	7.88%
Technicians	1	1	100.0	58.90	1	0		0	0.0	9.60	0	0	
Office Clerical	7	7	100.0	78.82	6	0		0	0.0	6.48	0	0	
Skilled Craft	8	0	0.0	7.06	1	1	7.06%	0	0.0	9.10	1	1	9.10%
Protective Services Sup	12	1	8.3	11.10	1	0		4	33.3	22.20	3	0	
Protective Services non	90	24	26.7	38.46	35	11	38.46%	7	7.8	7.35	7	0	
Para Professionals	3	2	66.7	0.00	0	0		0	0.0	0.00	0	0	
Service/Maintenance	7	3	42.9	43.06	3	0		0	0.0	17.44	1	1	17.44%
<b>Totals</b>	<b>190</b>	<b>71</b>			<b>79</b>	<b>13</b>		<b>14</b>			<b>18</b>	<b>5</b>	

Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	3	0	0.0	11.31	0	0	
Professionals	59	33	55.9	10.88	6	0	
Technicians	1	1	100.0	11.52	0	0	
Office Clerical	7	7	100.0	11.56	1	0	
Skilled Craft	8	0	0.0	11.55	1	1	11.55%
Protective Services Sup	12	1	8.3	11.60	1	0	
Protective Services non	90	24	26.7	11.60	10	0	
Para Professionals	3	2	66.7	10.86	0	0	
Service/Maintenance	7	3	42.9	11.37	1	0	
<b>Totals</b>	<b>190</b>	<b>71</b>			<b>20</b>	<b>1</b>	

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: MCF Rush City

Job Group	A		B		C			D		E			
	Total Employees in Job Group	Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	4	0	0.0	24.72	1	1	24.72%	1	25.0	14.44	1	0	
Professionals	62	36	58.1	53.55	33	0		6	9.7	10.33	6	0	
Technicians	8	5	62.5	57.70	5	0		1	12.5	10.20	1	0	
Office Clerical	28	25	89.3	74.78	21	0		1	3.6	7.92	2	1	7.92%
Skilled Craft	11	0	0.0	7.14	1	1	7.14%	0	0.0	9.61	1	1	9.61%
Protective Services Sup	13	1	7.7	13.30	2	1	13.30%	2	15.4	13.30	2	0	
Protective Services non	194	43	22.2	36.15	70	27	36.15%	2	1.0	3.01	6	4	3.01%
Para Professionals	5	4	80.0	0.00	0	0		0	0.0	0.00	0	0	
Service/Maintenance	10	2	20.0	38.24	4	2	38.24%	0	0.0	18.32	2	2	18.32%
Totals	335	116			137	32		13			21	8	

Job Group	A		B		C		
	Total Employees in Job Group	Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	4	0	0.0	11.31	0	0	
Professionals	62	36	58.1	10.88	7	0	
Technicians	8	5	62.5	11.52	1	0	
Office Clerical	28	25	89.3	11.56	3	0	
Skilled Craft	11	0	0.0	11.55	1	1	11.55%
Protective Services Sup	13	1	7.7	11.60	2	1	11.60%
Protective Services non	194	43	22.2	11.60	23	0	
Para Professionals	5	4	80.0	10.86	1	0	
Service/Maintenance	10	2	20.0	11.37	1	0	
Totals	335	116			39	2	

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: MCF St. Cloud

Job Group	Total Employees in Job Group	Women					Minorities						
		Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	4	3	75.0	54.42	2	0		0	0.0	4.20	0	0	
Professionals	77	39	50.6	51.65	40	1	51.65%	2	2.6	7.99	6	4	7.99%
Technicians	13	8	61.5	58.90	8	0		1	7.7	9.50	1	0	
Office Clerical	31	29	93.5	76.88	24	0		3	9.7	10.72	3	0	
Skilled Craft	16	0	0.0	7.14	1	1	7.14%	1	6.3	9.79	2	1	9.79%
Protective Services Sup	17	4	23.5	23.50	4	0		1	5.9	5.90	1	0	
Protective Services non	215	34	15.8	30.83	66	32	30.83%	9	4.2	4.98	11	2	4.98%
Para Professionals	5	3	60.0	0.00	0	0		0	0.0	0.00	0	0	
Service/Maintenance	18	0	0.0	34.16	6	6	34.16%	0	0.0	17.04	3	3	17.04%
Totals	396	120			151	40		17			27	10	

Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	4	3	75.0	11.31	0	0	
Professionals	77	39	50.6	10.88	8	0	
Technicians	13	8	61.5	11.52	1	0	
Office Clerical	31	29	93.5	11.56	4	0	
Skilled Craft	16	0	0.0	11.55	2	2	11.55%
Protective Services Sup	17	4	23.5	11.60	2	0	
Protective Services non	215	34	15.8	11.60	25	0	
Para Professionals	5	3	60.0	10.86	1	0	
Service/Maintenance	18	0	0.0	11.37	2	2	11.37%
Totals	396	120			45	4	

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: MCF Thistledeu

Job Group	Total Employees in Job Group	Women						Minorities					
		Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	0	0		23.46				0		1.56			
Professionals	8	3	37.5	51.80	4	1	51.80%	1	12.5	6.62	1	0	
Technicians	0	0		66.90				0		3.50			
Office Clerical	1	1	100.0	81.94	1	0		0	0.0	2.46	0	0	
Skilled Craft	0	0		5.19				0		3.49			
Protective Services Sup	2	1	50.0	0.00	0	0		0	0.0	0.00	0	0	
Protective Services non	17	2	11.8	28.66	5	3	28.66%	0	0.0	2.40	0	0	
Para Professionals	0	0		0.00				0		0.00			
Service/Maintenance	0	0		35.68				0		4.48			
Totals	28	7			10	4		1			1	0	

Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	0	0		11.31			
Professionals	8	3	37.5	10.88	1	0	
Technicians	0	0		11.52			
Office Clerical	1	1	100.0	11.56	0	0	
Skilled Craft	0	0		11.55			
Protective Services Sup	2	1	50.0	11.60	0	0	
Protective Services non	17	2	11.8	11.60	2	0	
Para Professionals	0	0		10.86			
Service/Maintenance	0	0		11.37			
Totals	28	7			3	0	

# Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

Worksheet for comparing incumbency to availability and setting goals to correct underutilization

Company name: MCF Willow River/Moose Lake

Job Group	Total Employees in Job Group	Women						Minorities					
		Utilization		Availability		Number Under-utilized	Annual % Goal	Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	6	3	50.0	44.96	3	0	0	0.0	4.56	0	0		
Professionals	60	33	55.0	52.69	32	0	2	3.3	8.62	5	3	8.62%	
Technicians	12	10	83.3	58.30	7	0	0	0.0	10.30	1	1	10.30%	
Office Clerical	23	21	91.3	75.64	17	0	0	0.0	7.44	2	2	7.44%	
Skilled Craft	17	0	0.0	7.14	1	1	0	0.0	10.29	2	2	10.29%	
Protective Services Sup	18	5	27.8	27.80	5	0	1	5.6	5.60	1	0		
Protective Services non	206	46	22.3	35.62	73	27	10	4.9	5.65	12	2	5.65%	
Para Professionals	6	4	66.7	0.00	0	0	1	16.7	0.00	0	0		
Service/Maintenance	18	7	38.9	41.30	7	0	0	0.0	14.28	3	3	14.28%	
Totals	366	129			145	28	14			26	13		

Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under-	Annual % Goal
		Number	%	%	Number		
Officials and Managers	6	3	50.0	11.31	1	0	
Professionals	60	33	55.0	10.88	7	0	
Technicians	12	10	83.3	11.52	1	0	
Office Clerical	23	21	91.3	11.56	3	0	
Skilled Craft	17	0	0.0	11.55	2	2	11.55%
Protective Services Sup	18	5	27.8	11.60	2	0	
Protective Services non	206	46	22.3	11.60	24	0	
Para Professionals	6	4	66.7	10.86	1	0	
Service/Maintenance	18	7	38.9	11.37	2	0	
Totals	366	129			43	2	

# Aggregate Annual Goals

## Revised Goals for Minnesota Department of Corrections, July 2006

\* Job classes with less than 5 employees do not require a goal

\*\* Job groups that are traditionally female-dominated do not require a female goal

Female												
EEO Job Group	CO - Metro	CO-non Metro	MCF - FRB	MCF- LL	MCF- OPH	MCF- RW	MCF- RC	MCF- SCL	MCF- SHK	MCF- STW	MCF- TC	MCF- WR/ML
Officials/Managers	37.48	42.92	36.72	50.98	44.3	23.82	24.72	54.42	48.18	48.3	23.46	44.96
Professionals	53.05	53.62	53.05	53.41	53.47	52.54	53.55	51.65	57.39	52.03	51.8	52.69
Technicians	63.1	62.8	59.1	58.8	58.8	58.9	57.7	58.9	58.8	58.8	66.9	58.3
Office/Clerical	82.82	87.6	75.06	69.04	75.48	78.82	74.78	76.88	79.42	77.2	81.94	75.64
Skilled Craft	6.63	8.38	7.31	8.49	6.72	7.06	7.14	7.14	6.89	6.72	5.19	7.14
Protective Service-Supervisors	44.44	0	26.3	42.1	20	11.1	13.3	23.5	58.3	27.3	0	27.8
Protective Service	22.82	12.14	45.11	36.65	36.65	38.46	36.15	30.83	53.57	31.82	28.66	35.62
Para-Professional	62.92	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	37.38	35.7	36.64	25.74	39.78	43.06	38.24	34.16	40.2	35.54	35.68	41.3

Minority												
EEO Job Group	CO - Metro	CO-non Metro	MCF - FRB	MCF- LL	MCF- OPH	MCF- RW	MCF- RC	MCF- SCL	MCF- SHK	MCF- STW	MCF- TC	MCF- WR/ML
Officials/Managers	6.02	3.12	3.78	17.28	13.96	17.28	14.44	4.2	3.9	3.96	1.56	4.56
Professionals	9.11	6.05	6.93	10.97	8.72	7.88	10.33	7.99	7.28	10.34	6.62	8.62
Technicians	6.8	7	9.2	9.2	9.2	9.6	10.2	9.5	9.2	9.2	3.5	10.3
Office/Clerical	8.12	4.3	6.48	8.54	8.3	6.48	7.92	10.72	6.24	7.46	2.46	7.44
Skilled Craft	6.04	5.7	8.67	8.33	8.33	9.1	9.61	9.79	10.56	8.33	3.49	10.29
Protective Service-Supervisors	0	0	5.3	5.3	0	22.2	13.3	5.9	16.7	13.6	0	5.6
Protective Service	12.39	1.68	5.58	9.71	8.8	7.35	3.01	4.98	8.71	10.41	2.4	5.65
Para-Professional	8.12	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	11.44	12.1	18.72	12.18	16.24	17.44	18.32	17.04	16.24	19.28	4.48	14.28

Disability												
EEO Job Group	CO - Metro	CO-non Metro	MCF - FRB	MCF- LL	MCF- OPH	MCF- RW	MCF- RC	MCF- SCL	MCF- SHK	MCF- STW	MCF- TC	MCF- WR/ML
Officials/Managers	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31
Professionals	10.88	10.88	10.88	10.88	10.88	10.88	10.88	10.88	10.88	10.88	10.88	10.88
Technicians	11.52	11.52	11.52	11.52	11.52	11.52	11.52	11.52	11.52	11.52	11.52	11.52
Office/Clerical	11.56	11.56	11.56	11.56	11.56	11.56	11.56	11.56	11.56	11.56	11.56	11.56
Skilled Craft	11.55	11.55	11.55	11.55	11.55	11.55	11.55	11.55	11.55	11.55	11.55	11.55
Protective Service-Supervisors	11.6	11.6	11.6	11.6	11.6	11.60	11.6	11.60	11.6	11.6	11.6	11.6
Protective Service	11.6	11.6	11.6	11.6	11.6	11.60	11.6	11.60	11.6	11.6	11.6	11.6
Para-Professional	10.86	10.86	10.86	10.86	10.86	10.86	10.86	10.86	10.86	10.86	10.86	10.86
Service/Maintenance	11.37	11.37	11.37	11.37	11.37	11.37	11.37	11.37	11.37	11.37	11.37	11.37

Aggregate  
Number of People Needed  
To Fulfill Goals

## Revised Goals for Minnesota Department of Corrections, July 2006

\* Job classes with less than 5 employees do not require a goal

\*\* Job groups that are traditionally female-dominated do not require a female goal

Female												
EEO Job Group	CO - Metro	CO-non Metro	MCF - FRB	MCF- LL	MCF- OPH	MCF- RW	MCF- RC	MCF- SCL	MCF- SHK	MCF- STW	MCF-TC	MCF- WR/ML
Officials/Managers	0	0	0	0	0	1	1	0	0	0	0	0
Professionals	3	7	0	0	0	0	0	1	0	0	1	0
Technicians	0	0	1	0	0	0	0	0	1	0	0	0
Office/Clerical	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft	0	0	1	0	1	1	1	1	0	1	0	1
Protective Service-Supervisors	0	0	0	0	0	0	1	0	0	0	0	0
Protective Service	4	0	15	32	29	11	27	32	7	49	3	27
Para-Professional	0	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	4	14	6	1	1	0	2	6	1	10	0	0
<b>TOTAL</b>	<b>11</b>	<b>21</b>	<b>23</b>	<b>33</b>	<b>31</b>	<b>13</b>	<b>32</b>	<b>40</b>	<b>9</b>	<b>60</b>	<b>4</b>	<b>28</b>

Minority												
EEO Job Group	CO - Metro	CO-non Metro	MCF - FRB	MCF- LL	MCF- OPH	MCF- RW	MCF- RC	MCF- SCL	MCF- SHK	MCF- STW	MCF-TC	MCF- WR/ML
Officials/Managers	0	0	0	0	0	0	0	0	0	0	0	0
Professionals	0	9	5	0	1	3	0	4	2	0	0	3
Technicians	0	0	1	1	1	0	0	0	1	1	0	1
Office/Clerical	0	2	2	1	1	0	1	0	1	2	0	2
Skilled Craft	0	1	2	1	1	1	1	1	0	1	0	2
Protective Service-Supervisors	0	0	1	0	0	0	0	0	0	0	0	0
Protective Service	0	0	2	0	0	0	4	2	0	0	0	2
Para-Professional	0	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	2	4	3	1	2	1	2	3	1	1	0	3
<b>TOTAL</b>	<b>2</b>	<b>16</b>	<b>16</b>	<b>4</b>	<b>6</b>	<b>5</b>	<b>8</b>	<b>10</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>13</b>

Disability												
EEO Job Group	CO - Metro	CO-non Metro	MCF - FRB	MCF - LL	MCF - OPH	MCF - RW	MCF - RC	MCF - SCL	MCF - SHK	MCF - STW	MCF-TC	MCF - WR/ML
Officials/Managers	0	0	0	0	0	0	0	0	0	0	0	0
Professionals	0	0	0	0	0	0	0	0	0	0	0	0
Technicians	0	0	0	0	0	0	0	0	0	0	0	0
Office/Clerical	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft	0	0	2	0	1	1	1	2	1	2	0	2
Protective Service-Supervisors	0	0	0	0	0	0	1	0	0	0	0	0
Protective Service	1	0	0	0	0	0	0	0	0	0	0	0
Para-Professional	0	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	0	3	0	1	0	0	0	0	0	2	0	0
TOTAL	1	3	2	1	1	1	2	2	1	4	0	2

# Areas Where Goals Are Required To Be Met

## Underutilization as of July 2006

Central Office			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials/Managers			
Professionals	x		
Technicians			
Office/Clerical			
Skilled Craft			
Protective Services-Supervisors.			
Protective Services	x		x
Para-Professional			
Service Workers		x	

Central Office-non St. Paul			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials/Managers			
Professionals	x	x	
Technicians			
Office/Clerical		x	
Skilled Craft		x	
Protective Services-Supervisors.			
Protective Services			
Para-Professional			
Service Workers	x	x	x

Fairbault			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials/Managers			
Professionals		x	
Technicians	x	x	
Office/Clerical		x	x
Skilled Craft	x	x	
Protective Services-Supervisors.		x	
Protective Services	x	x	
Para-Professional			
Service Workers	x	x	

Lino Lakes			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials/Managers			
Professionals			
Technicians		x	
Office/Clerical		x	
Skilled Craft		x	
Protective Services-Supervisors.			
Protective Services	x		
Para-Professional			
Service Workers	x	x	x

Oak Park Heights			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials/Managers			
Professionals		x	
Technicians		x	
Office/Clerical		x	
Skilled Craft	x	x	x
Protective Services-Supervisors.			
Protective Services	x		
Para-Professional			
Service Workers	x	x	

Red Wing			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials/Managers	x		
Professionals		x	
Technicians			
Office/Clerical			
Skilled Craft	x	x	
Protective Services-Supervisors.			
Protective Services	x		
Para-Professional			
Service Workers		x	

<b>Rush City</b>			
<b>PROTECTED GROUPS</b>			
<b>EEO Job Groups</b>	<b>WOMEN</b>	<b>MINORITIES</b>	<b>DISABLED</b>
Officials/Managers	x		
Professionals			
Technicians			
Office/Clerical		x	
Skilled Craft	x	x	x
Protective Services-Supervisors.	x		x
Protective Services	x	x	
Para-Professional			
Service Workers	x	x	

<b>St. Cloud</b>			
<b>PROTECTED GROUPS</b>			
<b>EEO Job Groups</b>	<b>WOMEN</b>	<b>MINORITIES</b>	<b>DISABLED</b>
Officials/Managers			
Professionals	x	x	
Technicians			
Office/Clerical			
Skilled Craft	x	x	
Protective Services-Supervisors.			
Protective Services	x	x	
Para-Professional			
Service Workers	x	x	

<b>Shakopee</b>			
<b>PROTECTED GROUPS</b>			
<b>EEO Job Groups</b>	<b>WOMEN</b>	<b>MINORITIES</b>	<b>DISABLED</b>
Officials/Managers			
Professionals		x	
Technicians	x	x	
Office/Clerical		x	
Skilled Craft			x
Protective Services-Supervisors.			
Protective Services	x		
Para-Professional			
Service Workers	x	x	

<b>Stillwater</b>			
<b>PROTECTED GROUPS</b>			
<b>EEO Job Groups</b>	<b>WOMEN</b>	<b>MINORITIES</b>	<b>DISABLED</b>
Officials/Managers			
Professionals			
Technicians		x	
Office/Clerical		x	
Skilled Craft	x	x	x
Protective Services-Supervisors.			
Protective Services	x		
Para-Professional			
Service Workers	x	x	x

<b>Thistledeew</b>			
<b>PROTECTED GROUPS</b>			
<b>EEO Job Groups</b>	<b>WOMEN</b>	<b>MINORITIES</b>	<b>DISABLED</b>
Officials/Managers			
Professionals	x		
Technicians			
Office/Clerical			
Skilled Craft			
Protective Services-Supervisors.			
Protective Services	x		
Para-Professional			
Service Workers			

<b>Willow River/Moose Lake</b>			
<b>PROTECTED GROUPS</b>			
<b>EEO Job Groups</b>	<b>WOMEN</b>	<b>MINORITIES</b>	<b>DISABLED</b>
Officials/Managers			
Professionals		x	
Technicians		x	
Office/Clerical		x	
Skilled Craft	x	x	x
Protective Services-Supervisors.			
Protective Services	x	x	
Para-Professional			
Service Workers		x	

## **Methods of Auditing, Evaluating and Reporting Program Success**

Tracking of all agency hires is accomplished by requiring the completion of the Monitoring the Hiring Process form for all paid positions. Semi-annual reports are prepared on the total number of hires, number of affirmative action appointments, number of justified appointments, and the number of missed opportunities to hire affirmatively. This data identifies hiring trends for the department and shows recruitment and selection practices that require attention.

Semi-annual reports are completed by each work location, updating their progress toward meeting their program objectives.

An annual report is prepared to monitor workforce turnover in order to identify retention problems per work location.

### **Layoff Pre-review Procedure**

Should layoffs become necessary, the Affirmative Action Officer will review the agency's procedure to determine if the terms of the applicable bargaining contract are followed. An analysis will be conducted to determine the impact on the diversity of the workforce.

Minnesota Department of Corrections

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<b>Policy:</b>	<b>103.009</b>	<b>Title: Monitoring the Hiring Process</b>
<b>Issue Date:</b>	<b>2/7/06</b>	
<b>Effective Date:</b>	<b>2/7/06</b>	

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**AUTHORITY:** Minnesota Department of Employee Relations Administrative Procedure 19.1

**PURPOSE:** To provide clear direction to managers and supervisors on Affirmative Action responsibilities for all competitive and non-competitive appointments.

**APPLICABILITY:** Department-wide

**POLICY:** Staff will follow the procedures outlined below in order to eliminate underutilization of qualified protected group members through a series of specific, result-oriented procedures combined with good faith efforts to consider affirmative action goals on all selection decisions.

**DEFINITIONS:**

Disparate group members - protected group members who would satisfy Affirmative Action Goals if appointed.

Finalist pool - all applicants who are interviewed in final call back interviews for a vacancy.

Missed Opportunity/Justified Hire - determined by the Office of Diversity when the disparate group member is in the finalist pool and is not selected for a vacancy.

**PROCEDURES:**

- A. The Staffing Unit will document in the job posting the minimum and preferred qualifications for every vacancy in collaboration with the hiring supervisor.
- B. The Staffing Unit will apply the Affirmative Action goals for all vacancies by reviewing the Affirmative Action goal report for the EEO4 category and location of the vacancy at the time the vacancy is being announced on the State Employment Website.
- C. The Staffing Unit will perform the first review of applicant's qualifications and will refer to the hiring manager/supervisor the applicants who appear to be minimally qualified based upon a review of the candidates' resume information.
- D. If a hiring supervisor needs to reduce the pool of applicants beyond the minimum qualifications to reach a reasonable number to interview, he/she may apply the preferred qualifications as documented on the job posting.
- E. If additional screening criteria is to be used to determine the finalist pool, the hiring supervisor must receive approval from the Staffing Unit prior to scheduling interviews. The Staffing Unit will document the additional screening criteria in the vacancy file and document it in the Agency Tracking System to confirm the department is complying with the policy of a good faith effort to hire and retain a best qualified diverse work force. The hiring supervisor will apply the job-related criteria consistently to all applicants.

F. The Staffing Unit will disclose the names of the disparate candidates in the finalist pool to the supervisor.

G. The hiring supervisor will evaluate all applicants in the finalist pool using a structured interview process and/or other selection tools consistently. These tools require approval by the Staffing Unit prior to use.

H. If a disparate group member is not selected, the hiring supervisor must discuss with their manager the reasons for not selecting the disparate group member.

I. If, after consultation with their manager, the disparate group member is not selected, the hiring supervisor will be required to complete a Missed Opportunity Request form (attached) for submittal to the Office of Diversity.

J. The Office of Diversity will review the complete Missed Opportunity Request and will notify the Staffing Unit of the decision.

K. The Staffing Unit will notify the hiring supervisor of the decision made by the Office of Diversity and will guide the hiring supervisor through the remainder of the hiring process.

L. Supervisors and managers are not to disclose information to anyone regarding the protected group status of the selected applicant. The protected group status of an individual is identified as private data in accordance with the Minnesota Government Data Practices Act (Minn. Stat. 13.43, subd. 21) governing the collection and disclosure of all government data, including personnel data. The Minnesota Human Rights Act and Title VII of the Civil Rights Act of 1964 also prohibits indirect inquiries and considerations related to protected group information.

**REVIEW:** Annually

**REFERENCES:** Minn. Stat. §§ 43A.191, subd. 2 and 43A.19.  
Minn. R 3900.7500  
Policy 103.320, "Diversity/Affirmative Action"  
Minnesota Department of Human Rights  
([http://www.humanrights.state.mn.us/employer\\_hiring.html](http://www.humanrights.state.mn.us/employer_hiring.html))  
Equal Employment Opportunity Commission (EEOC)  
(<http://www.eeoc.gov/types/race.html>)

**SUPERSESSON:** Policy 103.009, "Monitoring the Hiring Process," 9/1/05.  
All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means regarding this topic.

**ATTACHMENT:** Missed Opportunity Request form

/s/

Lisa Cornelius, Acting Assistant Commissioner

**Support Services**

## Minnesota Department of Corrections Missed Opportunity Process

**Managers and supervisors shall follow this process when filling a vacancy where a disparity exists for that particular bargaining unit and work location.**

**No offer of employment shall be made until the Commissioner of Corrections, or his/her designee in the commissioner's absence, is satisfied with the rationale given for not hiring a member of the protected group for which a disparity exists.**

Process: When an established affirmative action goal has not been met, the supervisor must request approval before appointing a non-protected class candidate. Therefore, the following process shall be used by the supervisor when requesting a missed opportunity to hire affirmatively. The Office of Diversity is available to discuss the request or provide assistance at any step of the procedure.

1. The supervisor requesting a missed opportunity will complete the *Missed Opportunity Request* form outlining:
  - a. The job classification.
  - b. The number of protected (disparate) group individuals in the finalist pool and available to fill the vacancy (protected group status: women, racial/ethnic minority, or person with a disability).
  - c. A copy of the structured interview questions and applicant responses to the questions, including ratings of the protected (disparate) group candidate(s) and the non-protected group individual that s/he wishes to hire.
  - d. A copy of the resume of the protected group candidate(s) and the non-protected group member(s) that he/she wishes to hire.
  - e. A copy of the position description.
  - f. Reasons for requesting a non-selection of the protected (disparate) group candidate(s). The supervisor must give a detailed explanation of the reasons the protected group candidate(s) is not the best choice for the position(s); e.g., the knowledge, skills and abilities that the protected group candidate(s) does not possess for the position. Follow the sample justification memo below.
2. The above will be submitted to the supervisor's respective manager. If the manager denies the supervisor's request for a missed opportunity hire, s/he will inform the supervisor within one working day. If each level of management agrees to the request to take a missed opportunity, the request will be forwarded to the Office of Diversity for review and decision. However, no decision is final until the Commissioner gives his/her approval to take the missed opportunity.
3. All candidates will be notified when the vacancy is filled.
4. Supervisors and managers are not to disclose information to anyone regarding the protected group status of the selected candidate. The protected group status of an individual is identified as private data: in accordance to the Minnesota Government Data Practices Act (MN Stat. 13.43, Subd. 21), which governs the collection and disclosure of all government data, including personnel data.
5. Documentation will be kept on the selection process for all appointments for at least one year.



## Sample Justification Memo

TO:

FROM:

DATE:

SUBJECT: Justification for Hiring Corrections Security Caseworker

Seven candidates were interviewed to fill two newly created Corrections Security Caseworker positions. Each candidate met the preferred qualifications and had a comparative degree of experience in the responsibilities of a Corrections Security Caseworker.

Included in the finalist pool were two candidates in the disabled protected group class. All candidates participated in a structured scored interview conducted by \_\_. Each candidate was asked to respond to questions orally and provide written documentation, displaying their ability to follow the directions and writing skills. Each candidate was given the opportunity to answer the questions in whatever detail they felt necessary. The interviewers completed a rating on each question for each candidate. The interview questions solicited responses to their communication and computer skills, knowledge of responsibilities and their ability to manage the unique challenges typically presented in the role as Correction Security Caseworker.

After reviewing the results of the interview process, it is our recommendation to select the two highest scoring candidates: \_\_ The leading candidates scored significantly higher than the protected group candidates. Of the 92 possible points, the leading candidates scored 91 and 87 points respectively. While both of the protected group candidates scored 64 points, their interview-score ranking placed them fourth and fifth among the candidates interviewed.

The rationale for hiring of the most qualified candidates is based on the following:

1. Case Manager Experience

Corrections Security Caseworker is an integral part of an offender's planning for programming while incarcerated and in assisting them in release planning. They will be assigned the highest caseload in the department. They will be expected to produce all of their own reports and enter and retrieve data pertinent to tracking offender programming without clerical support.

## Sample Justification Memo (cont'd)

CANDIDATE	INTERVIEW SCORE TOTAL	CORRECTIONS SECURITY CASEWORKER EXPERIENCE	GENERAL VERBAL/WRITTEN COMMUNICATION SKILLS	SECURITY/OFFENDER ADVOCACY	FACILITY EXPERIENCE
	91	<p>6 months Work Out Of Class CSC experience at MCF/</p> <p>Thorough knowledge in steps involved in assessing offenders needs to determine appropriate programming</p>	<p>Excellent verbal and non-verbal communication skills. Clearly articulates answers to questions and exhibits. Confident and knowledgeable in descriptions of self and philosophies.</p> <p>Extensive working knowledge of the specific computer skills needed to fulfill case management responsibilities.</p>	<p>Demonstrated an understanding of each role and a clear distinction between them. Clearly defined the priority of public safety and institutional security.</p> <p>Special Operations Response Team (SORT) member Facility Staff Training Dept. Instructor: IMS &amp; Firearm Instructor</p> <p>Field Training Officer (FTO) Instructor</p>	<p>MCF (Level _ Security Adult Facility)</p> <p>3/2002 to present Corrections Sergeant at MCF- __</p> <p>Corrections Officer II 12/1999 – 3/2002 at MCF</p> <p>8/96 – 12/1999 Corrections Officer at MCF (Level Security Adult Facility)</p>
	87	<p>6 months Work Out Of Class CSC experience at MCF.</p> <p>Thorough knowledge in steps involved in assessing offenders needs to determine appropriate programming.</p>	<p>Above average verbal communication skills and excellent written skills. Confident and knowledgeable in descriptions of self and philosophies.</p> <p>Significant working knowledge of the specific computer skills needed to fulfill case management responsibilities.</p>	<p>Demonstrated an understanding of each role and clearly establishes distinction between them. Clearly defined the priority of public safety and institutional security.</p> <p>Facility Staff Training Dept. Instructor: IMS &amp; Firearms/ Shotgun Instructor</p> <p>Field Training Officer (FTO) Instructor.</p>	<p>MCF/_(Level 4 Security Adult Facility)</p> <p>Corrections Officer MCF- 12/1999 - present</p> <p>Corrections Officer MCF- 7/1998 – 12/1999 (Level _ Security Adult Facility)</p>
	64	<p>8/2004 – 2/2005 Corrections Security Caseworker experience at MCF-__</p> <p>Minimum knowledge in steps involved in assessing offenders needs to determine appropriate programming.</p>	<p>Good verbal and written communication skills. Less sure of self in descriptions of experiences and philosophies.</p> <p>Limited knowledge of the specific computer skills needed to fulfill case management responsibilities.</p>	<p>Less definitive of each role, but clearly establishes institutional security as priority.</p>	<p>MCF/_(Level Security Adult Facility)</p> <p>Corrections Officer MCF- 9/1994 to present (Level Security Adult Facility)</p>
	64	<p>6 months Work Out Of Class CSC experience at MCF</p> <p>Minimum knowledge in steps involved in assessing offenders needs to determine appropriate programming.</p>	<p>Average verbal and written communication skills. Less sure of self in descriptions of experiences and philosophies.</p>	<p>Not very definitive of each role, but understands the need to work within the parameters of a correctional setting.</p>	<p>MCF/_(Level _ High Security Adult Facility)</p> <p>Corrections Officer 11/1999 to present.</p>

## Recruitment Strategies

The recruitment plan is a significant component of the DOC Workforce Planning initiatives. We have recently hired a recruitment coordinator who has begun the process of analyzing how, and where to commit time and resources to have a more effective recruitment plan. After an initial analysis of 2004-2006 recruitment data, we make the following recommendations for 2006-2008:

- **Establish direct recruitments with Community Based Organizations (CBO) and Workforce Centers.**

Maintain a list of Community Based Organizations, with a focus on communities of color. The NAACP, Minneapolis Urban League, The Hmong and Somalis Community groups and the Hispanic Community are a few direct contacts that are currently in the process. We must continue to enhance relationships with the Minnesota Workforce Centers. There are over 40 workforce centers statewide and can be a valuable resource in recruiting.

- **Implement flexible recruitment strategies as needs are identified that can change and continually respond to changing business needs and labor market conditions.**

Initiate strategies identified to create “quality of life” flexibilities in the work environment and create and maintain an active presence of DOC in the community and at colleges and universities.

- **Increase the quality of the recruitment initiatives.**

2006-2008 DOC will have a more focused strategy in recruiting. We will continue to speak at colleges and high schools. We will continue to attend job fairs, however, we will focus on job fairs that are specific to job areas we are seeking. We also explore radio advertising and if utilized we will measure it's effectiveness.

Conduct ongoing evaluations using identified recruitment performance measures. We will also look at which recruitment strategies are most effective, and then redirect our efforts. We will also look into the effectiveness of radio advertising, national recruitment and general job fairs.

The goal of the recruitment plan is to adopt human capital planning to ensure that recruitment efforts are successful. Effective human capital planning must clearly identify: what skills sets (and how many personnel hours) are needed to achieve the agency's mission today and tomorrow.

The following page is a report on our recruitment initiatives from June 2004 to June 2006. The Office of Diversity and the Central Office Staffing Division is responsible for protected group recruitment.

# Diversity Recruitment Log

## College Visits

09/15/05 Bethel College - (nursing program)  
10/06/05 Gustavus Adolphus College - (nursing)  
09/14/05 Macalester College - (Behavioral Health)  
09/14/05 Metro State University - (Law Enforcement)

## Speaking Engagements

03/28/06 UWS Criminal Justice Club - (Moose Lake Staff)  
10/19/04 Metro State University tour of facility – (Stillwater Staff)  
10/28/04 Duluth MCA Round Table Discussion – (Stillwater Staff)  
12/22/04 Katahdin Workshop for youth – (Stillwater Staff)  
01/12/05 Cottage Grove High School – (Stillwater Staff)  
01/28/05 Suspension School St. Paul – (Stillwater Staff)  
02/23/05 Central High School St. Paul – (Stillwater Staff)  
04/19/05 Century College (3 High School classes) – (Stillwater Staff)  
04/27/05 Fridley Alternative School – (Stillwater Staff)  
07/11/05 Mankato State Career Building – (Stillwater Staff)  
08/02/05 National Night Out – (Stillwater Staff)  
08/04/05 Brown College Criminal Justice Class -(Stillwater Staff)  
11/02/05 Cottage Grove High School – (Stillwater Staff)  
11/02/05 Metro State University – (Stillwater Staff)  
11/15/05 Wayzata High School – (Stillwater Staff)  
11/28/05 Metro State University {ESL Class} – (Stillwater Staff)  
05/23/06 Cottage Grove High School – (Stillwater Staff)  
05/25/06 Brown College Advisory Committee – (Stillwater Staff)  
05/31/06 Metro State University Corrections Class – (Stillwater Staff)  
06/07/06 North Minneapolis Alternative School – (Stillwater Staff)  
06/15/06 Brown College Corrections Class – (Stillwater Staff)

## Job Fairs

10/14/04 St. Cloud University - (Health Care Recruitment)  
10/20/04 University of Wisconsin – River Falls (General Recruitment)  
10/26/04 College of St. Catherine's - (Health Care Recruitment)  
11/08/04 University of Minnesota – Duluth (General Recruitment)  
11/10/04 Ramada Inn Job Fair – (General Recruitment)  
02/14/05 University of Minnesota - (General Recruitment and Internship)  
02/18/05 Minnesota State Universities - (General Recruitment)  
02/22/05 Minnesota Private Colleges - (General Recruitment)  
02/22/05 Fond du Lac College - (General Recruitment)  
03/08/05 Rasmussen College Job Fair – (General Recruitment)  
03/23/05 St. Cloud State University - (General Recruitment)  
03/24/05 Mankato State University - (Nursing)  
03/30/05 St. Cloud State University - (Criminal Justice)  
03/31/05 St. Catherine's College Job Fair – (General Recruitment)  
04/05/05 University of Wisconsin – Superior (General Recruitment)

04/15/05 Gustavus Adolphus College - (Health Care Professions)  
 05/04/05 Star Tribune Employment Guide Job Fair – (General Recruitment)  
 05/12/05 Native American OIC Job Fair – (General Recruitment)  
 05/19/05 Pine School Career Fair- (General Recruitment)  
 07/11/05 NAACP Job Fair – Milwaukee - (Diversity Recruitment)  
 08/17/05 Mall of America Job Fair – (General Recruitment)  
 10/06/05 College of St. Benedict - (Behavioral Health)  
 10/06/05 St. Cloud State Career Day – (General Recruitment)  
 10/18/05 St. Catherine’s University – (Health Care Recruitment)  
 10/19/05 NAACP Job Fair – (General Recruitment)  
 10/24/05 College of St. Benedict - (Nursing)  
 10/31/05 Government Job Fair at U of M – (General Recruitment)  
 11/02/05 MN Employment Guide Job Fair – (General Recruitment)  
 11/03/05 MN State University, Mankato – (HealthCare Career Day)  
 11/29/05 UW – Superior Career Fair – (General Recruitment)  
 11/30/05 Johnson High School Career Fair – (General Recruitment)  
 01/16/06 Diversity Job Fair Convention Center – (Minority Recruitment)  
 02/02/06 Alexandria Tech College – (Law Enforcement Career Fair)  
 02/15/06 River Center Job Fair - (General Recruitment)  
 02/20/06 University of Minnesota - (General Recruitment and Internship)  
 02/28/06 Private Colleges Career Fair – (General Recruitment)  
 03/15/06 Fond du Lac Community College - (General Recruitment)  
 03/23/06 St. Cloud University – (Criminal Justice Career Fair)  
 03/28/06 MCF-Moose Lake/Willow River - (in house career fair)  
 03/28/06 St. Catherine’s College – (Internship and Job Fair)  
 04/05/06 Bemidji State University - (General Recruitment)  
 04/05/06 Lake Superior College - (General Recruitment)  
 04/05/06 Wisconsin Indianhead Technical College - (General Recruitment)  
 04/06/06 Earle Brown Heritage Center - (Law Enforcement Opportunities)  
 04/20/06 UM-Duluth Psychology Career Night – (Moose Lake Staff)  
 06/14/06 Brown College Job Fair - (General Recruitment)  
 06/21/06 MCF-Stillwater - (LPN/RN/Hygienist)

## **On-Line Advertising**

4/06-09/06 South Central College - (General Information)  
 2004-2006 NACE/Jobweb – (General Information)  
 2006 Historically Black Colleges and Universities - (General Information)

## Retention

The Department of Corrections is committed to retaining our workforce. The following methods have been initiated or being explored.

1. Conflict Resolution Initiative: Currently all facilities in the DOC have adopted this initiative to resolve employee concerns. The model is adjusted to fit the needs of the facility.
2. Training: The Employee Development Unit works with the Office of Diversity and the Diversity committee to provide a variety of training along with providing staff with information regarding community events and activities.
3. Task Force: The Department of Corrections along with the NAACP have formed recommendations and an implementation plan of action for improving the workplace and retaining employees
4. Mentor Program: The Mentor Program has completed its expansion and improvement. Mentor staff at each of the facilities was provided additional training and changes and improvements were made in how the Mentor Program is administered. The mentors provide assistance to the new employees during their probationary period by providing support, listening, and helping with resources that will enable them to make professional, responsible decisions. Person responsible: Employee Development.
5. Mediation Service: Provide employees with another option for conflict resolution through the Bureau of Mediation Services. Mediation is a productive way to address employee conflicts. Conflict resolution mediation is recommended for situations with the potential of becoming formal complaints. An employee can talk to their supervisor or the HRM staff to discuss this option.
6. Leadership Development Program: The Advanced Leadership Development Program (ALDP) is designed to enhance the quality, consistency and continuity of leadership within the Department. This is accomplished through a coordinated, high quality program focused on increasing the professional and leadership skills of participants to further the Department's mission.
7. Tuition Reimbursement: To encourage employees to pursue education that will improve their skills and enhance the quality of department services. All permanent department employees on work status are eligible to apply for the tuition reimbursement monies. Eligibility requirements must be met and the cap is \$800.00 per employee per fiscal year.

## Separation Analysis

Separation rates for DOC employees in 2004 and 2005 were determined incorporating all resignations, terminations, and non-certifications. We did not include any retirements, deaths, lay-offs or internal transfers.

6% of the total DOC workforce resigned, were discharged or non-certified in calendar year 2004.

6.3% of female employees separated.

13.6% of ethnic/racial minorities separated.

2.4% of persons with disabilities separated.

**2004 data was taken from report "employees that left between 1/1/04 & 12/31/04."**

6.5% of the total DOC workforce resigned, were discharged or non-certified in the calendar year 2005.

6.5% of female employees separated

13.6% of ethnic/racial minorities separated

1% of persons with disabilities separated.

**2005 data was taken from report "employees that left between 1/1/05 & 12/31/05."**

## **Correctional Officer Duty Assignment Policy** **Department of Corrections Policy #2-201.7**

- A. Introduction** - The Minnesota Department of Corrections is an equal opportunity employer. The following is stated in the department's Affirmative Action Plan: "It is the policy of the Minnesota Department of Corrections to recognize the essential rights of all employees to be recruited, hired, trained and promoted without regard to race, color, religion, gender, or national origin."

The department fully recognizes the importance of actively supporting and implementing its Affirmative Action Plan through its personnel policies. The department also recognizes its duty and responsibility to provide safe, orderly and secure correctional institutions while at the same time protecting to the extent possible, the rights of its inmates and staff. The key to providing this lies in the development of effective security policies as well as in the hiring, retention and promotion of those who provide this security - correctional officers.

The fundamental job of a correctional officer is to maintain essential security, order and control and to enhance rehabilitative and treatment efforts of the correctional facility. The department recognizes that rehabilitation and treatment are enhanced by the presence of correctional officers of both genders.

- B. Policy** - Security has many facets, including but not limited to making security rounds and doing counts in living units and cell halls that can be performed equally well by correctional officers of either gender in a correctional facility. Bona Fide Occupational Qualifications based on gender shall apply to the following tasks, which are expressly listed in this policy. Except in emergency situations, correctional officers of the opposite gender shall not be assigned to the doing of strip searches, body cavity searches (including visual body cavity searches) collection of urine samples, performing security checks of shower areas.

Consolidation of tasks or sharing or rotating of assignments shall be used to limit to the greatest possible the number of single gender correctional officer positions to carry out this policy e.g.:

- 1.) No position shall be limited based upon the need to do strip searches, body cavity searches and collect urine samples except where that is a routine function; e.g. security squad, shakedown room, visitor's room.
- 2.) Where corrections officers have posts in a cell hall which contains inmates of the opposite gender, rotation or sharing of duties with respect to shower checks shall be used to limit, to the greatest extent possible, the number of single gender corrections officer positions.
- 3.) In those institutions having hospital facilities, if an inmate objects to the presence of a correctional officer of the opposite sex during examination and treatment because the treatment or examination requires exposure of genital or anal areas or the discussion of such areas of the body, then the correctional counselors shall be rotated with counselors of the opposite sex.

## **Weather Emergencies**

In the event of a weather emergency, the Commissioner of Employee Relations determines and declares the necessity to close State offices. Weather emergencies are announced online via Alertcast, at [www.doer.state.mn.us](http://www.doer.state.mn.us) and also on the DOC Emergency Weather phone line (651) 642-0258.

If there are employees who are deaf or hard of hearing, the employee's supervisor or designee will contact the employee to notify them of a building closing. The most effective means of accomplishing this is to consult with the deaf or hard of hearing employee to determine the communication method which best meets the particular needs of the individual. Possible effective communication techniques may include:

- calling the employee on a TTY
- calling the employee through the Minnesota Relay Service at (800) 627-3529
- contacting an individual designated by the employee who will convey the information.

Employees in the facilities are considered essential and are not included in this weather emergency policy.

## **Building Evacuation**

Building evacuation is covered in the affirmative action plan because of its importance to employees with disabilities whose impairments may necessitate assistance in the event of a building evacuation.

### **Central Office:**

In the event of a fire in the building, audible and visual alarms will activate and/or evacuation instructions will be issued over the public address system. In the event of a weather emergency or natural disaster, evacuation/relocation instructions will be announced over the public address system. To ensure appropriate evacuation, an employee with a disability must inform his/her supervisor of any special evacuation needs. In conjunction with the supervisor, the employee must designate a minimum of two co-workers to assist him/her in an emergency, forming a written plan to meet in a specific area of the workplace during emergencies and forwarding the written plan to the employee's supervisor and the Office Services Supervisor.

### **Facilities:**

Building evacuation procedures have been developed for each facility. Staff and inmates with disabilities will be evacuated in an appropriate manner and in adherence with all security policies and regulations.

### **Community Services:**

Building evacuation procedures for field offices have been established. Evacuation procedures ensure the safe evacuation of employees and clients with disabilities.

## APPENDIX A

### Equal Employment Opportunity Affirmative Action Glossary

**Affirmative Action:** Positive steps taken by an employer which contribute toward greater employment opportunities for qualified ethnic/racial minorities, women, and people with disabilities in job categories where they are under represented.

**Affirmative Action Plan:** Written plans for programs required by laws and regulations. Affirmation Action Plans usually contain initiatives for recruitment and retention to increase the representation of protected class members in those job categories where they have been under represented.

**Complaint:** The first step taken by an employee who believes he or she has been discriminated against. A complaint is an allegation of illegal discrimination that is handled through an administrative procedure. A complaint may result when an employee believes s/he has been unfairly treated because of race, color, etc. The allegation itself is not proof that illegal discrimination has taken place. The investigation that follows the filing of a complaint will determine if illegal discrimination has, in fact, occurred. A person who files a complaint is called a complainant.

**Discrimination:** The word discrimination is often used to mean illegal discriminatory acts. Discrimination simply means noticing the differences between things or people that are otherwise alike, and making decisions based on those differences. We discriminate when we buy one product over another, when we choose our friends, and when we make personnel decisions based on merit related factors. All these forms of discrimination are legal and necessary.

However, some types of discrimination in employment have been made illegal. Illegal discrimination is unfavorable treatment of a person by category, class, or group rather than objective treatment on the basis of merit. Discrimination can be intentional or unintentional. See Disparate Treatment and Disparate Impact.

**Discriminatory Harassment:** Any repeated behavior, or combination of behaviors, by one or more employees toward another employee or group of employees based on race, national origin, religion, sex, age, color, creed, marital status, disability, or sexual orientation, and which the affected employee considers to be annoying, insulting, intimidating, which causes discomfort and/or which has a detrimental effect on such employee's work performance.

**Disparate Treatment:** Inconsistent application of rules and policies to one group of people over another. Discrimination may result when rules and policies are applied differently to members of protected classes. Disciplining Hispanic and African-American employees for tardiness, while ignoring tardiness among other employees, is an example of disparate treatment. Such inconsistent application of rules often leads to complaints.

**Disparate Impact:** Under EEO law, less favorable effect for one group than for another. Disparate impact results when rules applied to all employees have a different and more inhibiting effect on persons with a disability, women, and ethnic/racial minorities than on the majority.

**Disparity:** The employment of fewer persons with disabilities, ethnic/racial minorities, and women in the agency's workforce than would reasonably be expected based on their availability in the labor market.

**Equal Employment Opportunity:** The goal of laws, which make some types of discrimination in employment illegal. Equal employment opportunity will become a reality when each U.S. citizen has an equal chance to enjoy the benefits of employment. EEO is not a guarantee of employment for anyone. Under EEO law, only job related factors could be used to determine if an individual is qualified for a particular job. Ideally, EEO laws and Affirmative Action programs combine to achieve equal employment opportunities. See Affirmative Action and Affirmative Action Plan.

**Managing Diversity:** To respect individual differences and value the contribution each individual can make.

**Merit Principles:** The rules established by the Office of Personnel Management that the federal and state government follow in hiring, promotion, and all terms and conditions of employment. One of those rules states that the selection and advancement shall be made on the basis of an applicant's or employee's ability, knowledge, and skills in fair and open competition.

**Numerical Goal:** A numerical objective for the utilization of protected group members. A numerical goal is not a quota, as it may not be reached within the time frame. It does not permit the hiring or advancement of unqualified employees. Numerical goals provide a standard, which allows an activity to measure the effectiveness of its Affirmative Action Program. When numerical goals are reached, the percent of people with disabilities, women and racial/ethnic minority group members will be closer to their percentage in the labor market.

**Person with a Disability:** A person who has a physical or mental impairment that substantially limits one or more major life activity, a person who has a record of such impairment, or a person who is regarded as having such an impairment.

**Protected Class/Protected Group:** Those individuals identified as disabled, ethnic/racial minorities, and women, as defined by M.S. 43A.02, Subd. 33. See Appendix B

## APPENDIX B

### Protected Group Categories for Employment Purposes

These are three protected group categories. They include women, four ethnic/racial minority groups and persons with disabilities.

#### Ethnic/Racial Categories

1. **Black/African American, not of Hispanic Origin:** Persons having origins in any of the Black racial groups of Africa.
2. **Hispanic:** Persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
3. **American Indian or Alaskan Native:** persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
4. **Asian or Pacific Islander:** persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Korea, Japan, the Philippine Islands, Sri Lanka, and Samoa.

Persons of mixed ethnic/racial background would choose the group with which they most closely identify.

#### Disabled Category

A person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a record of such impairment, or a person who is regarded as having such an impairment.