

**MINNESOTA DEPARTMENT OF CORRECTIONS  
AFFIRMATIVE ACTION PLAN 2008-2010  
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## **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' Office of Diversity 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-Thistledeew 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.
5. It is the responsibility of all individuals affiliated with the department, including but not limited to applicants, employees, contractors, and volunteers to report incidents that the individual in good faith believes constitutes sexual harassment or other illegal discrimination, to any Regional Human Resource Director, Affirmative Action Officer Designee, Director of Policy & Legal Services, or Assistant Commissioner for Support Services who must take timely and appropriate action as outlined in this policy.

### **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, 2008 – June 30, 2010**

**Central Office**

**Program Objective 1:** Education and Training-To establish the DOC as a leader in diversity initiatives.

**Action Steps:**

1. Develop a new training quarterly that focuses on DOC diversity strategies.
2. Disseminate monthly materials that recognize diverse topics.
3. Diversity Committee will plan quarterly meetings that discuss diversity-training needs of Central Office staff.
4. Maintain SharePoint, email, flyers, and bulletin boards to disseminate diversity-training opportunities to DOC staff on a bi-weekly basis.
5. Research and utilize diversity-training materials for educating staff on a variety of topics.

**Person(s) Responsible:**

Office of Diversity, Affirmative Action Officers  
Manager - Office of Diversity  
Central Office Diversity Committee  
Assistant Commissioner

**Target Date:** July 2008 - June 2010

**Outcome:** To increase awareness, transparency, and participation in the Central Office Diversity training initiatives by helping to provide an inclusive work environment for all employees.

**Program Objective 2:** Recruitment and Retention – Build and maintain community relationships to increase the number of qualified applicants to assure an inclusive and diverse workforce.

**Action Steps:**

1. Make contact with community based organizations that work with individuals seeking employment weekly as an outreach effort.
2. Modify as necessary new tools for retention.
3. Pursue inclusion in the interviewing process.
4. Weekly basis, maintain active records regarding recruitment and retention.
5. Update recruitment activities on the intranet SharePoint daily or as often as necessary.
6. Participate in a minimum of **six** community events (job/career fairs and/or school presentation) quarterly.

**Person/s Responsible:**

Office of Diversity, Affirmative Action Officers  
Manager - Office of Diversity  
Central Office Diversity Committee  
Assistant Commissioner

Recruitment team members

**Target Date:** July 2008 - June 2010

**Outcome:** Working relationships are formed and maintained. DOC will have a presence in the community. The quality of applicants and materials provided to potential employees or interns will continue to be updated and improved.

**Program Objective 3:** Education and Community Outreach - Promote a diverse and inclusive work environment through a visible and active diversity committee.

**Action Steps:**

1. Participate in community activities.
2. The committee will meet monthly to plan and distribute information on upcoming events.
3. Provide notice to staff two weeks in advance of upcoming diversity activities to foster greater staff participation.
4. Inform staff regularly of diversity activities happening in the community
5. At minimum once monthly, provide links on SharePoint to staff to a variety of diverse activities, resources, education, arts, and other topics.
6. On a quarterly basis attend or participate in a community function.
7. Quarterly make contact with a minority student organization to capture a greater diverse internship pool.

**Person(s) Responsible:**

Affirmative Action Officers  
Diversity Committee  
Recruitment Committees  
Manager of Officer of Diversity  
Managers and Supervisors

**Target Date:** July 2008 - June 2010

**Outcome:** Staff will have the opportunity 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 Objectives**  
**July 1, 2008 – June 30, 2010**

**MCF – Faribault**

**Program Objective 1:** Education and Training – To establish the DOC as a leader in diversity initiatives.

**Action Steps:**

1. Develop new training initiatives **annually** that enhance our ability to manage a diverse workforce.
2. Maintain existing communication venues **quarterly** 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.
5. Plan a minimum of **3** diversity training events during FY08-FY09 (work with employee development to ensure training credit).
6. Seek out and distribute information and encourage staff to attend diversity training opportunities - i.e. **Rice County, Steele County**, and other DOC/state agency trainings
7. Maintain a calendar **monthly** for the Diversity Committee & Diversity Activities on the Sharepoint/Diversity web page for employees to view.
8. Research and utilize our resources (employees, co-workers, etc.) **annually** to provide educational training opportunities at no cost.

**Persons Responsible:**

Affirmative Action Officer Designee  
Diversity/Recruiting Committee  
Training Director  
Managers and Supervisors

**Target Dates:** July 1, 2008 – June 30, 2010

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

**Program Objective 2:** Recruitment and Retention - Build and maintain community and out-state relationships to increase the amount of qualified applicants to assure an inclusive and diverse workforce. Seek to eliminate disparities of protected groups.

**Action Steps:**

1. Make phone contact **quarterly** with local and out-state schools/businesses/resources/community organizations to build working relationships.
2. Share ideas and knowledge with the contacts to promote understanding of the DOC diversity initiatives.

3. **On an annual basis**, offer training opportunities/ideas and seek reciprocation from contacts to have a better understanding of other cultures.
4. **Annually**, invite these contacts to take part in a facility job fair and/or training opportunity.
5. Participate at, a **minimum of 6**, local area schools and higher education facilities career days/job fairs to provide information regarding the field of corrections. Maintain connections with multiple community resources.
6. Expand community resources to enhance a diverse workforce.
7. Continue to strengthen our hiring pool with Service Learning students through State Universities and Colleges.
8. Assist Department of Corrections Intern Coordinator in the recruitment of a diverse selection of interns.
9. Participate in a **minimum of 4** community outreach activities, festivals and job fairs.
10. Use electronic and print mediums for job advertisement.
11. Use internal job posting for advertisement.
12. Participate in a **minimum of 4** career days at colleges, universities and high schools to attract prospective applicants.
13. 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.
14. Combine efforts with other Diversity Committees whenever feasible.

**Persons Responsible:**

Warden  
Affirmative Action Officer Designee  
Workforce Development Committee  
Human Resources

**Target Dates:** July 1, 2008 through June 30, 2010

**Outcome:** Working relationships are formed and maintained. Staff will be aware of their opportunity to participate in job fairs and will receive necessary training. The quality of applicants and materials provided to potential employees or interns will continue to be updated and improved.

**Program Objective 3:** Outreach - To promote a diverse and inclusive work environment through a visible and active diversity committee.

**Action Steps:**

1. Committee will meet **monthly** 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 **6 half or 3 full** day training opportunities to enhance our sensitivity and understanding of diverse cultures/environments.
4. Be active participants in the local diversity activities 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.
6. 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-FRB** electronic folder. These resources will be updated regularly.

7. 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.
8. The facility 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.
9. 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.
10. The Workforce Development Committee and the Affirmative Action Officer will **attend** local community organizations meetings and participate in local diversity community organizations **(Faribault Diversity Coalition)**.
11. Develop and distribute educational material for diversity (including educational e-mails, electronic folder sites, and lobby bulletin boards. Offer diversity related activities that staff may participate in such as training and educational events.
12. Continue to meet each month, or as often as deemed necessary by the committee chair, and keep staff informed of the committee's activities.
13. Strive to keep staff informed of diversity related events in surrounding communities and encourage staff participation.
14. Recruit new members as needed.

**Persons Responsible:**

Affirmative Action Officer Designee  
Diversity Committee

**Target Dates:** July 1, 2008 – June 30, 2010

**Outcome:** 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 Objectives**  
**July 1, 2008 - June 30, 2010**

**MCF – Lino Lakes**

**Program Objective 1:** To develop recruiting strategies and methods to increase the number of applicants applying for jobs.

**Action Steps:**

- 1.Participate in three community outreach activities and job fairs per quarter.
- 2.Adopt two Community Agencies to work with to improve recruiting efforts.
- 3.Conduct one mock interview and resume writing session for adopted Agency clients.
- 4.Participate in two career days at colleges, universities and high schools to attract prospective applicants per quarter.

**Person(s) Responsible:**

Warden  
Affirmative Action Officer Designee  
Human Resource Management Director  
Diversity Committee

**Target Dates:** July 1, 2008 – June 30, 2010

**Outcome:** Working relationships are maintained and we have an increase in the number of applicants applying for jobs from adopted Agencies.

**Program Objective 2:** To establish MCF-Lino Lakes (MCF-LL) as a leader in diversity initiatives.

**Action Steps:**

1. Develop and present one Training initiative with MCF - Lino Lakes Conflict Response Core Team and the Employee Development Unit per year which enhances our ability to manage a diverse workforce.
2. Incorporate diversity into the work culture and environment by educating staff on global cultures, through communication on a monthly basis.
3. Maintain a monthly calendar for the Diversity Committee & Diversity Activities on the SharePoint/Diversity web page for employees to view.
4. Develop one employee participation activity per year with the MCF- Lino Lakes Wellness.
5. The facility Affirmative Action Officer will continue to work with the training director to speak to all new staff as a part of their orientation to the institution upon hire.
6. Continue to keep staff informed of diversity related events in surrounding communities and encourage staff participation on a monthly basis.

**Persons Responsible:**

Warden  
Affirmative Action Officer Designee



## Diversity Committee

Target Dates: **July 1, 2008 – June 30, 2010**

**Outcome:** 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 Objectives**  
**July 1, 2008 – June 30, 2010**

**MCF – Willow River/Moose Lake**

**Program Objective 1:** The Affirmative Action Officer and the Workforce Development Committee will work together with the Facility Training Department to provide training and general information on diversity related issues in order to promote diversity interest and awareness among staff.

**Action Steps:**

1. The institution Affirmative Action Officer and Workforce Development Committee members will receive training annually to become well informed on issues of diversity and affirmative action.
2. The Affirmative Action Officer and Workforce Development Committee will work with Employee Development to incorporate diversity related training into the annual in-service training offered to employees.
3. MCF-WR/ML will work with MCF-Rush City to establish 2 joint diversity training efforts whenever feasible.
4. In addition to staff training on diversity topics, the Workforce Development Committee and Affirmative Action Officer will make diversity information and community events available to staff via e-mail, bulletin boards, and SharePoint.

**Persons Responsible:** Affirmative Action Officer  
Workforce Development Committee  
Employee Development

**Target Dates:** July 1, 2008 – June 30, 2010

**Outcome:**

1. The Workforce Committee will hold regular meetings as scheduled and recruit new committee members as needed.
2. The Affirmative Action Officer and Workforce Committee will seek out ad hoc members and/or other guest speakers to attend Workforce Committee meetings as needed.
3. The Affirmative Action Officer and 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 Affirmative Action Officer.
4. The Affirmative Action Officer and 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 diversity.

**Program Objective 2:** Continue with current recruiting efforts and seek out new ways to increase the number of protected group members at MCF- Willow River/Moose Lake.

**Action Steps:**

1. Participate in 2 job fairs/career days locally as available at local high schools, colleges, and universities to attract prospective applicants.

2. Participate in 1 community outreach activity and festival to make our facility more attractive and visible to the community.
3. Share our facility's goals monthly on SharePoint, email bulletin boards, etc communicate our mission statement with these contacts to promote a better understanding of our objectives.

**Persons Responsible:**

Workforce Development Committee  
Affirmative Action Officer  
Warden/Designee

**Target Dates:** July 1, 2008 – June 30, 2010

**Outcome:**

1. The Workforce Development Committee meeting minutes and quarterly report will document all recruitment and outreach activities attended.
2. Working relationships will be formed and maintained with these local contacts.

**Program Objective 3:** Promote a positive and diverse work environment for all employees while improving employee retention.

**Action Steps:**

1. A representative from the Workforce Development Committee and/or the Affirmative Action Officer will meet with each new staff academy to discuss Committee roles, offer support, and give contact information.
2. Promote and track the number of personalized exit interviews to gather data for improving employee retention of both protected and non-protected group members.
3. Increase Mentor Program Volunteers from 36 to 40 and encourage FTO Volunteers to be involved in the Workforce Development Committee to assist in the recruitment and retention of a diverse workforce.
4. Explore and conduct an annual "Diversity Day" for the facility that would include special training, guest speakers, activities, food, etc.

**Outcome:**

1. All new staff will be given information relating to Affirmative Action and the Workforce Development Committee making them familiar with our roles and mission.
2. Facility-specific information will be obtained to aid in the recruitment and retention of a diverse workforce.

**Persons Responsible:**

Affirmative Action Officer  
Workforce Development Committee  
Human Resources  
Warden/Designee

**Target Dates:** July 1, 2008 – June 30, 2010

**Program Objectives**  
**July 1, 2008 – June 30, 2010**

**MCF - Oak Park Heights**

**Program Objective 1:** Education and Training – To establish DOC as a leader in diversity initiatives.

**Action Steps:**

1. Maintain existing communication venues monthly to disseminate diversity program objective and activities.
2. Solicit feedback and input from employees participating in diversity classes, seminars and activities.
3. Plan a minimum of two diversity training events during FY08-FY09 (work with employee development to ensure training credit)
4. On a quarterly basis distribute information and encourage staff to attend diversity training opportunities
5. Maintain a calendar on a monthly basis for the Diversity Committee & Diversity Activities on the SharePoint/Diversity web page for employees to view.

**Person Responsible:**

Affirmative Action Officer Designee  
Diversity/Recruiting Committee  
Training Director  
Managers and Supervisors

**Target Date:** July 1, 2008 – June 30, 2010

**Program Objective 2:** Recruitment and Retention – Build and maintain community and out-state relationships to increase the amount of qualified applicants, to assure an inclusive and diverse workforce. Seek to eliminate disparities of protected groups.

**Action Steps:**

1. Offer training opportunities/ideas on a quarterly basis and seek reciprocation from contacts to have a better understanding of other cultures.
2. On a yearly basis, assist the Department of Corrections Intern Coordinator in the recruitment of a diverse selection of interns.
3. Participate in community outreach activities, festivals and job fairs on a yearly basis.
4. 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.
5. Combine efforts with other Diversity Committees whenever feasible. Commit to a goal of one time per year.

**Target Date:** July 1, 2008 through June 30, 2010

**Person Responsible:**

Warden

Affirmative Action Officer Designee  
Workforce Development Committee  
Human Resources

**Program Objective 3:** Outreach – To promote a diverse and inclusive work environment through a visible and active diversity committee.

**Action Steps:**

1. Committee will meet bi-monthly 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 on a quarterly basis.
3. Be active participants on a quarterly basis to local diversity activities and other local diversity related venues.
4. 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.
5. 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.
6. Develop and distribute educational material for diversity (including educational e-mails, electronic folder sites, and lobby bulletin boards on a quarterly basis. Offer diversity related activities that staff may participate in such as training and educational events.
7. Continue to meet, as often as deemed necessary by the committee chair, and keep staff informed of the committee's activities.
8. Strive to keep staff informed of diversity related events in surrounding communities and encourage staff participation on a monthly basis.
9. Recruit new members as needed.
10. Arrange for diversity related speakers to speak at scheduled institutional lock-ups a minimum of one time per year.

**Target Date:** July 1, 2008 – June 30, 2010

**Person Responsible:**

Affirmative Action Officer Designee  
Diversity Committee

**Program Objectives**  
**July 1, 2008 – June 30, 2010**

**MCF-RED WING**

**Program Objective 1:** Promote a diverse and inclusive work environment.

**Action Steps:**

1. Hold meetings at least every other month in order to share ideas and maintain camaraderie within the group.
2. Maintain a bulletin board in the staff lounge to highlight diversity topics on a monthly basis.
3. Create and distribute the diversity newsletter, Voices, on a quarterly basis.
4. Host quarterly freewill offering lunches to highlight the needs of facility staff and the community.
5. Continually seek out opportunities to offer staff training in a variety of topics related to creating an inclusive work environment as well as fostering a better understanding of the facility's residents.
6. Solicit feedback from staff during diversity activities.
7. The Affirmative Action Officer or designee will meet with new staff during pre-service orientation training.
8. Provide information to staff as it becomes available regarding diversity events in surrounding communities and encourage staff participation.
9. Create a diversity link on the staff intranet so staff may access information when it is convenient in their schedule. Update the link whenever informative documents are created locally or received from another source (Central Office, City of Red Wing...etc.).

**Persons Responsible:**

Affirmative Action Officer and Diversity Committee Members

**Target Dates:** July 1, 2008 – June 30, 2010

**Outcome:** We would like staff to feel free to engage in open dialogues with committee members regarding diversity topics. We want staff to participate in fundraising activities sponsored by the committee and suggest ideas or areas of need for future activities. Increase awareness and respect for diversity.

**Program Objective 2:** Recruit and retain a diverse and inclusive workforce.

**Action Steps:**

1. Create a recruitment plan (including brochures, handouts, PowerPoint, etc.) that addresses specific information related to juvenile corrections in order to ensure candidates meet the requirements for this unique setting.
2. Investigate career/job fairs hosted in surrounding communities for appropriateness to facility employment needs. Participate in at least four career/job fairs annually.

3. Participate in at least one community event/festival in an effort to educate community members about the facility and the services it provides to create a broader understanding of staffing needs.
4. Establish a relationship with a post-secondary institution to test a graduated program beginning with a practicum, leading to an internship, and culminating in participation at their job fair.
5. Assist the facility's Internship Coordinator as requested.

**Persons Responsible:**

Affirmative Action Officer and Diversity Committee Members

**Target Dates:** July 1, 2008 – June 30, 2010

**Outcome:** Facility has an adequate and diverse pool of candidates qualified and interested in working with juveniles. New staff feels co-workers have been welcoming, accepting, and forthcoming with duty-related information. Reasons for staff resignations are not connected to feelings of inequality.

**Program Objective 3:** Offer educational opportunities to inform staff of current diversity related topics and encourage an inclusive work environment.

**Action Steps:**

1. Seek out and tap in to internal resources to provide training at no cost.
2. Offer training at least twice a year that will help enhance staff's ability to appropriately communicate with a diverse workforce.
3. Solicit feedback from staff participating in committee sponsored training events.

**Persons Responsible:**

Affirmative Action Officer  
Diversity Committee Members  
Training Director

**Target Dates:** July 1, 2008 – June 30, 2010

**Outcome:** Staff feels confident in communicating with, and is accepting of, other staff, visitors, volunteers, and offenders whose beliefs and preferences differ from their own.

**Program Objectives**  
**July 1, 2008-June 30, 2010**

**MCF-Rush City**

**Program Objective 1:** To promote a culture where interactions between staff are respectful and encourage a professional environment.

**Action Steps:**

1. Adopt the goals and objective outlined by the Executive Team.
2. Promote collaboration & training on positive communications to all staff.
3. Provide additional training focusing on respect and differences.
4. Provide additional informational training on cultural differences to improve awareness.
5. Invite Warden/Exec leadership to occasional diversity meetings.

**Persons Responsible:**

Warden  
Associate Wardens  
Middle Managers  
Diversity Committee  
All Staff

**Target Dates:** July 1, 2008 through June 30, 2010

**Outcome:** Staff will be able to recognize the diverse “Rush City” culture as an environment that is supportive of this culture.

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

**Action Steps:**

1. Expand the facilities diverse culture outside of the local community.
2. Participate and organize community events/food shelf/school supplies.
3. Invite local organizations to participate in special cultural events.

**Persons Responsible:**

Warden  
Training  
Recruitment Committee  
Diversity Committee

**Target Dates:** July 1, 2008 through June 30, 2010

**Outcome:** Success will be evaluated by meeting/exceeding our diversity needs.



**Program Objectives**  
**July 1, 2008 – June 30<sup>th</sup>, 2010**

**MCF - St. Cloud**

**Program Objective 1:** Education and Training -To establish DOC as a leader in diversity initiatives.

**Action Steps:**

1. Develop new training initiatives yearly that enhance our ability to manage a diverse workforce.
2. Maintain existing communication venues monthly 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 following participation in diversity classes, seminars and activities.
5. Plan a minimum of two diversity training events during FY09-FY10 (work with employee development to ensure training credit)
6. Distribute information regarding Diversity Trainings and Diversity Activities.
7. Workforce Development Committee members and the institution Affirmative Action Officer will make the Affirmative Action Plan available to all staff.
8. Research and utilize our resources (employees, co-workers, etc.) yearly to provide educational training opportunities at no cost.
9. Offer training opportunities/ideas and seek reciprocation from community contacts to get involved in activities that promote a better understanding of other cultures.
10. Maintain a calendar monthly for the Workforce Development Committee.

**Persons Responsible:**

Affirmative Action Officer Designee  
Diversity/Recruiting Committee  
Training Director  
Managers and Supervisors

**Target Dates:** July 1, 2008 – June 30, 2010

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

**Program Objective 2:** Recruitment and Retention - Build and maintain community and out-state relationships to increase the amount of qualified applicants, to assure an inclusive and diverse workforce. Seek to eliminate disparities of protected groups.

**Action Steps:**

1. Share ideas and knowledge yearly with the local state, vocational, and business colleges to promote understanding of the DOC diversity initiatives.
2. Participate quarterly at the local area schools and higher education facilities career days/job fairs to provide information regarding the field of corrections to attract prospective applicants.
3. Maintain connections with multiple community resources.
4. Continue to strengthen our hiring pool with Service Learning students through State Universities and Colleges.
5. Assist Department of Corrections Intern Coordinator in the recruitment of a diverse selection of interns.
6. Use electronic and print mediums for job advertisement.
7. 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.

**Persons Responsible:**

Warden  
Affirmative Action Officer Designee  
Workforce Development Committee  
Human Resources

**Target Dates:** July 1, 2008 through June 30, 2010

**Outcome:** Working relationships are formed and maintained. Staff will be aware of their opportunity to participate in job fairs and will receive necessary training. The quality of applicants and materials provided to potential employees or interns will continue to be updated and improved.

**Program Objective 3:** Outreach - To promote a diverse and inclusive work environment through a visible and active diversity committee.

**Action Steps:**

1. Committee will meet on an as needed basis to be effective in retaining current members and recruiting new members.
2. Participate in local diversity activities.
3. 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.
4. 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.
5. The facility 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.
6. 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.

7. The Workforce Development Committee and the Affirmative Action Officer will host local community organizations meetings and participate in local diversity community organizations.

**Persons Responsible:**

Affirmative Action Officer Designee  
Diversity Committee

**Target Dates:** July 1, 2008 – June 30, 2010

**Outcome:** 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 Objectives**  
**July 1, 2008 – June 30<sup>th</sup>, 2010**

**MCF-Shakopee**

**Program Objective 1:** To create a workplace that is receptive and accepting of diversity and one that promotes respect.

**Action Steps:**

1. Maintain an active Diversity Committee that will promote diversity in the work place.
2. Sponsor an annual diversity event for all staff.
3. Provide training to all staff regarding diversity. (On-line or classroom.)
4. Promote and advertise community events open to public.
5. Diversity Employee of the Month activity. Continue to reserve monthly parking for this employee.
6. The MCF/Shakopee Affirmative Action Officer will meet with all new employees to provide information regarding diversity and Affirmative Action policies.

**Persons Responsible:**

Warden  
Human Resources Director  
Employee Development Specialist  
Affirmative Action Officer Designee  
Diversity Committee

**Target Dates:** July 1, 2008- June 30, 2010

**Outcome:** Increased awareness and respect for diversity, creating an inclusive work environment for all employees.

**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.
5. Provide a suggestion box open for staff's suggestions.

**Persons Responsible:**

Diversity Committee Co-Chairs

Employee Development Specialist  
Affirmative Action Officer Designee  
Diversity Committee

**Target Dates:** July 1, 2008 - June 30, 2010

**Outcome:** Staff will be familiar with Diversity Committee members and will be knowledgeable of location of related information.

**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.
2. Encourage mentorship amongst co-workers.

**Persons Responsible:**

Recruitment Team  
Employee Development Specialist  
Affirmative Action Officer Designee  
Diversity Committee

**Target Dates:** July 1, 2008 - June 30, 2010

**Outcome:** Retention of a quality diverse workforce will improve.

**Program Objectives**  
**July 1, 2008 – June 30, 2010**

**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 quarterly 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 quarterly 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.

**Persons Responsible:**

Warden  
Affirmative Action Officer  
Employee Enrichment Committee

**Target Dates:** July 1, 2008 - June 30, 2010

**Outcome:** 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 once quarterly.
2. Participate in community events such as National Night Out twice a year.
3. Continue to assist the Office of Diversity with career fairs three times a quarter.

4. Speak at high schools and colleges in the area once a month.
5. Conduct Quarterly Team meetings.

**Persons Responsible:**

Warden  
Affirmative Action Officer  
Employee Enrichment Committee

**Target Dates:** July 1, 2008 - June 30, 2010

**Outcome:** 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 twice a year.
2. Provide educational material to all staff on ways to maintain good health once a quarter.
3. Conduct monthly meetings to continue to plan events.

**Persons Responsible:**

Warden  
Affirmative Actions Officer  
Employee Enrichment Committee

**Target Dates:** July 1, 2008 - June 30, 2010

**Outcome:** 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 as made available by the department.
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 input 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, 2008 through June 30, 2010

**Persons Responsible:**

Warden  
Affirmative Actions Officer  
Employee Enrichment Committee

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



**Program Objectives**  
**July 1, 2008-June 30, 2010**

**MCF-Togo**

**Program Objective 1:** Create a working diversity committee to establish goals and objectives for MCF-Togo.

**Action steps:**

1. Notify all staff that a diversity committee will be established and meet on a monthly basis.
2. Meet with the executive team to develop program wide goals for MCF-Togo.
3. Invite CEO/Exec leadership to monthly diversity meetings.

**Person(s) Responsible:**

CEO Juvenile  
Personnel Officer  
Program Director  
Middle Managers  
Diversity Committee  
All Staff

**Target Dates:** July 1, 2008 through August 1, 2008

**Outcome:** A working diversity committee will be in place by August 1, 2008.

**Program Objective 2:** Provide formal and informal diversity training for staff and residents. Increase awareness of the diversity of individuals within and outside the facility by holding special activities.

**Action Steps:**

1. Conduct bi-annual training of positive communications, focusing on respect and cultural differences to improve awareness and tolerance.
2. Participate in at least one community event annually that will promote diversity in an effort to educate the community members about the facility.
3. Participate yearly in community outreach activities, festivals or job fairs to maintain diversity in recruitment and retention.
4. Work with MCF-Togo Advisory Board to participate in special events.

**Persons Responsible:**

CEO  
Training

## Diversity Committee

**Target Dates:** July 1, 2008 through June 30, 2010

**Outcome:** Staff and referring agents will be able to recognize the diverse “MCF-Togo” culture as an environment that welcomes and is supportive of all cultures and differences. Success will be evaluated by expanding our staffs’ knowledge on diversity.

## **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 fulfill all affirmative action reporting requirements by submitting standard quarterly reports.
  2. To ensure dissemination of all relevant affirmative action information to appropriate staff and to post the Affirmative Action Plan on the official bulletin boards.
  3. To serve as ex-officio member of the diversity committee at their work location.
  4. To serve as a member of the department-wide Affirmative Action Officers Committee.
  5. To determine the need for diversity training and recommend training at their respective work location.
  6. To review policies, procedures, and practices and to recommend changes to the Director of the Office of Diversity.
  7. 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.
  8. 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>1/6/09</b>	
<b>Effective Date:</b>	<b>1/6/09</b>	

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**AUTHORITY:** Minn. Stat. §§ 363A.01 et al (Minnesota Human Rights Act) and 43A.01.

**PURPOSE:** To ensure the department's employment practices are free from illegal discrimination, including sexual harassment and discrimination based upon protected class characteristics, by providing a process through which complaints of illegal discrimination will be promptly, thoroughly, and respectfully handled and investigated.

**APPLICABILITY:** This policy applies to all individuals affiliated with the Department of Corrections including but not limited to, applicants, employees, contractors, and volunteers, and is intended to protect the rights and privacy of both the complainant and respondent and other involved individuals, as well as to prevent retaliation or reprisal.

### **POLICY:**

#### **A. Nondiscrimination**

It is the policy of the Department of Corrections (department) that all its employees and individuals affiliated with the department to be able to work in an environment free of all forms of illegal discrimination, including sexual harassment and discrimination based upon protected class characteristics.

#### **B. Responsibility to Report**

It is the responsibility of all individuals affiliated with the department, including but not limited to applicants, employees, contractors, and volunteers to report incidents that the individual in good faith believes constitutes sexual harassment or other illegal discrimination, to any Regional Human Resource Director, Affirmative Action Officer Designee, Director of Policy & Legal Services, or Assistant Commissioner for Support Services who must take timely and appropriate action as outlined in this policy.

All department employees are required to report observed acts of sexual harassment or other illegal discrimination to a supervisor, cooperate in investigations relating to illegal discrimination, and maintain confidentiality requirements. Failure of an employee to follow these requirements is grounds for discipline.

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 will (1) monitor the department's work environment for signs of harassment on a daily basis; (2) advise employees about the types of behavior prohibited and complaint procedures; (3) stop all observed acts of harassment regardless of whether the employees involved are under his or her supervision; and (4) take immediate action to limit the work contact between employees involved in a complaint of harassment pending investigation.

#### **C. Administrative Responsibility**

The department will not tolerate any form of illegal discrimination, including sexual harassment and discrimination based upon protected class characteristics, and will take appropriate corrective action against employees who violate this policy after a prompt



and thorough investigation. Employees who engage in any form of illegal discrimination, including sexual harassment and discrimination based upon protected class characteristics, in the work place can expect disciplinary action, up to and including termination of employment. All disciplinary actions will be considered on an individual basis.

**D. Retaliation Prohibited**

The department will not tolerate any retaliation or reprisal against any complainant who in good faith reports any form of illegal discrimination, including sexual harassment and discrimination based upon protected class characteristics, or individual who participates in an investigation. Any employee who is found to have taken retaliatory actions against an individual because of that person's good faith complaint or participation in an investigation relating to this policy is subject to discipline, up to and including termination of employment.

**DEFINITIONS AND PROHIBITED ACTS:**

Affirmative Action Officer Designee - an individual designated by the Appointing Authority, in conjunction with the Office of Diversity, to be a resource for employees regarding the department's Affirmative Action Plan

Agency Investigation Tracking System - the department's database that documents employee discipline administration by human resources.

Appointing Authority - for purposes of this policy, is a warden, superintendent, or manager who has been delegated as the authority for personnel transactions by the Commissioner.

Discrimination/Illegal Discrimination - for purposes of this policy, is defined as adverse treatment based upon an individual's protected class characteristics, except when based upon a bona fide occupational qualification. Illegal discrimination means discrimination and harassment in employment practices based upon protected class characteristics in violation of state and federal law.

Harassment - for purposes of this policy, is a form of discrimination and in general is the display of behavior based upon protected class characteristics by one employee toward another employee which has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

Harassment Prohibited Conduct - examples of prohibited harassment include, but are not limited to:

- Display of posters, signs, pictures, cartoons, symbols, written statements, emails, non-verbal behaviors, including gestures and facial expressions, or other materials that demean, offend, or belittle any individual's protected class characteristics.
- Unwelcome statements, name-calling, or other verbal conduct, including using derogatory names or terms when referring to individuals or groups of individuals based upon protected class characteristics.

Protected Class Characteristics - for the purpose of this policy, means that discrimination and harassment in employment practices are prohibited on the basis of race, color, sex, creed, religion, age, national origin, disability, sexual orientation, marital status, status with regard to public assistance or membership or activity in a local commission.

Regional Human Resource Director – director of human resource for each region in the department.

Retaliation - for purposes of this policy is defined as, but is not limited to, intentionally engaging in any form of intimidation, reprisal or harassment against an individual because he or she made a complaint under this policy or assisted or participated in any manner in an investigation, regardless of whether a claim of discrimination or harassment is substantiated.

Sexual Harassment - for purposes of this policy, is 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 Harassment Prohibited Conduct - examples of prohibited actions and 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; lewd or vulgar tones; threats of physical harm; and distribution or display of written or graphic sexual materials.
- \* 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 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.
- \* Display of nude or semi-nude sexually suggestive pictures, sexually oriented magazines or posters, sexually offensive cartoons, and other words or pictures of a sexually suggestive nature.

## **PROCEDURES**

### **A. Reporting an Incident**

The department encourages any individual who in good faith feels he or she has been or is being subjected to illegal discrimination, including sexual harassment and discrimination based upon protected class characteristics, to report the incident to any Regional Human Resource Director, Affirmative Action Officer Designee, Director of Policy & Legal Services or Assistant Commissioner for Support Services who must take timely and appropriate action as outlined in this policy. The complainant may be asked to complete a complaint form with a written summary of what has occurred and may also be asked to submit a copy of any additional written documentation of the matter. A supervisor, manager or Affirmative Action Officer Designee who receives a complaint or becomes aware of a potential violation of this policy will immediately notify and forward any written documentation to a Regional Human Resource Director, the Director of Policy & Legal Services, or the Assistant Commissioner for Support Services for processing under this policy.

- Step 1. Report illegal discrimination to a Regional Human Resource Director, Affirmative Action Officer Designee, the Director of Policy & Legal Services or Assistant Commissioner for Support Services utilizing Policy 103.300 Anti-Discrimination and Sexual Harassment complaint form (attached).
- Step 2. Immediately upon receipt of an illegal discrimination complaint, the Regional Human Resource Director and the Appointing Authority, in consultation with the Director of Policy & Legal Services and the Assistant Commissioner for Support Services, will take the necessary steps to limit contact between the alleged harasser and the complainant pending the investigation outcome. A harassment complaint egregious in nature will require reassignment of the alleged harasser from the complainants work area pending the investigation outcome.
- Step 3. Within two working days the complaint will be forwarded to the Director of Policy & Legal Services and Assistant Commissioner for Support Services. The Director of Policy & Legal Services will review and determine whether the complaint alleges a violation of Policy 103.300 and the need for an investigation. As necessary, the Director of Policy & Legal Services will refer allegations of employee misconduct or criminal behavior to the Office of Special Investigations for review under Policy 107.100 "Internal Affairs – Office of Special Investigations."
- Step 4. After consultation with the Regional Human Resource Director and the Appointing Authority, the Director of Policy & Legal Services will determine whether to initiate an investigation and how the investigation will proceed. If an investigation is initiated, the Regional Human Resource Director will establish a record of the complaint in the Agency Investigation Tracking System.
- Step 5. The Director of Policy & Legal Services will notify the complainant(s) and the respondent(s) in writing that the complaint will be investigated. The letter will be mailed to the employee address provided in the personnel payroll system unless otherwise requested. Copies will be forwarded to the Appointing Authority, Regional Human Resource Director, and the Assistant Commissioner for Support Services.
- Step 6. The Director of Policy & Legal Services will assign a special investigator who will as necessary:
- a) Take a verbal statement from the complainant as the initial step to confirm the determination that the complaint is properly a discrimination complaint subject to Policy 103.300.
  - b) Obtain the respondent's side of the story or explanation and explain the investigative procedure.
  - c) Obtain additional evidence or facts by reviewing relevant files, documentation, interviewing possible witnesses, other alleged victims and co-workers, and any other necessary investigative work.
  - d) Prepare a thorough written report of the findings and submit it to the Director of Policy & Legal Services for review and determination

- e) Complete the investigation for review and determination within sixty days of the investigator's initial meeting with the complainant unless reasonable cause for delay exists.

- Step 7. The Director of Policy & Legal Services will review and share the investigative report with the Appointing Authority and Regional Human Resource Director. The Director of Policy & Legal Services will determine based upon the totality of the circumstances whether the findings of the investigation substantiate a violation of Policy 103.300.
- Step 8. If the investigation findings do not support that a violation of the policy occurred, the Director of Policy & Legal Services will notify in writing the complainant(s) and respondent(s) of the determination.
- Step 9. If the investigation findings do support that a violation of the policy occurred, the Director of Policy & Legal Services will notify the Appointing Authority and Regional Human Resource Director. The Director of Policy & Legal Services will also notify in writing the complainant(s) and respondent(s) of the determination.
- Step 10. The Appointing Authority will work with the Regional Human Resource Director to prepare a recommendation for appropriate corrective action pursuant to Employee Discipline Administration Policy 103.225, including a basis for the recommendation from the comparables in the Agency Investigation Tracking System and any applicable aggravating or mitigating factors. The recommendation for appropriate corrective action will be discussed with the Assistant Commissioner for Support Services, the Regional Human Resource Director, the Director of Policy & Legal Services, and the appropriate division head.
- Step 11. The Director of Policy & Legal Services, in consultation with the Assistant Commissioner for Support Services, will review for authorizing the corrective action to be administered and will communicate this authorization to the Appointing Authority and the Regional Human Resource Director. Corrective action may not be carried out or altered during any grievance procedure of a collective bargaining agreement unless authorized by the Assistant Commissioner for Support Services and Director of Policy & Legal Services.
- Step 12. Upon authorization from the Assistant Commissioner for Support Services and Director of Policy & Legal Services, the appointing authority will promptly administer the corrective action and the Regional Human Resource Director will document the corrective action in the Agency Investigation Tracking System.

B. Harassment by Non-employees

If a non-employee harasses an employee, the employee should take the same steps outlined above. Upon a finding substantiating the complaint of harassment, the Appointing Authority will take the necessary corrective steps to stop the harassment. Alleged employee harassment of offenders may be covered by this policy. Harassing conduct by offenders toward employees will be handled in accordance with Policy 303.010 "Offender Discipline" and Policy 303.025 "Offender Housing Conditions and Expectations."

- C. **Personal Resolution**  
In instances when an individual believes he or she personally has been subjected to harassment, that individual may voluntarily choose to directly address the offensive behavior unless the behavior involves physical touching or is egregious in nature. In certain instances the department has a responsibility to act even if the complainant requests no action be taken and prefers to handle the matter with personal resolution. In said circumstances the department will take appropriate action based on the facts or evidence available. In a situation when personal resolution is proper, he or she should politely and clearly explain to the alleged harasser as soon as possible after the incident that the behavior is objectionable and that it should stop. If the behavior does not stop or if the individual believes some adverse action may arise from the discussion, he or she should follow the formal complaint procedure. Under no circumstances will an individual be required to use personal resolution to address harassment.
- D. **Integrated Conflict Management System and Conflict Response Initiative (ICMS/CRI)**  
The ICMS/CRI option requires the voluntary participation of all parties to the complaint and the authorization of the Assistant Commissioner of Support Services in consultation with the Director of Policy & Legal Services. In appropriate cases, individuals who believe they are involved in a workplace conflict that includes harassing conduct may request assistance in resolving the conflict utilizing ICMS/CRI as described in Policy 103.229 "Integrated Conflict Management System." If an individual wishes to use ICMS/CRI, he or she may contact the individual's facility or work unit ICMS/CRI coordinator. The ICMS/CRI coordinator will consult with the appointing authority, the Director of Policy & Legal Services, and the Assistant Commissioner of Support Services for a determination on whether ICMS/CRI would be an appropriate method of resolving the harassment complaint. Harassment complaints egregious in nature will not be considered for the ICMS/CRI process and the formal complaint procedure will be followed.
- E. **False Statements**  
Any individual who provides false statements regarding the filing of a complaint of illegal discrimination, including sexual harassment and discrimination based upon protected class characteristics, or during the investigation of such a complaint may be subject to disciplinary action up to and including termination.
- F. **Confidentiality**  
Information gathered during the investigation will be handled in accordance with federal and state data privacy laws. Confidentiality cannot be guaranteed, however, all involved parties to an investigation are directed to only discuss the matter with those individuals who have a business reason to know in order to protect the privacy of the complainant(s), respondent(s) and other participants in the investigation. There may be instances in which the department has a responsibility to act even if the complainant requests no action be taken and the department will take appropriate action based on the facts or evidence available.
- G. **Reporting**  
For statewide recordkeeping purposes, disposition of complaints will be filed with the designee of the Commissioner of Minnesota Management and Budget within 30 days of final determination.

**REFERENCES:** Title VII of the Civil Rights Act of 1964, as amended.  
Age Discrimination and Employment Act of 1967.  
Rehabilitation Act of 1973, as amended.  
Americans with Disabilities Act

**SUPERSESSION:** Policy 103.300, "Anti-Discrimination and Sexual Harassment," 11/19/07.  
All facility policies, memos, or other communications whether verbal,  
written, or transmitted by electronic means, regarding this topic.

**ATTACHMENTS:** Anti-Discrimination/Sexual Harassment Complaint Form

/s/

Harley W. Nelson, Deputy Commissioner  
Community Services

Lynn M. Dingle, 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    ☐ Retaliation

**Date most recent act of discrimination/sexual harassment/retaliation 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?** \_\_\_\_\_



**Minnesota Department of Corrections**

<b>Policy:</b>	<b>103.310</b>	<b>Title: Reasonable Accommodation</b>
<b>Issue Date:</b>	<b>11/6/07</b>	
<b>Effective Date:</b>	<b>12/4/07</b>	

**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, sensory, or mental impairment that substantially or materially limits one or more major life activity. This policy does not pertain to persons with non-ADA qualifying medical conditions.

**POLICY:**       Consistent with federal and state statutes, the department will reasonably accommodate qualified applicants and employee. 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, position, or operation of the department.

**PROCEDURES:**

**A.     Job Applicants**

1.       When an applicant submits a request for reasonable accommodation for the selection process, Human Resource Management (HRM) will consider the request and discuss the possible alternatives with the applicant.

2. HRM 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, HRM 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 Regional Human Resources Director (RHRD) will serve as the regional ADA Coordinator. The Office of Diversity will provide consultation and assistance to the RHRD.
3. The ADA Coordinator may request medical documentation of the employee's functional limitations to support the request and be helpful to explore possible accommodations (attached). 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 (attached). 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 for Support Services (Assistant Commissioner), 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 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's 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 Manager 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. 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.
- 1. Management will make an individualized determination of an individual's current ability to safely perform a job's essential functions.
  - 2. Determinations must be based on objective information and not on myths or stereotypes.
  - 3. The determinations will

- a) demonstrate there is a significant risk of substantial harm;
- b) identify the specific risk;
- c) demonstrate the risk is current, as opposed to speculative or remote;
- d) support the risk assessment with objective medical evidence related to the particular employee; and
- e) 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."

**SUPERSESSION:** Policy 103.310, "Reasonable Accommodation," 12/6/05.  
 All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means regarding this topic.

**ATTACHMENTS:** Employee Request for Reasonable Accommodation  
Authorization for Release of Medical Information form  
Sample Letter Requesting Documentation for Determining ADA  
Eligibility from a Medical Professional  
Reasonable Accommodation Agreement

/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) 361-7256 (V) or (800) 627-3529 (TTY)

# Employee Request For Reasonable Accommodation

Give completed form to ADA Coordinator.

Please Print or Type

Employee Name:	Job Title:	Date Requested:								
Division/Unit:										
<b>Note: Continue on back if you need more room for any of the following questions</b>										
<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%;"> <tr> <td><input type="checkbox"/> Making facilities readily accessible</td> <td><input type="checkbox"/> Modification of equipment or devices</td> </tr> <tr> <td><input type="checkbox"/> Job restructuring</td> <td><input type="checkbox"/> Qualified reader or interpreter</td> </tr> <tr> <td><input type="checkbox"/> Part-time or modified work schedule</td> <td><input type="checkbox"/> Other (specify): _____</td> </tr> <tr> <td><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?      Yes      No										
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: \_\_\_\_\_

revised 8/98

## 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 - St. Paul

	A	B	C		D	E							
	Total Employees in Job Group	Women						Minorities					
Job Group		Utilization		Availability		Number Under- utilized	Annual % Goal	Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number			Number	%	%	Number		
Officials and Managers	63	28	44.4	40.44	25	0		6	9.5	6.86	4	0	
Professionals	164	92	56.1	54.49	89	0		16	9.8	8.54	14	0	
Technicians	12	12	100.0	74.17	8	0		2	16.7	9.77	1	0	
Office/ Clerical	49	41	83.7	74.10	36	0		4	8.2	8.20	4	0	
Protective Services	21	2	9.5	25.97	5	3	25.97%	3	14.3	11.90	2	0	
Protective Ser. Sup	10	6	60.0	34.30	3	0		1	10.0	8.70	0	0	
Skilled Craft	0	0		6.63				0		6.04			
Service Workers	2	0	0.0	34.88	0	0		0	0.0	11.44	0	0	
Totals	321	181			166	3		32			25	0	

	A	B	C				
Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	63	7	11.1	11.31	7	0	
Professionals	164	11	6.7	10.88	17	6	10.88%
Technicians	12	0	0.0	11.52	1	1	11.52%
Office/ Clerical	49	3	6.1	11.56	5	2	11.56%
Protective Services	21	1	4.8	11.60	2	1	11.60%
Protective Ser. Sup	10	2	20.0	11.60	1	0	
Skilled Craft	0	0		11.55			
Service Workers	2	0	0.0	11.37	0	0	
Totals	321	24			33	10	



# 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	49.92	0	0		0	0.0	3.12	0	0	
Professionals	241	131	54.4	54.82	132	1	54.82%	6	2.5	6.14	14	8	6.14%
Technicians	0	0		43.96				0		4.90			
Office/ Clerical	68	68	100.0	81.40	55	0		0	0.0	5.10	3	3	5.10%
Protective Services	1	1	100.0	88.21	0	0		0	0.0	2.52	0	0	
Protective Ser. Sup	0	0		34.30				0		8.70			
Skilled Craft	6	0	0.0	6.72	0	0		0	0.0	5.70	0	0	
Service Workers	64	5	7.8	36.04	23	18	36.04%	2	3.1	11.90	7	5	11.90%
Totals	382	206			210	19		8			24	16	

Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	2	1	50.0	11.31	0	0	
Professionals	241	15	6.2	10.88	26	11	10.88%
Technicians	0	0		11.52			
Office/ Clerical	68	6	8.8	11.56	7	1	11.56%
Protective Services	1	0	0.0	11.60	0	0	
Protective Ser. Sup	0	0		11.60			
Skilled Craft	6	0	0.0	11.55	0	0	
Service Workers	64	0	0.0	11.37	7	7	11.37%
Totals	382	22			40	19	

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

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

Company name: Faribault

	A	B	C		D	E							
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	%	%	Number		
Officials and Managers	6	2	33.3	36.78	2	0		0	0.0	3.72	0	0	
Professionals	80	45	56.3	52.94	42	0		3	3.8	7.79	6	3	7.79%
Technicians	43	27	62.8	60.35	25	0		1	2.3	7.06	3	2	7.06%
Office/ Clerical	29	27	93.1	76.36	22	0		1	3.4	7.54	2	1	7.54%
Protective Services	231	81	35.1	43.38	100	19	43.38%	8	3.5	4.04	9	1	4.04%
Protective Ser. Sup	19	8	42.1	34.30	6	0		1	5.3	8.70	1	0	
Skilled craft	20	0	0.0	7.14	1	1	7.14%	0	0.0	8.42	1	1	8.42%
Service Workers	22	6	27.3	39.78	8	2	39.78%	1	4.5	17.38	3	2	17.38%
Totals	450	196			206	22		15			25	10	

	A	B	C				
Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	6	1	16.7	11.31	0	0	
Professionals	80	4	5.0	10.88	8	4	10.88%
Technicians	43	1	2.3	11.52	4	3	11.52%
Office/ Clerical	29	1	3.4	11.56	3	2	11.56%
Protective Services	231	16	6.9	11.60	26	10	11.60%
Protective Ser. Sup	19	0	0.0	11.60	2	2	11.60%
Skilled craft	20	3	15.0	11.55	2	0	
Service Workers	22	1	4.5	11.37	2	1	11.37%
Totals	450	27			47	22	

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

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

Company name: Lino Lakes

	A	B		C		D		E					
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	1	0		1	25.0	13.96	0	0	
Professionals	111	71	64.0	55.60	61	0		13	11.7	10.16	11	0	
Technicians	14	9	64.3	60.45	8	0		0	0.0	6.44	0	0	
Office/ Clerical	34	31	91.2	75.96	25	0		1	2.9	7.46	2	1	7.46%
Protective Services	240	54	22.5	36.09	86	32	36.09%	31	12.9	10.83	25	0	
Protective Ser. Sup	23	10	43.5	34.30	7	0		1	4.3	8.70	2	1	8.70%
Skilled craft	17	2	11.8	8.49	1	0		1	5.9	9.22	1	0	
Service Workers	6	0	0.0	34.32	2	2	34.32%	0	0.0	16.24	0	0	
Totals	449	179			191	34		48			41	2	

	A	B	C				
Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	4	1	25.0	11.31	0	0	
Professionals	111	9	8.1	10.88	12	3	10.88%
Technicians	14	2	14.3	11.52	1	0	
Office/ Clerical	34	3	8.8	11.56	3	0	
Protective Services	240	8	3.3	11.60	27	19	11.60%
Protective Ser. Sup	23	3	13.0	11.60	2	0	
Skilled craft	17	0	0.0	11.55	1	1	11.55%
Service Workers	6	0	0.0	11.37	0	0	
Totals	449	26			46	23	

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

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

Company name: Moose Lake

	A	B	C		D	E							
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	36.60	2	0		0	0.0	1.86	0	0	
Professionals	59	35	59.3	58.88	34	0		1	1.7	3.66	2	1	3.66%
Technicians	17	12	70.6	68.22	11	0		1	5.9	4.50	0	0	
Office/ Clerical	24	22	91.7	78.86	18	0		0	0.0	2.52	0	0	
Protective Services	210	39	18.6	30.72	64	25	30.72%	11	5.2	6.22	13	2	6.22%
Protective Ser. Sup	17	8	47.1	34.30	5	0		1	5.9	8.70	1	0	
Skilled Craft	18	0	0.0	5.27	0	0		0	0.0	3.15	0	0	
Service Workers	18	7	38.9	44.10	7	0		0	0.0	4.48	0	0	
Totals	369	125			141	25		14			16	3	

	A	B	C				
Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	6	1	16.7	11.31	0	0	
Professionals	59	9	15.3	10.88	6	0	
Technicians	17	1	5.9	11.52	1	0	
Office/ Clerical	24	1	4.2	11.56	2	1	11.56%
Protective Services	210	10	4.8	11.60	24	14	11.60%
Protective Ser. Sup	17	0	0.0	11.60	1	1	11.60%
Skilled craft	18	1	5.6	11.55	2	1	11.55%
Service Workers	18	0	0.0	11.37	2	2	11.37%
Totals	369	23			38	19	

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

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

Company name: Oak Park Heights

	A	B	C		D		E						
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		1	25.0	14.02	0	0	
Professionals	60	36	60.0	54.33	32	0		3	5.0	8.29	4	1	8.29%
Technicians	19	14	73.7	63.13	11	0		1	5.3	8.10	1	0	
Office/ Clerical	18	15	83.3	72.74	13	0		2	11.1	10.86	1	0	
Protective Services	213	37	17.4	32.55	69	32	32.55%	22	10.3	9.07	19	0	
Protective Ser. Sup	16	4	25.0	34.30	5	1	34.30%	1	6.3	8.70	1	0	
Skilled craft	10	0	0.0	6.72	0	0		0	0.0	8.59	0	0	
Service Workers	10	2	20.0	38.32	3	1	38.32%	0	0.0	16.56	1	1	16.56%
Totals	350	111			135	34		30			27	2	

	A	B	C				
Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	4	1	25.0	11.31	0	0	
Professionals	60	1	1.7	10.88	6	5	10.88%
Technicians	19	0	0.0	11.52	2	2	11.52%
Office/ Clerical	18	1	5.6	11.56	2	1	11.56%
Protective Services	213	8	3.8	11.60	24	16	11.60%
Protective Ser. Sup	16	3	18.8	11.60	1	0	
Skilled craft	10	2	20.0	11.55	1	0	
Service Workers	10	0	0.0	11.37	1	1	11.37%
Totals	350	16			37	25	

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

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

Company name: Red Wing

	A	B	C		D	E							
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	1	25.0	33.82	1	0		2	50.0	23.69	0	0	
Professionals	56	30	53.6	51.85	29	0		2	3.6	7.94	4	2	7.94%
Technicians	5	4	80.0	65.23	3	0		0	0.0	6.72	0	0	
Office/ Clerical	9	9	100.0	78.82	7	0		0	0.0	6.48	0	0	
Protective Services	88	24	27.3	38.88	34	10	38.88%	6	6.8	6.65	5	0	
Protective Ser. Sup	11	2	18.2	34.30	3	1	34.30%	3	27.3	8.70	0	0	
Skilled craft	7	0	0.0	7.06	0	0		0	0.0	9.10	0	0	
Service Workers	9	3	33.3	41.14	3	0		0	0.0	17.44		0	
Totals	189	73			80	11		13			9	2	

	A	B	C				
Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	4	0	0.0	11.31	0	0	
Professionals	56	1	1.8	10.88	6	5	10.88%
Technicians	5	0	0.0	11.52	0	0	
Office/ Clerical	9	0	0.0	11.56	1	1	11.56%
Protective Services	88	5	5.7	11.60	10	5	11.60%
Protective Ser. Sup	11	1	9.1	11.60	1	0	
Skilled craft	7	0	0.0	11.55	0	0	
Service Workers	9	0	0.0	11.37	1	1	11.37%
Totals	189	7			19	12	

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

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

Company name: Rush City

	A	B	C		D	E							
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	1	25.0	34.66	1	0		1	25.0	14.38	0	0	
Professionals	58	33	56.9	53.26	30	0		6	10.3	10.44	6	0	
Technicians	15	10	66.7	60.68	9	0		1	6.7	9.01	1	0	
Office/ Clerical	28	25	89.3	75.02	21	0		1	3.6	8.46	2	1	8.46%
Protective Services	196	48	24.5	37.82	74	26	37.82%	8	4.1	5.15	10	2	5.15%
Protective Ser. Sup	15	3	20.0	34.30	5	2	34.30%	3	20.0	8.70	1	0	
Skilled craft	10	0	0.0	7.06	0	0		0	0.0	9.44	0	0	
Service Workers	11	2	18.2	37.88	4	2	37.88%	0	0.0	18.16	1	1	18.16%
Totals	337	122			144	30		20			21	4	

	A	B	C				
Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	4	0	0.0	11.31	0	0	
Professionals	58	5	8.6	10.88	6	1	10.88%
Technicians	15	2	13.3	11.52	1	0	
Office/ Clerical	28	4	14.3	11.56	3	0	
Protective Services	196	11	5.6	11.60	22	11	11.60%
Protective Ser. Sup	15	2	13.3	11.60	1	0	
Skilled craft	10	1	10.0	11.55	1	0	
Service Workers	11	1	9.1	11.37	1	0	
Totals	337	26			35	12	

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

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

Company name: St. Cloud

	A	B	C		D		E						
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	48.42	2	0		0	0.0	4.20	0	0	
Professionals	82	43	52.4	52.19	42	0		3	3.7	8.32	6	3	8.32%
Technicians	17	12	70.6	62.41	10	0		1	5.9	8.42	1	0	
Office/ Clerical	29	27	93.1	76.20	22	0		2	6.9	9.60	2	0	
Protective Services	217	38	17.5	32.02	69	31	32.02%	10	4.6	5.26	11	1	5.26%
Protective Ser. Sup	20	4	20.0	34.30	6	2	34.30%	1	5.0	8.70	1	0	
Skilled craft	15	0	0.0	7.14	1	1	7.14%	1	6.7	9.85	1	0	
Service Workers	16	2	12.5	36.66	5	3	36.66%	0	0.0	17.04	2	2	17.04%
Totals	401	129			157	37		18			24	6	

	A	B	C				
Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	5	0	0.0	11.31	0	0	
Professionals	82	6	7.3	10.88	8	2	10.88%
Technicians	17	0	0.0	11.52	1	1	11.52%
Office/ Clerical	29	3	10.3	11.56	3	0	
Protective Services	217	20	9.2	11.60	25	5	11.60%
Protective Ser. Sup	20	6	30.0	11.60	2	0	
Skilled craft	15	3	20.0	11.55	1	0	
Service Workers	16	1	6.3	11.37	1	0	
Totals	401	39			41	8	



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

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

Company name: Stillwater

	A	B	C		D	E							
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	2	40.0	40.42	2	0		1	20.0	12.02	0	0	
Professionals	75	37	49.3	51.12	38	1	51.12%	8	10.7	10.00	7	0	
Technicians	29	18	62.1	59.65	17	0		2	6.8	8.55	2	0	
Office/ Clerical	26	25	96.2	77.90	20	0		1	3.8	7.94	2	1	7.94%
Protective Services	314	49	15.6	31.29	98	49	31.29%	42	13.4	11.24	35	0	
Protective Ser. Sup	25	10	40.0	34.30	8	0		3	12.0	8.70	2	0	
Skilled craft	22	0	0.0	6.72	1	1	6.72%	0	0.0	8.59	1	1	8.59%
Service Workers	29	2	6.9	36.70	10	8	36.70%	3	10.3	17.60	5	2	17.60%
Totals	525	143			194	59		60			54	4	

	A	B	C				
Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	5	1	20.0	11.31	0	0	
Professionals	75	10	13.3	10.88	8	0	
Technicians	29	1	3.4	11.52	3	2	11.52%
Office/ Clerical	26	4	15.4	11.56	3	0	
Protective Services	314	12	3.8	11.60	36	24	11.60%
Protective Ser. Sup	25	6	24.0	11.60	2	0	
Skilled craft	22	2	9.1	11.55	2	0	
Service Workers	29	3	10.3	11.37	3	0	
Totals	525	39			57	26	

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

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

Company name: Shakopee

	A	B	C		D		E						
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	51	34	66.7	56.31	28	0		3	5.9	8.39	4	1	8.39%
Technicians	17	13	76.5	64.08	10	0		0	0.0	6.44	1	1	6.44%
Office/ Clerical	16	16	100.0	79.42	12	0		0	0.0	6.24	0	0	
Protective Services	111	52	46.8	53.22	59	7	53.22%	8	7.2	6.75	7	0	
Protective Ser. Sup	12	7	58.3	34.30	4	0		3	25.0	8.70	1	0	
Skilled craft	7	0	0.0	6.89	0	0		1	14.3	10.56	0	0	
Service Workers	8	3	37.5	41.98	3	0		0	0.0	16.24	1	1	16.24%
Totals	227	128			118	7		15			14	3	

	A	B	C				
Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under- utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	5	1	20.0	11.31	0	0	
Professionals	51	3	5.9	10.88	5	2	10.88%
Technicians	17	1	5.9	11.52	1	0	
Office/ Clerical	16	2	12.5	11.56	1	0	
Protective Services	111	4	3.6	11.60	12	8	11.60%
Protective Ser. Sup	12	4	33.3	11.60	1	0	
Skilled craft	7	0	0.0	11.55	0	0	
Service Workers	8	1	12.5	11.37	0	0	
Totals	227	16			20	10	

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

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

Company name: Thistledeu

	A	B	C		D	E							
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	1	1	100.0	63.52	0	0		0	0.0	1.68	0	0	
Professionals	14	6	42.9	53.26	7	1	53.26%	2	2.0	3.61	0	0	
Technicians	1	1	100.0	76.83	0	0		0	0.0	2.45	0	0	
Office/ Clerical	4	4	100.0	81.94	3	0		0	0.0	2.46	0	0	
Protective Services	24	5	20.8	34.96	8	3	34.96%	1	1.0	3.10	0	0	
Protective Ser. Sup	4	0	0.0	34.30	1	1	34.30%	0	0.0	8.70	0	0	
Skilled craft	0	0		5.19				0		3.49			
Service Workers	1	0	0.0	35.68	0	0		0	0.0	4.48	0	0	
Service Workers													
Totals	49	17			19	5		3			0	0	

	A	B	C				
Job Group	Total Employees in Job Group	Disability					
		Utilization		Availability		Number Under-utilized	Annual % Goal
		Number	%	%	Number		
Officials and Managers	1	0	0.0	11.31	0	0	
Professionals	14	0	0.0	10.88	1	1	10.88%
Technicians	1	0	0.0	11.52	0	0	
Office/ Clerical	4	0	0.0	11.56	0	0	
Protective Services	24	1	4.2	11.60	2	1	11.60%
Protective Ser. Sup	4	2	50.0	11.60	0	0	
Skilled craft	0	0		11.55			
Service Workers	1	0	0.0	11.37	0	0	
Service Workers							
Totals	49	3			3	2	

# Aggregate Annual Goals

## Revised Goals for Minnesota Department of Corrections, July 2007

\* 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

Aggregate Annual  
Goals

Female												
EEO Job Group	CO - St. Paul	CO-non St. Paul	MCF - FRB	MCF-LL	MCF-ML	MCF-OPH	MCF-RW	MCF-RC	MCF-SCL	MCF-SHK	MCF-STW	MCF-TC
Officials and Managers	40.44	49.92	36.78	44.30	36.60	54.42	33.82	34.66	48.42	48.18	40.42	63.52
Professionals	54.49	54.82	52.94	55.60	58.88	54.33	51.85	53.26	52.19	56.31	51.12	53.26
Technicians	74.17	43.96	60.35	60.45	68.22	63.13	65.23	60.68	62.41	64.08	59.65	76.83
Office/ Clerical	74.10	81.40	76.36	75.96	78.86	72.74	78.82	75.02	76.20	79.42	77.90	81.94
Protective Services	25.97	88.21	43.38	36.09	30.72	32.55	38.88	37.82	32.02	53.22	31.29	34.96
Protective Ser. Sup	34.30	34.30	34.30	34.30	34.30	34.30	34.30	34.30	34.30	34.30	34.30	34.30
Skilled Craft	6.63	6.72	7.14	8.49	5.27	6.72	7.06	7.06	7.14	6.89	6.72	5.19
Service Workers	34.88	36.04	39.78	34.32	44.10	38.32	41.14	37.88	36.66	41.98	36.70	35.68
Minority												
EEO Job Group	CO - St. Paul	CO-non St. Paul	MCF - FRB	MCF-LL	MCF-ML	MCF-OPH	MCF-RW	MCF-RC	MCF-SCL	MCF-SHK	MCF-STW	MCF-TC
Officials and Managers	6.86	3.12	3.72	13.96	1.86	14.02	23.69	14.38	4.20	3.90	12.02	1.68
Professionals	8.54	6.14	7.79	10.16	3.66	8.29	7.94	10.44	8.32	8.39	10.00	3.61
Technicians	9.77	4.90	7.06	6.44	4.50	8.10	6.72	9.01	8.42	6.44	8.55	2.45
Office/ Clerical	8.20	5.10	7.54	7.46	2.52	10.86	6.48	8.46	9.60	6.24	7.94	2.46
Protective Services	11.90	2.52	4.04	10.83	6.22	9.07	6.65	5.15	5.26	6.75	11.24	3.10
Protective Ser. Sup	8.70	8.70	8.70	8.70	8.70	8.70	8.70	8.70	8.70	8.70	8.70	8.70
Skilled Craft	6.04	5.70	8.42	9.22	3.15	8.59	9.10	9.44	9.85	10.56	8.59	3.49
Service Workers	11.44	11.90	17.38	16.24	4.48	16.56	17.44	18.16	17.04	16.24	17.60	4.48

# Disability

EEO Job Group	CO - St. Paul	CO-non St. Paul	MCF - FRB	MCF-LL	MCF-ML	MCF- OPH	MCF-RW	MCF-RC	MCF- SCL	MCF- SHK	MCF- STW	MCF-TC
Officials and 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
Protective Services	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60
Protective Ser. Sup	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60
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
Service Workers	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  
Goal

## Revised Goals for Minnesota Department of Corrections, July 2007

\* 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

### Aggregate Number of People Needed to Fulfill Goals

Female												
EEO Job Group	CO - St. Paul	CO-non St. Paul	MCF - FRB	MCF-LL	MCF-ML	MCF-OPH	MCF-RW	MCF-RC	MCF-SCL	MCF-SHK	MCF-STW	MCF-TC
Officials and Managers	0.00	0.00	0.00	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professionals	0.00	1.00	0.00	0.00	0	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Technicians	0.00	0.00	0.00	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office/ Clerical	0.00	0.00	0.00	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Protective Services	3.00	0.00	19.00	32.00	25	32.00	10.00	26.00	31.00	7.00	49.00	3.00
Protective Ser. Sup	0.00	0.00	0.00	0.00	0	1.00	1.00	2.00	2.00	0.00	0.00	1.00
Skilled Craft	0.00	0.00	1.00	0.00	0	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Service Workers	0.00	18.00	2.00	2.00	0	1.00	0.00	2.00	3.00	0.00	8.00	0.00

### Aggregate Number of People Needed to Fulfill Goals

Minority												
EEO Job Group	CO - St. Paul	CO-non St. Paul	MCF - FRB	MCF-LL	MCF-ML	MCF-OPH	MCF-RW	MCF-RC	MCF-SCL	MCF-SHK	MCF-STW	MCF-TC
Officials and Managers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professionals	0.00	8.00	3.00	0.00	1.00	1.00	2.00	0.00	3.00	1.00	0.00	0.00
Technicians	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00
Office/ Clerical	0.00	3.00	1.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	0.00
Protective Services	0.00	0.00	1.00	0.00	2.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00
Protective Ser. Sup	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Skilled Craft	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
Service Workers	0.00	5.00	2.00	0.00	0.00	1.00	0.00	1.00	2.00	1.00	2.00	0.00



**Aggregate Number of People  
Needed to Fulfill Goals**

EEO Job Group	Disability											
	CO - St. Paul	CO-non St. Paul	MCF - FRB	MCF-LL	MCF-ML	MCF- OPH	MCF-RW	MCF-RC	MCF- SCL	MCF- SHK	MCF- STW	MCF-TC
Officials and Managers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professionals	6.00	11.00	4.00	3.00	0.00	5.00	5.00	1.00	2.00	2.00	0.00	1.00
Technicians	1.00	0.00	3.00	0.00	0.00	2.00	0.00	0.00	1.00	0.00	2.00	0.00
Office/ Clerical	2.00	1.00	2.00	0.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Protective Services	1.00	0.00	10.00	19.00	14.00	16.00	5.00	11.00	5.00	8.00	24.00	1.00
Protective Ser. Sup	0.00	0.00	2.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Skilled Craft	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Service Workers	0.00	7.00	1.00	0.00	2.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00

# **Areas Where Goals Are Required To Be Met**

### Underutilization

Central Office			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals			
Technicians			
Office/ Clerical			
Protective Services	√		
Protective Ser. Sup			
Skilled Craft			
Service Workers			

Central Office-Non St. Paul			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals	√	√	
Technicians			
Office/ Clerical		√	
Protective Services			
Protective Ser. Sup			
Skilled Craft			
Service Workers	√	√	√

Fairbault			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals		√	
Technicians		√	
Office/ Clerical		√	
Protective Services	√	√	
Protective Ser. Sup			
Skilled Craft	√	√	√
Service Workers	√	√	

Lino Lakes			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals			
Technicians			
Office/ Clerical		√	√
Protective Services	√		
Protective Ser. Sup		√	√
Skilled Craft			
Service Workers	√		

Oak Park Heights			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals		√	
Technicians			
Office/ Clerical			
Protective Services	√		
Protective Ser. Sup	√		
Skilled Craft			√
Service Workers	√	√	

Red Wing			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals		√	
Technicians			
Office/ Clerical			
Protective Services	√		
Protective Ser. Sup	√		
Skilled Craft			
Service Workers			

Rush City			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals			
Technicians			
Office/ Clerical		√	
Protective Services	√	√	
Protective Ser. Sup	√		
Skilled Craft			√
Service Workers	√	√	

St. Cloud			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals		√	
Technicians			
Office/ Clerical			
Protective Services	√	√	
Protective Ser. Sup	√		
Skilled Craft	√		√
Service Workers	√	√	

Shakopee			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals		√	
Technicians		√	
Office/ Clerical			
Protective Services	√		
Protective Ser. Sup			
Skilled Craft			
Service Workers		√	

Stillwater			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals	√		
Technicians			
Office/ Clerical		√	
Protective Services	√		
Protective Ser. Sup			
Skilled Craft	√	√	√
Service Workers	√	√	√

Thistledew			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals	√		
Technicians			
Office/ Clerical			
Protective Services	√		
Protective Ser. Sup	√		
Skilled Craft			
Service Workers			

Willow River/Moose Lake			
PROTECTED GROUPS			
EEO Job Groups	WOMEN	MINORITIES	DISABLED
Officials and Managers			
Professionals		√	
Technicians			
Office/ Clerical			
Protective Services	√	√	
Protective Ser. Sup			
Skilled Craft			√
Service Workers			

## 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>)

**SUPERSESSION:** 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.

## Minnesota Department of Corrections Missed Opportunity Request

This form is to be completed by the supervisor when requesting a missed opportunity, and the steps outlined in the pre-hire review process shall be followed.

Job Classification: \_\_\_\_\_

Number of disparate members in the finalist pool: Women #\_\_ Minority #\_\_ Disabled\_\_

**Checklist: Attach documentation listed below for disparate candidate(s) and candidate selected:**

_____	Position Description
_____	Resumes
_____	Structured Interview Questions & Candidates Interview Responses to the questions
_____	Structured Interview Ratings
_____	Applicant Roster

**Reasons why (justification memo\*) the protected group member(s) was not selected for the position. Provide reasons in detail and attach to this form.**

\*The justification memo must be provided in the same format as the attached sample.

**Comments:**

1) _____ Supervisor's signature                      Date	4) _____ Dis/Approved                                      Date Office of Diversity
2) _____ Dis/Approved                                      Date Facility CEO signature, or Community Services division	5) _____ Dis/Approved                                      Date Commissioner/designee
3) _____ Dis/Approved                                      Date Executive Staff member/designee	



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

## Recruitment Strategies

The recruitment plan is a significant component of the DOC Workforce Planning initiatives. We have a recruitment coordinator who regularly analyzes how, and where to commit time and resources to have a more effective recruitment plan. We make the following recommendations for 2008-2010:

- **Continue to 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 we currently have a working relationship with. We must continue to enhance relationships with the Minnesota Workforce Centers. There are over 40 workforce centers statewide, that we must utilize as a valuable resource in recruiting.

- **Implement flexible recruitment strategies as needs 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, create, and maintain an active presence of DOC in the community and at colleges and universities.

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

2008-2010 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 having difficulty filling positions and where we are targeting a specific protected class group. We will explore radio advertising and if utilized we will measure its’ 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, skill sets (and how many personnel hours) needed to achieve the agency’s mission today and tomorrow.

## **Recruitment Activities**

During this period, the Office of Diversity has updated the Recruitment Training Manual, for all recruitment team members. Each facility has a Recruitment Coordinator. Recruitment training was given at the facilities over the course of one year to all recruitment teams. Three facilities conducted an on site recruitment job fair during this timeframe. Two of the facilities did targeted recruitment for their job fair(s). All events were successful and one of the job fairs had more than 500 people visit their facility.

Many state recruitment teams joined together to participate in the Minnesota National Guard's Reintegration program. This was a statewide attempt to help the returning war veterans to reestablish themselves back into the community.

During this period there have been a number of strategies put in place to track recruitment efforts such as a Recruitment Log that is taken to a job fair, follow-up with potential candidates for positions, and reports on the Correction Officer interview. Facility recruitment teams are becoming more active in their respective community events and/or job fairs. This has led to an increase in the number of applicants interested in working for the DOC.

We have developed a draft of a Correction Officer Work Environment Survey. This tool will to be used to provide information to track the working and training conditions that a new hire goes through during their first 6 months. Using the survey will aid this office in efforts to maintain a diverse staff throughout the Department.

The following page is a report on our recruitment initiatives from June 2006 to June 2008. The Office of Diversity and the Central Office Staffing Division is responsible for protected group recruitment.

## Diversity Recruitment Log

### Diversity Recruitment Activities

From: 8/2006-6/2008

#### Job Fairs and College visits

08/17/06	County Fair	Carlton County Fair
09/19/06	Job Fair	St. Cloud Area Job Fair
09/19/06	Diversity Job Fair	Diversity Job Fair
09/21/06	Job Fair	Veteran's Job Fair
09/19/06	Diversity Job Fair	Diversity Job Fair
10/12/06	Job Fair	U of W-Eau Clair
10/19/06	Job Fair	Nursing and health Job Fair
10/19/06	Job Fair	Graduate& Professional Career Fair
10/21/06	Job Fair	Hmong Resource Fair
10/23/06	Job Fair	Nursing Career Fair
10/24/06	Job Fair	Liberal Arts Career Fair
10/24/06	Job fair	NAACP Diversity job Fair
10/25/06	Career Fair	Career Fair
10/27/06	Job Fair and Internship	Government Job/Internship Fair
11/02/06	Career Fair	Nursing and Health related Professions
01/15/07	Job Fair	Diversity Job Fair
01/30/07	Job Fair	Student Job fair
02/06/07	Tour	Corrections class Rasmussen College
02/08/07	Job Fair	Alex Tech College Job Fair
02/22/07	Job Fair	West Central MN Job fair
02/21/07	Job Fair	Fond du Lac Tribe And Community
02/22/07	Tour	University Of Minnesota-Duluth
02/22/07	Career Fair	U of M Professional Career Fair
02/20/07	Job Fair	Private College Job and Internship Fair
02/27/07	Career Day	New Richmond Middle School
02/27/07	Job Fair	Mesaba Community College CD Counselors
03/03/07	Recruitment	Recruitment Day
03/20/07	Job Fair	Central Minnesota Job Fair
03/20/07	Job Fair	Iron Range Job Fair

03/21/07	Tour	MN-State University Mankato
03/21/07	Job Fair	Career Day
03/22/07	Career Day	Career Day Criminal Justice Students
03/22/07	Job Fair	Dakota & Scott Counties Workforce
03/28/07	Career Internship Fair	7th Annual Criminal Justice/Internship Fair
03/28/07	Career Day	Bemidji State University and Northwest Technical College-Bemidji
04/11/07	Career Day	Presentation
04/12/07	Job Fair	Spring Job Fair 2007
04/20/07	Career Day	Humboldt High School Career Day
04/25/07	Career Day	Presentation (Inside the prison)
04/26/07	Job Fair	Law Enforcement Opportunities
04/26/07	Job Fair	Diversity in Action
04/27/07	Job Fair	LEO
05/17/07	Career Fair	11th Annual AI OIC Open House
06/13/07	Job Fair	Summit Academy OIC
06/15/07	Recruiting Booth	Juneteenth Celebration
06/19/07	Job Fair	Career Week Brown College
07/12/07	Kappa Job Fair	Recruiting Booth @ Convention
08/07/07	Community Job Fair	Recruiting Booth
08/08/07	National Night Out	Recruiting Booth
09/15/07	National Guard Job Fair	Recruiting Booth
09/20/07	11th Annual St Cloud Job Fair 2007	Recruiting Booth
09/22/07	National Guard Job Fair	Recruiting Booth
09/20/07	MN Workforce Job Fair	St Cloud Area Job Fair
09/29/07	National Guard Job Fair	Recruiting Booth
09/29/07	Hmong Resource Fair	Recruiting Booth
10/17/07	Fall Training Job Fair	Recruiting Booth
10/17/07	MCA	Recruiting Booth and Training
10/18/07	Fall Training Job Fair	Recruiting Booth
10/22/07	Government Job and Internship Fair	Recruiting Booth
10/25/07	Career Fair	Recruiting Booth
10/30/07	Career Day	Recruiting Booth
10/30/07	Professional Career Day	Recruiting Booth

10/30/07	38th MARCH	Recruiting Booth
11/17/07	Re-Integration Program	Recruiting Booth
12/07/07	Human Rights Day	Recruiting Booth
01/23/07	Summit Academy OIC	Recruiting Booth
01/21/08	PSI Diversity Job Fair	Recruiting Booth
01/29/08	Career Expo	Recruiting Booth
01/30/08	27th Annual Spring Career Fair	Recruiting Table
02/07/08	Criminal Justice Job Fair	Recruiting Table
02/07/08	Law Enforcement Career Fair 2008	Recruiting Booth
02/13/08	Employer Job Fair	Recruiting Booth
02/19/08	MN Private College Job and Internship Fair	Recruiting Booth
02/22/08	Minnesota State University Job Fair	Recruiting Booth
02/25/08	Minnesota Job and Internship Fair	Recruiting Booth
02/28/08	Psychology Career Fair	Recruiting Booth
02/28/08	Ridgewater College Expo/Job Fair	Recruiting Booth
03/11/08	10th Annual Iron Range Job Fair	Recruiting Booth
03/11/08	Leech Lake Tribal College Career Fair	Recruiting Booth
03/13/08	MCF Faribault Job Fair	Recruiting Booths
03/18/08	Career Day	Recruiting Booth
03/20/08	Eagan Civic Center	Recruiting Booth
03/26/08	MCA	Recruiting Booth
04/10/08	LEO	Recruiting Booth
04/30/08	Fond Du Lac Career Day	Recruiting Booth
05/15/08	12 Annual IOIC Career Fair	Recruiting Booth
05/15/08	MN School of Business Career Day	Recruiting Booth

### Speaking Engagements

10/30/06	Becker high School Westwood Middle School	Class Presentation
01/11/07	Blaine	Class Presentation

02/14/07	Metro State College	Class Presentation
02/14/07	Wadena-Deer Creek High School	Class Presentation
02/23/07	MN State University Chemical Dependency Department	Class Presentation
03/05/07	South Central Technical College	Class Presentation
03/27/07	St Cloud State University	Class Presentation
06/20-21/07	Career Week Brown College	Class Presentation
07/10/07	Chicago Community College	Class Presentation
09/19/07	Brown College	Class Presentation
11/13/07	East Side Community Rec. Center	Class Presentation
01/08/08	Becker High School	Class Presentation

### **Special Events**

01/19/07	NAACP Dinner	St Cloud Chapter
02/20/07	Practice Interview	Metro State University
02/22/07	U of M Duluth	Prison Tour SCL
02/26/07	VA Form	Information Event
03/27/07	Northland Community College	Tour
03/28/07	St Cloud State	Career Internship
05/01/07	Alexandria Tech College	Prison Tour SCL
07/21/07	Rondo Days Parade	Community Parade
08/15/07	Rasmussen College	Prison Tour
01/20/08	NAACP Dinner	St Cloud Chapter
01/21/08	Tribute to MLK	Special Guest Desmond Tutu City of Red Wing

### **Media Advertisements**

2006-Present	Jobs in Minneapolis	Multiple local papers
2006 - Present	Job Digs	
2006 - Present	One Nation News	
2007	B96	

### **Community Based Organizations**

African-American Resources

Minnesota Black Nurses Association



St. Paul Urban League (LEAP)

Hallie Q Brown/Martin Luther King Center

Sabathani Community Center

Summit Academy Opportunity Industrialization Center

Minneapolis Urban League

Minneapolis Center for Native Americans

American Indian Occupational Industrial Center

Neighborhood House/Paul Wellstone Center

Brian Coyle/Pillsbury Neighborhood Services

Multi-Resource Center, Inc.

Waite Neighborhood House

Lao Family Community of Minnesota, Inc.

Council on Asian Pacific Minnesotans

Minnesota Council on Disability

Chicano/Latino Affairs Council

Chicano-Latino Unidos En Servicios (CLUES)

Phillips Community Development Corp.

Central Cultural Chicano

Fond Du Lac Reservation Tribal Council

White Earth Reservation Tribal Council

Mille Lacs Band of Chippewa Indian

Lao Family Community of Minnesota, Inc.

State Services for the Blind

Minnesota Council on Disability

Genesis II for Women, Inc.

Working Opportunities for Women (WOW) / Women in the Trades

Hired

## **Retention**

The Department of Corrections is committed to retaining our workforce. The following methods have been initiated or are 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 2006 and 2007 were determined incorporating all resignations, terminations, and non-certifications. We did not include any retirements, deaths, lay-offs or internal transfers.

6.8% of the total DOC workforce resigned, were discharged or non-certified in calendar year 2006.

8.4% of female employees separated.

13.6% of ethnic/racial minorities separated.

2.4% of persons with disabilities separated.

**2006 data was taken from report "employees that left between 1/1/06 & 12/31/06."**

5.8% of the total DOC workforce resigned, were discharged or non-certified in the calendar year 2007.

6% of female employees separated

13.2% of ethnic/racial minorities separated

1% of persons with disabilities separated.

**2007 data was taken from report "employees that left between 1/1/07 & 12/31/07."**

## Minnesota Department of Corrections

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<b>Policy:</b>	<b>301.160</b>	<b>Title: Emergency Plans/Emergency Declaration</b>
<b>Issue Date:</b>	<b>8/1/06</b>	
<b>Effective Date:</b>	<b>9/5/06</b>	

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**AUTHORITY:** Minn. Stat. §241.01.

**PURPOSE:** To ensure that plans are developed at all locations to handle emergency situations.

**APPLICABILITY:** Department-wide

**POLICY:** Each location will prepare emergency plans and/or security instructions for handling emergency situations and ensure that these emergency plans meet the distinctive requirements of the location. Facility emergency plans will be confidential and facilities will inform staff on a “need to know” basis. Central office will follow the emergency declaration procedure outlined below.

**DEFINITIONS:** None

### **PROCEDURES:**

#### **A. Emergency Plans**

1. Emergency plans will include, but not be limited to, the following emergency situations, as appropriate:
  - a) Escape
  - b) Riot
  - c) Hostage situation
  - d) Terroristic action (including bomb threat)
  - e) Adverse job action/employee strike
  - f) Natural disaster (including severe weather)
  - g) Fire
  - h) Any other plan deemed necessary to maintain safe and secure operations.
2. Facility emergency plans will be readily available to the staff required to use them but every necessary security precaution (i.e., securing computer workstations when not in use, etc.) will be taken relative to the plans (to avoid offender access).
3. The location will establish liaison with outside agencies to develop and clarify the outside agencies’ roles when interacting with the location during emergencies.
4. The location will conduct emergency plan training at least annually.

5. Each correctional facility will use the Incident Command System (ICS) as a communications system within the facility and between the facility and the community in the event of urgent, special, or unusual incidents or emergency situations. The facility will establish an emergency call-up system for additional staff to be available in the event of an emergency situation.
6. Each correctional facility will have plans for preventative maintenance of the physical plant, including provisions for emergency repairs or replacement in life-threatening situations.
7. Each correctional facility will have instructions/operating guidelines/post orders, as appropriate, regarding emergency power including:
  - a) determination of essential lighting, security, and life support functions;
  - b) security level of emergency power source;
  - c) determination/mitigation of adverse effect of emergency power operations upon:
    - (1) security functions;
    - (2) control center computer systems/controls.
  - d) maintenance, storage, and deployment of portable emergency power equipment:
    - (1) portable generators;
    - (2) lighting (flashlights, lanterns, light sticks, etc.)

**B. Emergency Declaration Procedure for Central Office**

1. Only the commissioner or, when the commissioner is unavailable, a deputy commissioner may determine the necessity for declaring an emergency. If time permits, the declaration must be in memo format prepared by Human Resources (HR) staff in consultation with the Department of Employee Relations to enable determination of pay status.
2. The emergency declaration may be announced via the following methods
  - a) public address system
  - b) e-mail system
  - c) emergency response plan telephone call tree
  - d) agency website
  - e) agency weather emergency telephone line
  - f) media public service announcement
  - g) personal notice
3. If the emergency declaration is made quickly without a memo written by HR staff, a follow-up memo will be sent to staff that is prepared by HR staff.

4. Upon termination of the emergency declaration, HR staff will issue a memorandum to all staff specifying if time out of work will be state paid or if staff will be required to use a form of authorized leave.

**REVIEW:** Annually

**REFERENCES:** ACA Standards 2-CO-3B-01; 4-4217; 4-4218; 4-4220; 4-4338; 4-4224; 3-JTS-3B-07; 3-JTS-3B-08; 3-JTS-3B-11; 3-JTS-3B-12; 3-JTS-3B-14; 1-ABC-3B-07; 1-ABC-3B-08; 1-ABC-3B-09; 1-ABC-3B-12.  
Policy 203.230, "Death of an Offender."  
Policy 301.020, "Escape."  
Policy 301.140, "Incident Management Systems."  
Minn. Stat. §§253B.18; 253B.185.  
DOER Administrative Procedure 5.4, "Time Off in Emergencies."

**SUPERSESSION:** Policy 301.160, "Emergency Plans," 9/1/05.  
All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means regarding this topic.

**ATTACHMENTS:** None

/s/

Harley W. Nelson, Deputy Commissioner  
Community Services

Dennis L. Benson, Deputy Commissioner  
Facility Services

## Instructions

301.160CO, "Emergency Plan"  
301.160FS, "Emergency Plan"  
301.160-10LL, Emergency Plan"  
301.160RC, "Tornado and Severe Weather Emergency Plan"  
301.160RW, "Emergency Preparedness Plan"  
301.160TOGO, "Emergency Plan"  
301.160WRML, "Tornado/Severe Weather"

### Security Instructions (restricted access)

301.160FRB, "Disturbance/Disorder/Riot"  
301.160-1FRB, "Hostage Situation"  
301.160-2FRB, "Adverse Job Action/Strike"  
301.160-3FRB, "Fire Response"  
301.160-4FRB, "Power Outage"  
301.160-1LL, "Adverse Weather"  
301.160-2LL, "Power Outage"  
301.160-3LL, "Chemical Exposure"

301.160-4LL, "Adverse Job Action/Strike"  
301.160-5LL, "Public Protest"  
301.160-6LL, "Disturbance/Disorder/Riot"  
301.160-7LL, "Fire Plan"  
301.160-8LL, "Hostage"  
301.160-9LL, "Staff Safety Check-In"  
301.160-11LL, "Facility Evacuation Plan"  
301.160-12LL, "Emergency Access to A or B Control Center"  
301.160ML, "Emergency Evacuation – "Y" Control"  
301.160-1ML, "Emergency Evacuation – Annex Control"  
301.160-2ML, "Emergency Evacuation – Receiving Gate"  
301.160-3ML, "Annex Control Emergency Access"  
301.160-4ML, "Emergency Evacuation of MSOP Unit 10 Annex to the MCF-ML Gymnasium"  
301.160-5ML, "Emergency Access – "Y" Control"  
301.160-1OPH, "Emergency Assistance Telephone"  
301.160-2OPH, "Body Alarm"  
301.160-1RC, "Bomb Threat"  
301.160-2RC, "Disturbance/Disorder/Riot"  
301.160-3RC, "Hostage Situation"  
301.160-4RC, "Emergency Facility Evacuation"  
301.160-5RC, "Fire Emergency Plan"  
301.160-0SCL, "Emergency Plan Overview"  
301.160SCL, "Elevator Emergency Evacuation"  
301.160-1SCL, "Emergency Assistance Telephone"  
301.160-2SCL, "Operation of Main Crash Gates"  
301.160-3SCL, Emergency Shut-Off of Offender Phones"  
301.160-5SCL, "Tornado/Severe Weather Procedures"  
301.160-6SCL, "Electrical/Water/Steam Shut-Off/Start-Up"  
301.160-7SCL, "Use of Individual Recreation Areas in North Courtyard for Multiple Offender Disturbance Control."  
301.160-8SCL, "General Staff Responsibilities in an Emergency"  
301.160-9SCL, "Disturbance/Riot Plan"  
301.160-10SCL, "Bomb Threat"  
301.160-11SCL, "Facility Evacuation"  
301.160-12SCL, "Environmental Hazard Response"  
301.160-13SCL, "Hostage Situation Plan"  
301.160-14SCL, "Use of Non-Department Emergency Resources"  
301.160STW, "Fire Response"  
301.160-1STW, "Demonstrations/Civilian"



## 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.