

State of Minnesota

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**Department Of Corrections**  
**Affirmative Action Plan**

**2012– 2014**

1450 Energy Park Drive  
Suite 200  
St. Paul, Minnesota  
55108

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by contacting 651-361-7256

**Department of Corrections**  
**2012– 2014 Affirmative Action Plan**

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# I. EXECUTIVE SUMMARY

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## Department of Corrections Affirmative Action Plan 2012-2014

Review revealed underutilization of the following protected group(s) in the following goal units:

GOAL UNITS	PROTECTED GROUPS		
	Women	Minorities Persons of Color	Persons With Disabilities
Officials/Administrators			XX
Professionals		XX	XX
Technicians	XX	XX	XX
Protected Serv: non-sworn	XX	XX	XX
Paraprofessionals (include in Clerical or Technicians)			
Office/Clerical		XX	XX
Skilled Craft	XX	XX	XX
Service Maintenance	XX	XX	XX

Once approved, information about how to obtain or view a copy of this plan will be provided to every employee of the agency. Our intention is that every employee is aware of the Department of Corrections' commitments to affirmative action and equal employment opportunity. The plan will also be posted on the agency's website and maintained in the Human Resources/Affirmative Action Office.

This affirmative action plan meets the applicable laws and rules governing affirmative action, and contains the goals and timetables as well as reasonable and sufficiently assertive methods for achieving them. This affirmative action plan contains an internal procedure for processing complaints of alleged discrimination from employees, and each employee has been apprised of this procedure.

\_\_\_\_\_  
(Affirmative Action Officer) (phone number) (date)

This affirmative action plan contains clear designations of those persons and groups responsible for implementing the attached affirmative action plan as well as my personal statement of commitment to achieving the goals and timetables described herein.

\_\_\_\_\_  
(Signature of Agency Head/Human Resources Director) (date)

5. This affirmative action plan meets the statutes and rules governing affirmative action, and contains goals and timetables as well as methods for achieving them which are reasonable and sufficiently assertive to deal with the identified disparities.

\_\_\_\_\_  
(Commissioner) (date)

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## II. STATEMENT OF COMMITMENT

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The Department of Corrections is committed to Minnesota's statewide affirmative action efforts and equal employment opportunity policies. I affirm my personal and official support of these policies which provide that:

- Discrimination against applicants or employees on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age will not be tolerated.
- This agency is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan;
- This agency will continue to actively promote a program of affirmative action, wherever minorities, women, and persons with disabilities are underrepresented in the workforce;
- This agency is committed to the retention all qualified, talented employees, including protected group employees.

It is the agency's policy to provide an employment environment free of any form of discriminatory harassment as prohibited by federal, state, and local human rights laws. I strongly encourage suggestions as to how we may improve. We strive to provide equal employment opportunities and the best possible service to the citizens of Minnesota.

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Commissioner

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date

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### **III. PERSONS RESPONSIBLE FOR DIRECTING/IMPLEMENTING THE AFFIRMATIVE ACTION PLAN**

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

##### **A. 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.

##### **B. 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.

**C. 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 prepare annual reports on the diversity of the department workforce, a staff separation analysis, and revise the hiring goals.**
- 5. To oversee and provide a committee chair to the department's Affirmative Action Officer designees.**
- 6. To ensure that the department's Affirmative Action Plan is accessible to all staff.**
- 7. To oversee the department's pre-hire review process.**
- 8. To oversee the liaison for the department with the Minnesota Management & Budget on all matters relating to equal opportunity, affirmative action and diversity.**
- 9. 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.**
- 10. To review and recommend changes in the department's policies, procedures, programs and practices to facilitate affirmative action, equal opportunity, and a diversity program.**
- 11. To oversee the administration of the Americans with Disabilities Act.**
- 12. To maintain records of requests for reasonable accommodation missed opportunities to hire affirmatively, and complaints of discrimination or discriminatory harassment.**
- 13. To oversee the administration of the Internship Program.**

**Accountability: Human Resources Director**

## **D. 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 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.



**E. 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

**F. 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.

## **G. Americans with Disabilities Act Coordinator**

**Responsibilities:** Provide expert consultation and advice on Americans with Disabilities Act principals to department management. Administer compliance with the ADA to remove barriers that exclude or deny persons with disabilities from participating in and contributing to the Department of Corrections.

### **Duties:**

- 1. Provide information and technical assistance to the facilities' Affirmative Action Officer, ADA Coordinators and Human Resource Managers regarding compliance with Title I, including case-by-case interventions as required.**
- 2. Review and evaluate existing and proposed policies and programs for ADA impact.**
- 3. Provide guidance and consultation to management to successfully ensure compliance and implement changes in policy, practice and program plans pertaining to compliance with ADA requirements.**
- 4. Research case law rules and regulation and update management staff on evolving ADA issues. Meet bi-annually with ADA Coordinators and provide updates to ADA.**
- 5. Ensure compliance with ADA reporting according to state and federal requirements.**
- 6. Assist the Affirmative Action Manager in designing and delivering specific ADA training for targeted groups.**
- 7. Provide reasonable accommodations to 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. The ADA coordinator and the regional human resources director (RHRD) who also serves as the regional ADA coordinator, in consultation with the employee and supervisor, and other individuals who may need to be involved must:
  - a) Discuss the purpose and essential functions of the particular job involve and complete a step-by-step job analysis;**
  - b) Determine the precise job-related limitations;**
  - c) Identify the potential accommodations and asses the effectiveness each would have in allowing the employee to perform the essential functions of the job; and**
  - d) After discussion and approval from management, select and implement the accommodations that are appropriate for both the employee and the employer using the Reasonable Accommodation Agreement.****

**Accountability:** Affirmative Action Manager

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## **IV. COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN**

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

### **A. 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 located on DOC website and on IShare.. 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 on IShare.
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.

### **B. 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.

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## V. PROHIBITION OF HARASSMENT/DISCRIMINATION POLICY

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Minnesota Department of Corrections

Policy: 103.300 Title: Anti-Discrimination and Sexual Harassment  
Issue Date: 1/6/09  
Effective Date: 1/6/09

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 complainant's 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

SUPERSESSON: 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

All employees shall respond promptly to any and all requests by the Affirmative Action Officer designee for information and for access to data and records for the purpose of enabling the Affirmative Action Officer designee to carry out responsibilities under this complaint procedure.

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## VI. REASONABLE ACCOMMODATION POLICY

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### Policy

Minnesota Department of Corrections

Policy: 103.310 Title: Reasonable Accommodation

Issue Date: 3/1/11

Effective Date: 3/1/11

**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 must reasonably accommodate qualified applicants and employees. 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 applicant

1. When an applicant submits a request for reasonable accommodation for the selection process, human resource management (HRM) must 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, must take the necessary steps to ensure the accommodation is provided.

3. If the accommodation cannot be provided, HRM must inform the applicant, in writing, of the reason within a reasonable time period.

B. Existing staff

1. The employee must 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). In situations where an employee's disability is known to the supervisor and the supervisor perceives it to be related to the employee's performance problems, the supervisor must consult with an ADA coordinator. The ADA coordinator and/or supervisor must follow-up with the employee.

2. The regional human resources director (RHRD) must 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 accommodation request. The ADA coordinator must ask the employee to complete and sign the Authorization for Release of Medical Information form (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 ADA or other applicable laws.

4. The ADA coordinator, in consultation with the employee and supervisor, and other individuals who may need to be involved must:

a) Discuss the purpose and essential functions of the particular job involved and complete a step-by-step job analysis;

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) After discussion and approval from management, select and implement the accommodations that are the most appropriate for both the employee and the employer using the Reasonable Accommodation Agreement (attached). While an employee's preference must 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 must forward the written request for accommodation, along with his/her recommendation, to the department assistant commissioner for support services (assistant commissioner), who must 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 Procedure C) on the operation of the business or pose a direct threat (see Procedure D) to the requesting employee, the health or safety of others in the workplace, the employee and the supervisor in consultation with the ADA coordinator and management, must work together to determine whether reassignment may be an appropriate accommodation.

a) HRM must 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 must 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:

1. The manager of the office of diversity must discuss the requested accommodation with the assistant commissioner and/or deputy commissioner.

2. They must determine if the request poses an undue hardship by considering the factors including, but not limited to:

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.

Additional factors to consider when determining undue hardship are found in 42 U.S.C. § 126, 12111 (1990) and 29 C.F.R. 1630.2 (2010).

3. If the accommodation is considered to impose an undue hardship, an analysis and recommendation must be sent to the commissioner.

4. The commissioner must provide a written decision to the assistant commissioner or deputy commissioner, as applicable. The employee requesting the accommodation must be immediately notified, in writing, of the final determination.

D. Direct threat:

1. Management must 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 must:

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."

SUPERSESSSION: Policy 103.310, "Reasonable Accommodation," 12/4/07.  
All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means regarding this topic.

ATTACHMENTS: Employee Request for Reasonable Accommodation (103.310A)  
Authorization for Release of Medical Information form (103.310B)  
Sample Letter Requesting Documentation for Determining ADA Eligibility from a Medical Professional (103.310C)  
Reasonable Accommodation Agreement (103.310D)

/s/  
David Crist, Deputy Commissioner  
Facility Services

Chris Bray, 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)

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## VII. EVACUATION PROCEDURES FOR PERSONS WITH DISABILITIES

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Minnesota Department of Corrections

Instruction: 301.160CO Title: Emergency Plan  
Issue Date: 12/4/07  
Effective Date: 12/11/07

AUTHORITY: Department Policy 301.160, "Emergency Plan"

PURPOSE: To provide guidelines for staff response to emergencies within the Minnesota Department of Corrections Central Office (CO).

APPLICABILITY: Minnesota Department of Corrections Central Office (CO).

INSTRUCTION: All staff must be familiar with and follow the procedures outlined in this instruction. CO will comply with all applicable safety and health codes.

A. To maintain compliance with applicable codes and regulations, the Department Safety Administrator will ensure:

1. Fire inspections as mandated by the appropriate State of Minnesota and City of St. Paul authorities.
2. Approval of all remodeling projects by the appropriate city authorities prior to remodeling.

B. In the event of a disaster potentially rendering the CO site unusable, designated staff will take appropriate action. See Central Office Relocation Agreement (attached).

### DEFINITIONS:

Emergency Response Team (ERT)

Assistant Commissioner of Support Services: 651-361-7260

Department Safety Administrator: 651-361-7223 Cell: 651-755-3001

Office Services Supervisor: 651-361-7210 Cell: 651-249-6297

Human Resources Management Director: 651-361-7312

Employee Health and Safety Information Hotline (1-800-222-1222) - provides 24-hour access to information on hazardous substances, harmful physical agents, and infectious agents. In addition, it provides access to health and safety professionals who can provide assistance in emergency situations. The Hotline is answered by staff trained in health and safety information, backed-up by physicians, toxicologists, industrial hygienists, infection control specialists and other health and safety professionals.

### PROCEDURES:

A. SAFETY ISSUES - staff with concerns or comments regarding CO safety issues may contact:

1. Department Safety Administrator - (651) 361-7223 Cell: 651 755-3001.
2. Office Services Supervisor - 651-361-7210 Cell: 651-249-6297.
3. Members of the CO Safety Committee.

B. COMMUNICATIONS SYSTEM - the main emergency communications system is the public address (PA) system and telephones. In the event of PA system failure, the receptionist will communicate via telephone or staff messengers.

C. ACCOMODATIONS - an employee with a disability must inform his/her supervisor of any special evacuation needs. In conjunction with the supervisor, the employee must designate a minimum of two co-workers to assist him/her in an emergency, forming a written plan to meet in a specific area of the workplace during emergencies and forwarding the written plan to the employee's supervisor and the Office Services Supervisor.

D. FIRE - the alarm will sound or may be activated manually. Only authorized personnel (Wellington Management or fire department) can turn off alarm.

1. Staff

a) Activate manual pull station on wall.

b) Do not attempt to fight fire unless trained to use extinguishers. If trained in fire extinguisher use, fight the fire only if all the following are true:

(1) the fire is confined to a small area such as a wastebasket;

(2) employees are evacuating; and

(3) you have a clear path of retreat to an exit.

Extinguishers are located within 75' on the hallway walls. Instructions are on the extinguishers.

c) Evacuate to nearest stairwell. Do not use elevators. Check to see if doors are hot before opening. If hot, do not open, go to another door.

d) Once out of building, stay clear of doorways, sidewalks and entryways to allow unimpeded fire department access.

e) Do not re-enter building until fire department gives "all-clear."

2. Receptionist

a) If there is sufficient time, hit the call-forwarding button on the phones.

b) Evacuate down stairwell to outdoors.

3. Emergency Response Team (ERT)

a) Notify Wellington Management:

General number: (651) 292-9844

Property manager: (651) 999-5534

Maintenance: (651) 850-2115

Maintenance dispatcher: (651) 999-5542

After hours: (651) 270-3870

b) Take appropriate action as determined.

E. SEVERE WEATHER - the weather radio located at reception desk will sound. A continuous civil defense siren also indicates severe weather.

1. Staff (if severe weather alert announced:)

a) Remove all objects from windows/close blinds.

- b) If directed, relocate via stairwells to lower level Training Academy hallway. Stay away from areas of large glass (snack bar, atrium.)
  - c) Remain until "all clear" announced.
  - d) Severe winter weather - refer to Policy 103.275, "Eligibility for Paid Emergency Leave." Staff may also monitor state office closures on the Department of Employee Relations website at <http://www.doer.state.mn.us/weather/index.asp>.
2. Receptionist
- a) Notify Emergency Response Team (ERT):
    - Assistant Commissioner of Support Services: 651-361-7260
    - Department Safety Administrator: 651-361-7223 Cell: 651-755-3001
    - Office Services Supervisor: 651-361-7210 Cell: 651-249-6297
    - Human Resources Management Director: 651-361-7312
  - b) Follow instructions of ERT. If immediate danger is present, notify staff via PA/telephone and/or messenger to relocate to the Training Academy hallway in the lower level.
  - c) Tornado watch - if Central Office is in the area of a tornado watch, note time watch expires. Announce:  
 Script: "May I have your attention please. A tornado watch is in effect until \_\_\_\_\_. Updated reports will be given as conditions warrant. All staff should familiarize themselves with the closest evacuation route to the Training Academy basement hallway."
  - d) Tornado warning - if a tornado warning is received for the Central Office area, announce:  
 Script: "May I have your attention please. A tornado warning has been issued. Proceed immediately by stairway to the Training Academy basement hallway." (repeat)
  - e) Proceed immediately by stairway to the Training Academy basement hallway. Remain until "all clear" given by ERT.
  - f) Winter weather emergency - the Commissioner of Employee Relations may close state offices (see Department Policy 103.275 "Eligibility for Paid Emergency Leave.") Staff may also monitor state office closures on the Department of Employee Relations website at <http://www.doer.state.mn.us/weather/index.asp>, or by calling the Employee Emergency Line: 651-642-0258.
  - g) Notify the ERT and await instructions.
3. Emergency Response Team (ERT)
- a) Provide direction to reception staff.
  - b) Carry weather radio or other portable radio to stay in touch with weather alerts.
  - c) Convene a meeting of the ERT if deemed necessary.
  - d) Announce "all clear" when appropriate.



F. BOMB THREAT - If a bomb threat is made on the telephone - refer to "Bomb Threat Call Checklist" (attached). Keep caller on line if possible. Gain attention of other staff, notify via note to notify receptionist. If caller hangs up, do not use phone again, in order to facilitate call tracing.

1. Staff

a) Staff noticing any unusual object or person in the work area must notify their supervisor and receptionist (651-361-7200). Do not "investigate" or confront the person unless directed to do so by ERT.

b) Staff must be alert to:

(1) Letters/packages that are bulky, uneven, lopsided, rigid, stained, leaking, or have irregular shape, bulges, odors, or soft spots.

(2) "Recycled" mailing containers with marks of old address labels, tape, or tear marks.

(3) Unprofessionally wrapped packages marked "fragile," "handle with care," "rush," "do not delay," etc.

(4) Materials with no return address, or overseas return address.

(5) Materials addressed to a title (e.g., "Commissioner," "Deputy Commissioner," "Claim Coordinator," etc) with no name.

(6) Excessive postage.

(7) Homemade labels with "cut and paste" lettering.

c) Evacuate when directed to do so. Assist other staff and visitors as necessary to evacuate. Remain clear of building, entryways, sidewalks. Move to far end of parking lot. Remain until "all clear" is given by authorized personnel. (ERT, fire department, police, etc.)

2. Receptionist

a) Upon notification of bomb threat, contact ERT and await instructions:

Assistant Commissioner of Support Services: 651-361-7260

Department Safety Administrator: 651-361-7223 Cell: 651-755-3001

Office Services Supervisor: 651-361-7210 Cell: 651-249-6297

Human Resources Management Director: 651-361-7312

b) Refer to "Bomb Threat Checklist" (attached) if receiving bomb threat via phone.

c) If presence of bomb is confirmed, do not use phone or any electronics, pass messages via staff messenger to evacuate.

d) Receptionist must be alert to: (Notify Emergency Team via messenger - do not use phone.)

(1) Letters/packages that are bulky, uneven, lopsided, rigid, stained, leaking, or have irregular shape, bulges, odors, or soft spots.

(2) "Recycled" mailing containers with marks of old address labels, tape, or tear marks.

- (3) Unprofessionally wrapped packages marked "fragile," "handle with care," "rush," "do not delay," etc.
  - (4) Materials with no return address, or overseas return address.
  - (5) Materials addressed to a title (e.g., "Commissioner," "Deputy Commissioner," "Claim Coordinator," etc) with no name.
  - (6) Excessive postage.
  - (7) Homemade labels with "cut and paste" lettering.
- 3. Emergency Response Team (ERT)
    - a) Act as a liaison with first responders (fire department, police, etc.)
    - b) Direct receptionist and/or staff.
  - c) Issue any announcements as appropriate, including "all clear" when situation concluded.

#### G. DISTURBANCES, DEMONSTRATIONS, WORKPLACE VIOLENCE

- 1. Staff
  - a) Staff must be alert to prevent such incidents when possible. Notify supervisor, receptionist (651-361-7200) or call 9-911.
  - b) Follow ERT directions. Remain calm. Evacuate if you judge situation unsafe.
- 2. Receptionist - notify Emergency Response Team, await instructions:  
 Assistant Commissioner of Support Services: 651-361-7260  
 Department Safety Administrator: 651-361-7223 Cell: 651-755-3001  
 Office Services Supervisor: 651-361-7210 Cell: 651-249-6297  
 Human Resources Management Director: 651-361-7312
- 3. Emergency Response Team (ERT) - take appropriate action as determined.

#### H. MEDICAL EMERGENCIES

- 1. Staff - first-aid kits (with medical gloves) are located in all second floor break rooms, Training Academy break room, staff Wellness Room, and in MINNCOR mail area.
  - a) Call 9-911, if needed. Victim may refuse aid or minimize situation. Staff must use judgment. Time is critical.
  - b) If qualified, administer first aid or CPR, wearing gloves from first aid kit. Apply direct pressure to bleeding using paper towels, napkins, etc.
  - c) Notify receptionist (651-361-7200). Staff must also notify supervisor of any injury, to ensure proper documentation. Refer to Policy 105.125, "A Workplace Accident and Injury Reduction Program (AWAIR)."
  - d) Do not leave victim alone. Do not move victim unless endangered by fire or other threat.

- e) Follow directions of emergency medical personnel.
- f) For chemical exposures, Material Data Safety Sheets (MSDS) are located in a green 3-ring binder in the Mail Room.

2. Receptionist

- a) Upon notification of medical emergency, call 9-911 (unless already called) give operator the following:
  - (1) Nature of injury or condition
  - (2) Exact location and victim(s) name(s).
  - (3) A call-back number: 651-361-7200.
- (4) Instruct emergency services personnel to arrive at the west entrance.
- b) Using PA system, announce medical emergency and request that any staff with CPR or first-aid training report to area.
- c) Arrange for a staff member to hold elevator at ground floor to meet ambulance crew and escort them to the victim(s).
- d) If body fluid cleanup is required, notify Wellington Management.
  - General number: 651-292-9844
  - Property manager: 651-999-5534
  - Maintenance: 612-850-2115
  - Maintenance dispatcher: 651-999-5542
  - After hours: 651-270-3870

3. Emergency Response Team (ERT) - take appropriate action as determined.

I. POWER OUTAGE, GAS LEAK, TELEPHONE DEAD, ELEVATOR FAILURE

1. Staff

- a) Power outage
  - (1) Emergency lighting should activate automatically.
- (2) Turn off computers and electrical equipment to prevent damage when power returns.
  - (3) Do not use elevator.
- (4) Flashlights are located at the reception desk, mailroom, kitchens and Turnbladh conference room credenza.
- (5) Keys to lobby doors are in the lock box in the receptionist closet.
- b) Gas leak
  - (1) Notify receptionist directly - do not use electrical devices (i.e., phone).
  - (2) Evacuate if directed by receptionist - do not return until "all clear" announced by authorized individual (ERT, fire department, etc.)

c) Telephone dead

- (1) Notify receptionist or Office Services Supervisor verbally, or via another workstation phone.
- (2) In case of total outage in Central Office, staff with cell phones should report to lobby and make cellular phone available for emergency communications.

d) Elevator failure

- (1) Remain calm.
- (2) Open phone door in elevator and push phone button for assistance.
- (3) Notify receptionist (651-361-7200).

2. Receptionist

a) Power outage

- (1) Emergency lighting should activate automatically.
- (2) Keys to lobby doors are located in the lock box in the receptionist closet.

(3) Notify the Emergency Response Team (ERT)

Assistant Commissioner of Support Services: 651-361-7260

Department Safety Administrator: 651-361-7223 Cell: 651-755-3001

Office Services Supervisor: 651-361-7210 Cell: 651-249-6297

Human Resources Management Director: 651-361-7312

(4) Contact Wellington Management to determine nature and extent of outage:

General number: 651-292-9844

Property manager: 651-999-5534

Maintenance: 612-850-2115

Maintenance dispatcher: 651-999-5542

After hours: 651-270-3870

(5) Contact Xcel Energy to determine nature and extent of outage: 1-800-895-1999.

(6) Announce situation via PA as appropriate. Inform MINNCOR, Training Academy, Transportation, Wellness Room, and staff on third floor via phone. If PA and/or phone are inoperative, arrange for staff messengers to carry information to staff.

(7) Do not allow staff to use elevators.

(8) Turn off all computers and equipment to prevent damage when power is restored.

b) Gas leak

(1) Notify Wellington Management and ERT and await instructions.

(2) If directed by ERT to evacuate, notify staff via staff messengers (do not use electrical devices (PA, phone, etc.) to evacuate building and to wait until "all clear" is given.

c) Telephone dead - report failure of Central Office phones to Office Services Supervisor 651-361-7210, cell: 651-249-6297. If directed by ERT and if PA system is operational, notify staff of situation via PA system.

In the event of total telephone outage, ask that any staff with cellular telephones report to lobby and make them available for emergency use.

Script: "May I have your attention please. The telephone service for the central office is out of order. Any staff member with a cell phone is asked to bring it to the front desk. We will keep you updated regarding the situation."

- d) Elevator failure
  - (1) Notify Wellington Management.
  - (2) Notify ERT and inform them if anyone is stuck in elevator.
- 3. Emergency Response Team (ERT)
  - a) Power Outage
    - (1) Assign staff member to call each facility to advise power down.
    - (2) Take other action as appropriate.

b) Gas leak, telephone dead, elevator failure - direct employees as appropriate.

J. OTHER EMERGENCIES - (chemical spill/train derailment, etc.) Receptionist will announce and give instructions as appropriate.

1. Note details of situation.

2. If necessary, call 9-911.

3. Notify Emergency Response Team, await instructions:

Assistant Commissioner of Support Services: 651-361-7260

Department Safety Administrator: 651-361-7223 Cell: 651-755-3001

Office Services Supervisor: 651-361-7210 Cell: 651-249-6297

Human Resources Management Director: 651-361-7312

4. Contaminated mail - staff receiving suspicious mail or mail that appears to be contaminated must refer to "Suspicious Mail Alert" (attached).

K. DRILLS - drills and alarm tests will be announced via the PA system. Staff must evacuate when alarm sounds or when directed. (Use nearest stairways, do not use elevators.)

1. Announcement for emergency alarm system tests:

Script: "May I have your attention please. speaking. During the next few minutes we will be testing the building's emergency alarm system. You are requested to remain at your work stations during this test. Thank you."

2. Announcement after test is completed:

Script: "We have concluded the test of the building's emergency alarm system. If there had been an actual emergency, you would have been expected to either evacuate the building in case of fire or similar inside emergency, or seek shelter in the Training Academy hallway in case of tornado or similar outside emergency. Everyone should be familiar with posted evacuation routes. Please consider all future alarms as real. Thank you for your cooperation."

REVIEW: Annually

REFERENCES: Policy 103.275, "Eligibility for Paid Emergency Leave."  
Policy 105.125, "A Workplace Accident and Injury Reduction Program (AWAIR)."

SUPERSESSSION: Instruction 301.160CO, "Emergency Plan," 7/11/05.

ATTACHMENTS: Bomb Threat Call Checklist  
USPS Suspicious Mail Alert [http://www.usps.com/news/\\_pdf/poster.pdf](http://www.usps.com/news/_pdf/poster.pdf)  
Central Office Relocation Agreement

/s/  
Harley W. Nelson Deputy Commissioner  
Community Services

Dennis L. Benson, Deputy Commissioner  
Facility Services

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## VIII. GOALS AND TIMETABLES

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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.

Goals for “Officials and Administrators” as well as “Protective Services Supervisors” were calculated DOC Wide and utilize statewide data. Paraprofessional employees are included in the Office Clerical or Technician job group.

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.

Officials and Administrators	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	41.5%	42	0	0	Same	0
Professionals	0	0	0.0%		0	0	0	Same	0
Technicians	0	0	0.0%		0	0	0	Same	0
Protective Services: Supervisors*	0	0	0.0%		0	0	0	Same	0
Protective Services: non-supervisors	0	0	0.0%		0	0	0	Same	0
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	0	0	0.0%		0	0	0	Same	0
Skilled Craft	0	0	0.0%		0	0	0	Same	0
Service Maintenance	0	0	0.0%		0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.



Officials and Administrators DOC Wide	<b>PROTECTED GROUP: PERSONS with a DISABILITY</b>								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	0	Not Improved	2
Professionals	0	0	0.0%	10.88%	0	0	0	Same	0
Technicians	0	0	0.0%	11.52%	0	0	0	Same	0
Protective Services Supervisors*	0								
Protective Services -non supervisory	0	0	0.0%	11.60%	0	0	0	Same	0
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	0	0	0.0%	11.56%	0	0	0	Same	0
Skilled Craft	0	0	0.0%	11.55%	0	0	0	Same	0
Service Maintenance	0	0	0.0%	11.37%	0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

Officials and Administrators - DOC Wide	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	0	0	0.0%		0	0	0	Same	0
Technicians	0	0	0.0%		0	0	0	Same	0
Protective Services: Supervisors*	0	0	0.0%		0	0	0	Same	0
Protective Services: Non Supervisory	0	0	0.0%		0	0	0	Same	0
Paraprofessionals (Included in Office Clerical or Technicians)									
Office/Clerical	0	0	0.0%		0	0	0	Same	0
Skilled Craft	0	0	0.0%		0	0	0	Same	0
Service Maintenance	0	0	0.0%		0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

DOC Wide Protective Services Supervisors	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*		0	0.0%		0	0	0	Same	0
Professionals	0	0	0.0%		0	0	0	Same	0
Technicians	0	0	0.0%		0	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	0	0	0.0%		0	0	0	Same	0
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	0	0	0.0%		0	0	0	Same	0
Skilled Craft	0	0	0.0%		0	0	0	Same	0
Service Maintenance	0	0	0.0%		0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

DOC Wide Protective Services Supervisors	PROTECTED GROUP: PERSONS with a DISABILITY								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	0	0	0.0%	11.31%	0	0	0	Same	0
Professionals	0	0	0.0%	10.88%	0	0	0	Same	0
Technicians	0	0	0.0%	11.52%	0	0	0	Same	0
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services -non supervisory	0	0	0.0%	11.60%	0	0	0	Same	0
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	0	0	0.0%	11.56%	0	0	0	Same	0
Skilled Craft	0	0	0.0%	11.55%	0	0	0	Same	0
Service Maintenance	0	0	0.0%	11.37%	0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

Protective Services Supervisors - DOC Wide	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	0	0	0.0%		0	0	0	Same	0
Professionals	0	0	0.0%		0	0	0	Same	0
Technicians	0	0	0.0%		0	0	0	Same	0
Protective Services:Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	0	0	0.0%		0	0	0	Same	0
Paraprofessionals (Included in Office Clerical or Technicians)									
Office/Clerical	0	0	0.0%		0	0	0	Same	0
Skilled Craft	0	0	0.0%		0	0	0	Same	0
Service Maintenance	0	0	0.0%		0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

CENTRAL OFFICE	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	42.5%	43	0	0	Same	0
Professionals	155	90	58.1%	55.1%	85	0	0	Same	0
Technicians	6	6	100.0%	67.7%	4	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	27	3	11.1%	27.1%	7	4	4	Same	0
Paraprofessionals <i>(included in Office Clerical or Technician)</i>									
Office/Clerical	49	41	83.7%	74.1%	36	0	0	Same	0
Skilled Craft	2	0	0.0%	6.6%	0	0	0	Same	0
Service Maintenance	0	0	0.0%	34.9%	0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

Central Office									
PROTECTED GROUP: PERSONS with a DISABILITY									
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	155	5	3.2%	10.88%	17	12	10	Not Improved	2
Technicians	6	6	100.0%	11.52%	1	0	1	Improved	-1
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services -non supervisory	27	2	7.4%	11.60%	3	1	0	Not Improved	1
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	49	2	4.1%	11.56%	6	4	1	Not Improved	3
Skilled Craft	2	0	0.0%	11.55%	0	0	0	Same	0
Service Maintenance	0	0	0.0%	11.37%	0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

Central Office	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	155	12	7.7%	7.9%	12	0	0	Same	0
Technicians	6	0	0.0%	8.2%	0	0	0	Same	0
Protective Services: Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	27	5	18.5%	14.8%	4	0	0	Same	0
Paraprofessionals (Included in Office Clerical or Technicians)									
Office/Clerical	49	6	12.2%	9.8%	5	0	0	Same	0
Skilled Craft	2	0	0.0%	6.0%	0	0	0	Same	0
Service Maintenance	0	0	0.0%	11.4%	0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.



Central Office -Non St. Paul	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	41.5%	42	0	0	Same	0
Professionals	252	137	54.4%	54.0%	136	0	0	Same	0
Technicians	0	0	0.0%	63.1%	0	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	0	0	0.0%	19.3%	0	0	0	Same	0
Paraprofessionals ( <i>included in Office Clerical or Technician</i> )									
Office/Clerical	60	60	100.0%	80.6%	48	0	0	Same	0
Skilled Craft	1	0	0.0%	6.6%	0	0	0	Same	0
Service Maintenance	52	6	11.5%	37.2%	19	13	17	Improved	-4

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

Central Office Non-St. Paul	<b>PROTECTED GROUP: PERSONS with a DISABILITY</b>								
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>
<b>EEO JOB GROUP</b>	<b>Total Number in Group</b>	<b>Total Number of DISABILITY in Group</b>	<b>% DISABILITY in the Group</b>	<b>Availability % (Census Table) MN Statewide</b>	<b>Availability Number</b>	<b>AAP 2012-2014 Number Underutilized</b>	<b>AAP 2010-2012 Number Underutilized</b>	<b>Improved, Not Improved, Same</b>	<b>Numerical Difference</b>
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	252	11	4.4%	10.88%	27	16	16	Same	0
Technicians	0	0	0.0%	11.52%	0	0	0	Same	0
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services -non supervisory	0	0	0.0%	11.60%	0	0	0	Same	0
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	60	4	6.7%	11.56%	7	3	2	Not Improved	1
Skilled Craft	1	0	0.0%	11.55%	0	0	1	Improved	-1
Service Maintenance	52	0	0.0%	11.37%	6	6	7	Improved	-1

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

CENTRAL OFFICE NON-ST. PAUL		PROTECTED GROUP: MINORITIES							
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	5.1%	5	0	0	Same	0
Professionals	252	7	2.8%	6.4%	16	9	10	Improved	-1
Technicians	0	0	0.0%	6.8%	0	0	0	Same	0
Protective Services:Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	0	0	0.0%	1.9%	0	0	0	Same	0
Paraprofessionals (Included in Office Clerical or Technicians)									
Office/Clerical	60	0	0.0%	4.9%	3	3	3	Same	0
Skilled Craft	1	0	0.0%	6.0%	0	0	0	Same	0
Service Maintenance	52	2	3.8%	12.2%	6	4	6	Improved	-2

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

FARIBAULT	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	41.5%	42	0	0	Same	0
Professionals	115	77	67.0%	56.5%	65	0	0	Same	0
Technicians	42	28	66.7%	58.8%	25	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	338	97	28.7%	39.0%	132	35	37	Improved	-2
Paraprofessionals <i>(included in Office Clerical or Technician)</i>									
Office/Clerical	35	34	97.1%	78.3%	27	0	0	Same	0
Skilled Craft	23	0	0.0%	6.7%	2	2	1	Not Improved	1
Service Maintenance	24	3	12.5%	36.8%	9	6	6	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

FARIBAULT									
PROTECTED GROUP: PERSONS with a DISABILITY									
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	115	3	2.6%	10.88%	13	10	8	Not Improved	2
Technicians	42	1	2.4%	11.52%	5	4	3	Not Improved	1
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services - non supervisory	338	12	3.6%	11.60%	39	27	27	Same	0
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	35	1	2.9%	11.56%	4	3	3	Same	0
Skilled Craft	23	1	4.3%	11.55%	3	2	1	Not Improved	1
Service Maintenance	24	1	4.2%	11.37%	3	2	2	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

FARIBAULT	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	115	5	4.3%	8.0%	9	4	2	Not Improved	2
Technicians	42	1	2.4%	9.2%	4	3	2	Not Improved	1
Protective Services: Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	338	15	4.4%	4.9%	16	1	1	Same	0
Paraprofessionals (Included in Office Clerical or Technicians)									
Office/Clerical	35	1	2.9%	7.5%	3	2	2	Same	0
Skilled Craft	23	0	0.0%	8.3%	2	2	2	Same	0
Service Maintenance	24	2	8.3%	17.9%	4	2	2	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

LINO LAKES	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	41.5%	42	0	0	Same	0
Professionals	111	71	64.0%	55.3%	61	0	0	Same	0
Technicians	14	9	64.3%	59.5%	8	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	244	53	21.7%	33.5%	82	29	26	Not Improved	3
Paraprofessionals <i>(included in Office Clerical or Technician)</i>									
Office/Clerical	31	28	90.3%	75.2%	23	0	0	Same	0
Skilled Craft	16	1	6.3%	7.9%	1	0	0	Same	0
Service Maintenance	5	0	0.0%	34.2%	2	2	2	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

LINO LAKES									
PROTECTED GROUP: PERSONS with a DISABILITY									
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	111	8	7.2%	10.88%	12	4	1	Not Improved	3
Technicians	14	1	7.1%	11.52%	2	1	1	Same	0
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services - non supervisory	244	6	2.5%	11.60%	28	22	19	Not Improved	3
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	31	2	6.5%	11.56%	4	2	1	Not Improved	1
Skilled Craft	16	0	0.0%	11.55%	2	2	2	Same	0
Service Maintenance	5	0	0.0%	11.37%	1	1	1	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.



LINO LAKES	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	111	16	14.4%	11.0%	12	0	0	Same	0
Technicians	14	0	0.0%	9.1%	1	1	1	Same	0
Protective Services: Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	244	29	11.9%	10.3%	25	0	0	Same	0
Paraprofessionals <i>(Included in Office Clerical or Technicians)</i>									
Office/Clerical	31	2	6.5%	8.8%	3	1	2	Improved	-1
Skilled Craft	16	1	6.3%	9.3%	1	0	0	Same	0
Service Maintenance	5	0	0.0%	16.4%	1	1	1	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

MOOSE LAKE	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.3%	12	2	0	Not Improved	2
Professionals	62	37	59.7%	59.0%	37	0	0	Same	0
Technicians	14	12	85.7%	67.2%	9	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	212	35	16.5%	29.3%	62	27	25	Not Improved	2
Paraprofessionals <i>(included in Office Clerical or Technician)</i>									
Office/Clerical	24	23	95.8%	85.4%	20	0	0	Same	0
Skilled Craft	17	0	0.0%	5.3%	1	1	1	Same	0
Service Maintenance	14	6	42.9%	44.9%	6	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

MOOSE LAKE									
PROTECTED GROUP: PERSONS with a DISABILITY									
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	62	5	8.1%	10.88%	7	2	0	Not Improved	2
Technicians	14	1	7.1%	11.52%	2	1	1	Same	0
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services - non supervisory	212	7	3.3%	11.60%	25	18	16	Not Improved	2
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	24	1	4.2%	11.56%	3	2	1	Not Improved	1
Skilled Craft	17	1	5.9%	11.55%	2	1	1	Same	0
Service Maintenance	14	0	0.0%	11.37%	2	2	2	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

MOOSE LAKE	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	62	1	1.6%	3.6%	2	1	1	Same	0
Technicians	14	0	0.0%	3.9%	1	1	0	Not Improved	1
Protective Services:Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	212	7	3.3%	4.9%	10	3	2	Not Improved	1
Paraprofessionals <i>(Included in Office Clerical or Technicians)</i>									
Office/Clerical	24	0	0.0%	2.3%	1	1	1	Same	0
Skilled Craft	17	0	0.0%	3.2%	1	1	1	Same	0
Service Maintenance	14	0	0.0%	4.6%	1	1	1	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

MOOSE LAKE CIP	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	41.5%	42	0	0	Same	0
Professionals	22	14	63.6%	60.2%	13	0	1	Improved	-1
Technicians	1	1	100.0%	67.2%	1	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	30	6	20.0%	31.7%	10	4	3	Not Improved	1
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	4	4	100.0%	82.2%	3	0	0	Same	0
Skilled Craft	1	0	0.0%	5.3%	0	0	0	Same	0
Service Maintenance	0	0	0.0%	36.3%	0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

MOOSE LAKE CIP	PROTECTED GROUP: PERSONS with a DISABILITY								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	22	0	0.0%	10.88%	2	2	2	Same	0
Technicians	1	0	0.0%	11.52%	0	0	0	Same	0
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services - non supervisory	30	1	3.3%	11.60%	3	2	3	Improved	-1
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	4	0	0.0%	11.56%	0	0	0	Same	0
Skilled Craft	1	0	0.0%	11.55%	0	0	0	Same	0
Service Maintenance	0	0	0.0%	11.37%	0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

MOOSE LAKE CIP	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	22	0	0.0%	3.2%	1	1	0	Not Improved	1
Technicians	1	0	0.0%	3.9%	0	0	0	Same	0
Protective Services:Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	30	3	10.0%	9.6%	3	0	0	Same	0
Paraprofessionals (Included in Office Clerical or Technicians)									
Office/Clerical	4	0	0.0%	2.5%	0	0	0	Same	0
Skilled Craft	1	0	0.0%	3.2%	0	0	0	Same	0
Service Maintenance	0	0	0.0%	4.5%	0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

OAK PARK HEIGHTS	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	41.5%	42	0	0	Same	0
Professionals	57	40	70.2%	57.4%	33	0	0	Same	0
Technicians	13	7	53.8%	58.7%	8	1	0	Not Improved	1
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	211	34	16.1%	31.8%	67	33	30	Not Improved	3
Paraprofessionals <i>(included in Office Clerical or Technician)</i>									
Office/Clerical	17	14	82.4%	72.4%	12	0	0	Same	0
Skilled Craft	10	0	0.0%	6.7%	1	1	1	Same	0
Service Maintenance	12	1	8.3%	36.0%	4	3	2	Not Improved	1

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.



OAK PARK HEIGHTS	PROTECTED GROUP: PERSONS with a DISABILITY								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	57	4	7.0%	10.88%	6	2	4	Improved	-2
Technicians	13	1	7.7%	11.52%	1	0	1	Improved	-1
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services - non supervisory	211	4	1.9%	11.60%	24	20	17	Not Improved	3
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	17	1	5.9%	11.56%	2	1	1	Same	0
Skilled Craft	10	2	20.0%	11.55%	1	0	0	Same	0
Service Maintenance	12	0	0.0%	11.37%	1	1	1	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

OAK PARK HEIGHTS	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	57	3	5.3%	8.3%	5	2	2	Same	0
Technicians	13	1	7.7%	9.3%	1	0	0	Same	0
Protective Services: Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	211	18	8.5%	7.8%	16	0	0	Same	0
Paraprofessionals <i>(Included in Office Clerical or Technicians)</i>									
Office/Clerical	17	0	0.0%	6.4%	1	1	1	Same	0
Skilled Craft	10	0	0.0%	8.5%	1	1	1	Same	0
Service Maintenance	12	1	8.3%	18.1%	2	1	1	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

RED WING	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	41.5%	42	0	0	Same	0
Professionals	40	25	62.5%	54.5%	22	0	0	Same	0
Technicians	3	2	66.7%	58.9%	2	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	73	15	20.5%	34.1%	25	10	9	Not Improved	1
Paraprofessionals <i>(included in Office Clerical or Technician)</i>									
Office/Clerical	7	7	100.0%	78.8%	6	0	0	Same	0
Skilled Craft	7	0	0.0%	7.1%	0	0	0	Same	0
Service Maintenance	7	3	42.9%	43.1%	3	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

RED WING	PROTECTED GROUP: PERSONS with a DISABILITY								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	40	0	0.0%	10.88%	4	4	6	Improved	-2
Technicians	3	0	0.0%	11.52%	0	0	0	Same	0
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services - non supervisory	73	3	4.1%	11.60%	8	5	4	Not Improved	1
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	7	0	0.0%	11.56%	1	1	1	Same	0
Skilled Craft	7	0	0.0%	11.55%	1	1	1	Same	0
Service Maintenance	7	0	0.0%	11.37%	1	1	1	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

RED WING	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	40	0	0.0%	6.9%	3	3	2	Not Improved	1
Technicians	3	0	0.0%	9.6%	0	0	0	Same	0
Protective Services:Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	73	4	5.5%	5.7%	4	0	0	Same	0
Paraprofessionals (Included in Office Clerical or Technicians)									
Office/Clerical	7	0	0.0%	6.5%	0	0	0	Same	0
Skilled Craft	7	0	0.0%	9.1%	1	1	1	Same	0
Service Maintenance	7	0	0.0%	17.4%	1	1	1	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

RUSH CITY	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	41.5%	42	0	0	Same	0
Professionals	55	30	54.5%	52.5%	29	0	0	Same	0
Technicians	13	7	53.8%	57.7%	8	1	1	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	200	45	22.5%	36.4%	73	28	26	Not Improved	2
Paraprofessionals <i>(included in Office Clerical or Technician)</i>									
Office/Clerical	28	23	82.1%	72.1%	20	0	0	Same	0
Skilled Craft	12	0	0.0%	7.1%	1	1	1	Same	0
Service Maintenance	10	2	20.0%	38.2%	4	2	3	Improved	-1

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

RUSH CITY	PROTECTED GROUP: PERSONS with a DISABILITY								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	55	3	5.5%	10.88%	6	3	4	Improved	-1
Technicians	13	1	7.7%	11.52%	1	0	1	Improved	-1
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services - non supervisory	200	8	4.0%	11.60%	23	15	15	Same	0
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	28	5	17.9%	11.56%	3	0	0	Same	0
Skilled Craft	12	1	8.3%	11.55%	1	0	0	Same	0
Service Maintenance	10	1	10.0%	11.37%	1	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

RUSH CITY	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	55	4	7.3%	9.6%	5	1	2	Improved	-1
Technicians	13	1	7.7%	10.2%	1	0	0	Same	0
Protective Services:Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	200	9	4.5%	5.5%	11	2	2	Same	0
Paraprofessionals (Included in Office Clerical or Technicians)									
Office/Clerical	28	1	3.6%	8.6%	2	1	1	Same	0
Skilled Craft	12	0	0.0%	9.6%	1	1	1	Same	0
Service Maintenance	10	0	0.0%	18.3%	2	2	2	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.



SAINT CLOUD	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	41.5%	42	0	0	Same	0
Professionals	80	44	55.0%	53.0%	42	0	0	Same	0
Technicians	16	10	62.5%	58.9%	9	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	221	42	19.0%	33.1%	73	31	32	Improved	-1
Paraprofessionals <i>(included in Office Clerical or Technician)</i>									
Office/Clerical	28	26	92.9%	74.6%	21	0	0	Same	0
Skilled Craft	16	0	0.0%	7.1%	1	1	1	Same	0
Service Maintenance	14	4	28.6%	39.9%	6	2	2	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

SAINT CLOUD	PROTECTED GROUP: PERSONS with a DISABILITY								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	80	7	8.8%	10.88%	9	2	1	Not Improved	1
Technicians	16	0	0.0%	11.52%	2	2	1	Not Improved	1
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services - non supervisory	221	18	8.1%	11.60%	26	8	6	Not Improved	2
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	28	2	7.1%	11.56%	3	1	0	Not Improved	1
Skilled Craft	16	1	6.3%	11.55%	2	1	0	Not Improved	1
Service Maintenance	14	0	0.0%	11.37%	2	2	2	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

SAINT CLOUD	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	80	3	3.8%	8.4%	7	4	4	Same	0
Technicians	16	1	6.3%	9.5%	2	1	0	Not Improved	1
Protective Services: Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	221	10	4.5%	5.2%	11	1	2	Improved	-1
Paraprofessionals <i>(Included in Office Clerical or Technicians)</i>									
Office/Clerical	28	1	3.6%	8.3%	2	1	1	Same	0
Skilled Craft	16	1	6.3%	9.8%	2	1	1	Same	0
Service Maintenance	14	0	0.0%	17.0%	2	2	2	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

SHAKOPEE	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	41.5%	42	0	0	Same	0
Professionals	57	39	68.4%	56.9%	32	0	0	Same	0
Technicians	15	13	86.7%	58.8%	9	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	127	56	44.1%	51.3%	65	9	8	Not Improved	1
Paraprofessionals <i>(included in Office Clerical or Technician)</i>									
Office/Clerical	16	16	100.0%	79.4%	13	0	0	Same	0
Skilled Craft	7	0	0.0%	6.9%	0	0	1	Improved	-1
Service Maintenance	7	2	28.6%	40.2%	3	1	1	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

SHAKOPEE	PROTECTED GROUP: PERSONS with a DISABILITY								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	57	3	5.3%	10.88%	6	3	3	Same	0
Technicians	15	0	0.0%	11.52%	2	2	0	Not Improved	2
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services - non supervisory	127	7	5.5%	11.60%	15	8	9	Improved	-1
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	16	1	6.3%	11.56%	2	1	1	Same	0
Skilled Craft	7	0	0.0%	11.55%	1	1	1	Same	0
Service Maintenance	7	0	0.0%	11.37%	1	1	1	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

SHAKOPEE	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	57	4	7.0%	8.8%	5	1	0	Not Improved	1
Technicians	15	0	0.0%	9.2%	1	1	0	Not Improved	1
Protective Services: Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	127	7	5.5%	5.6%	7	0	0	Same	0
Paraprofessionals (Included in Office Clerical or Technicians)									
Office/Clerical	16	1	6.3%	8.8%	1	0	0	Same	0
Skilled Craft	7	1	14.3%	10.6%	1	0	0	Same	0
Service Maintenance	7	0	0.0%	16.2%	1	1	1	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

STILLWATER	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	41.5%	42	0	0	Same	0
Professionals	74	36	48.6%		0	0	1	Improved	-1
Technicians	26	17	65.4%	58.7%	15	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	310	43	13.9%	30.3%	94	51	47	Not Improved	4
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	21	20	95.2%	77.6%	16	0	0	Same	0
Skilled Craft	26	0	0.0%	6.7%	2	2	1	Not Improved	1
Service Maintenance	24	3	12.5%	36.8%	9	6	8	Improved	-1

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

STILLWATER	PROTECTED GROUP: PERSONS with a DISABILITY								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	74	5	6.8%	10.88%	8	3	2	Not Improved	1
Technicians	26	0	0.0%	11.52%	3	3	2	Not Improved	1
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services - non supervisory	310	7	2.3%	11.60%	36	29	23	Not Improved	6
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	21	0	0.0%	11.56%	2	2	2	Same	0
Skilled Craft	26	2	7.7%	11.55%	3	1	1	Same	0
Service Maintenance	24	2	8.3%	11.37%	3	1	0	Not Improved	1

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.



STILLWATER	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	74	7	9.5%	9.6%	7	0	0	Same	0
Technicians	26	2	7.7%	9.3%	2	0	1	Improved	-1
Protective Services: Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	310	44	14.2%	11.8%	36	0	0	Same	0
Paraprofessionals (Included in Office Clerical or Technicians)									
Office/Clerical	21	0	0.0%	6.4%	1	1	2	Improved	-1
Skilled Craft	26	0	0.0%	8.5%	2	2	2	Same	0
Service Maintenance	24	1	4.2%	17.2%	4	3	3	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

TOGO	PROTECTED GROUP: WOMEN								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	48	47.1%	42.5%	43	0	0	Same	0
Professionals	19	9	47.4%	54.8%	10	1	4	Improved	-3
Technicians	1	1	100.0%	66.9%	1	0	0	Same	0
Protective Services: Supervisors*	175	58	33.1%	33.1%	58	0	0	Same	0
Protective Services: non-supervisors	19	2	10.5%	27.8%	5	3	2	Not Improved	1
Paraprofessionals <i>(included in Office Clerical or Technician)</i>									
Office/Clerical	5	5	100.0%	81.9%	4	0	0	Same	0
Skilled Craft	1	0	0.0%	5.2%	0	0	0	Same	0
Service Maintenance	4	3	75.0%	50.7%	2	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

TOGO	PROTECTED GROUP: PERSONS with a DISABILITY								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	10	9.8%	11.31%	12	2	2	Same	0
Professionals	19	1	5.3%	10.88%	2	1	0	Not Improved	1
Technicians	1	0	0.0%	11.52%	0	0	0	Same	0
Protective Services Supervisors*	175	30	17.1%	11.60%	20	0	0	Same	0
Protective Services - non supervisory	19	0	0.0%	11.60%	2	2	2	Same	0
Paraprofessionals (included in Office Clerical or Technician)									
Office/Clerical	5	0	0.0%	11.56%	1	1	1	Same	0
Skilled Craft	1	0	0.0%	11.55%	0	0	0	Same	0
Service Maintenance	4	0	0.0%	11.37%	0	0	1	Improved	-1

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

TOGO	PROTECTED GROUP: MINORITIES								
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table)	Availability Number	AAP 2012-2014 Number Underutilized	AAP 2010-2012 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators*	102	7	6.9%	6.6%	7	0	0	Same	0
Professionals	19	0	0.0%	2.9%	1	1	1	Same	0
Technicians	1	0	0.0%	3.5%	0	0	0	Same	0
Protective Services:Supervisors*	175	19	10.9%	10.9%	19	0	0	Same	0
Protective Services: Non Supervisory	19	3	15.8%	13.5%	3	0	0	Same	0
Paraprofessionals (Included in Office Clerical or Technicians)					0	0			
Office/Clerical	5	0	0.0%	2.5%	0	0	0	Same	0
Skilled Craft	1	0	0.0%	3.5%	0	0	0	Same	0
Service Maintenance	4	0	0.0%	4.5%	0	0	0	Same	0

\*Goals for "Officials and Administrators" as well as "Protective Services: Supervisors" were calculated DOC Wide and utilize statewide data.

# **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	MCF- WR CIP
Officials and Managers DOC- Wide	0.00	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	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	0.00
Technicians	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	1.00	6.00	0.00	0.00	0.00
Protective Ser. Sup DOC- Wide	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Protective Services	4.00	0.00	35.00	29.00	12.00	33.00	10.00	28.00	31.00	9.00	51.00	3.00	4.00
Paraprofessionals ( Included in Office Clerical or Technicians)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office/ Clerical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Skilled Craft	0.00	0.00	2.00	0.00	1.00	1.00	0.00	1.00	1.00	3.00	2.00	0.00	0.00
Service Workers	0.00	13.00	6.00	2.00	0.00	3.00	0.00	2.00	2.00	0.00	6.00	0.00	0.00

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	MCF- WR CIP
Officials and Managers DOC- Wide	0.00	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	9.00	3.00	0.00	1.00	2.00	3.00	1.00	4.00	1.00	0.00	1.00	1.00
Technicians	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00
Protective Ser. Sup DOC- Wide	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Protective Services	0.00	0.00	1.00	0.00	3.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	0.00
Paraprofessionals ( Included in Office Clerical or Technicians)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office/ Clerical	0.00	2.00	2.00	1.00	1.00	1.00	0.00	1.00	1.00	0.00	1.00	0.00	0.00
Skilled Craft	0.00	1.00	2.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	2.00	0.00	0.00
Service Workers	0.00	0.00	2.00	1.00	1.00	1.00	1.00	2.00	2.00	1.00	3.00	0.00	0.00

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	MCF- WR CIP
Officials and Managers	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Professionals	12.00	16.00	10.00	4.00	2.00	2.00	4.00	3.00	2.00	3.00	3.00	1.00	2.00
Technicians	0.00	0.00	4.00	1.00	1.00	0.00	0.00	0.00	2.00	2.00	3.00	0.00	0.00
Protective Ser. Sup DOC- Wide	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Protective Services	1.00	0.00	27.00	22.00	18.00	20.00	5.00	15.00	8.00	8.00	29.00	2.00	2.00
Paraprofessionals ( Included in Office Clerical or Technicians)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office/ Clerical	4.00	3.00	3.00	2.00	2.00	1.00	1.00	0.00	1.00	1.00	2.00	1.00	0.00
Skilled Craft	0.00	0.00	2.00	2.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	0.00	0.00
Service Workers	0.00	6.00	2.00	1.00	2.00	1.00	1.00	0.00	2.00	1.00	1.00	0.00	0.00

# **AREAS WHERE GOALS ARE REQUIRED TO BE MET**

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

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

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

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

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

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



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

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

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

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

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

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

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

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## **IX. AFFIRMATIVE ACTION PROGRAM OBJECTIVES**

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### **Program Objectives**

**July 1, 2012 – June 30th, 2014**

#### **Central Office**

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

#### **Action Steps:**

1. Provide an educational diversity activity every quarter to promote cultural competency and an inclusive work environment. Activities may include but are not limited to book discussions, cultural quizzes, and internal/external speakers.
2. Encourage mentorship amongst co-workers.
3. Maintain a calendar for the Diversity Committee and Diversity activities on the iShare Diversity web page for employees to view.

**Target Dates: July 1, 2012-June 30, 2014**

**Persons Responsible:** Manager of the Office of Diversity  
Affirmative Action Officer Designee  
Diversity Committee

**Evaluation:** Increased participation in committee sponsored events, awareness and respect for diversity; leading to an inclusive work environment for all employees. Continual updated presence on the Diversity iShare page.

**Program Objective#2: 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. Maintain positive relationships within the community organizations that assist a diverse population of job seekers.
2. Advertise open positions to the community through Jobs in Minneapolis, diverse newspapers and media outlets.
3. Forward job and internship fairs to Facility Recruitment Coordinators.
4. Maintain quarterly updated internship positions on 35 different college and university job boards.
5. Update internship positions on the DOC Public website as changes occur.
6. Maintain the Recruitment Website on iShare by job continually posting fair information and updating Recruitment Coordinators/team member lists.

**Target Dates: July 1, 2012 through June 30, 2014**

**Persons Responsible:** Manager of the Office of Diversity  
Affirmative Action Officer Designee

**Evaluation:** Positive working relationships are formed and maintained. Staff will report positive feedback from job fairs attended. There will be increased diversification of hiring and Intern Applicant pool.

**Program Objective #3: Education and Training: To establish DOC as a leader in diversity initiatives.**

**Action Steps:**

1. Office of Diversity staff will attend state sponsored diversity events and programs to learn about different diversity related topics for the workplace to share with staff.
2. Promote and advertise new community events open to public bi-monthly to staff.
3. Provide a bi-annual training to all DOC staff regarding diversity. (On-line or classroom.)

**Target Dates: July 1, 2012-June 30, 2014**

**Persons Responsible:** Manager of the Office of Diversity  
Affirmative Action Officer Designee  
Diversity Committee

**Evaluation:** Staff becomes more aware of the opportunities to contribute to the functions of the Diversity Committee. Staff will be encouraged to participate in diversity related programs and events. Retention of a quality diverse workforce will improve.

**2012 AA Program Objectives  
July 1, 2012– June 30, 2014**

**MCF – Faribault**

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

**Action Steps:**

1. Incorporate diversity into the work culture/environment by educating staff on global cultures, through communication.
2. Plan a minimum of three diversity training events during FY12-FY13 that incorporate diversity into the work culture/environment (work with employee development to ensure training credits).
3. Maintain a calendar monthly for the Diversity Committee & Diversity Activities on the “ishare”/Diversity web page for employees to view.
4. Quarterly report all updates to the facility AWA.

**Target Dates: July 1, 2012 – June 30, 2014**

**Persons Responsible:** Affirmative Action Officer Designee  
Workforce Development Committee  
Training Director  
Managers and supervisors

**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 community organizations to share ideas, resources, and knowledge to promote building working relationships.
2. Annually invite these contacts to take part in a facility job fair and/or training opportunity.
3. Participate in at a minimum of 6, local career days/job fairs and community outreach activities to provide information on the field of corrections.
4. Combine efforts with other facility diversity committees whenever feasible.
5. Quarterly report all updates to the facility AWA.

**Target Dates: July 1, 2012 – June 30, 2014**

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

**Outcome:** Working relationships are formed and maintained. Staff will be aware of their opportunity to participate in job fairs. 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. Workforce Development Committee will meet monthly.
2. Share diversity topics through email, posters, and other media with all staff.
3. Be active participants in the local diversity activities and other local diversity related venues.
4. Workforce development Committee members and the institution Affirmative Action Officer Designee will make the Affirmative Action Plan available to all staff through “iShare”.
5. Workforce Development Committee members and the facility Affirmative Action Officer Designee will be a resource for training and education related to Affirmative Action and Diversity (i.e. DOC training, diversity information, community events, etc.) at the facility level as well as the department level.
6. The facility Affirmative Action Officer Designee will work with the training director to speak to all new staff as a part of their orientation to the facility upon hire.
7. Recruit new members as needed.
8. Quarterly report all updates to the facility AWA.

**Target Dates:** July 1, 2012 – June 30, 2014

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

**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.

## **MCF – Lino Lakes Diversity Program Objectives 2012 – 2014**

**Program Objective #1: 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. Participate in community outreach activities and job fairs.
2. Facilitate Question and Answer sessions for Officers with a panel of staff such as Case Managers where they can learn about the daily duties and tasks of that particular career.
3. Participate in career days at colleges, universities and high schools to attract prospective applicants.

**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.

**Target Dates: July 1, 2012 – June 30, 2014**

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

**Program Objective #2: 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 numbers.
2. Share diversity topics through email, posters, and other media.
3. The Diversity Committee will organize two events each year in which members will walk throughout the entire facility talking about and promoting Diversity.
4. Complete a list of local diversity related resources and phone numbers to be included in the new employee packet and update it annually.
5. 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 facility electronic folder. These resources will be updated regularly.
6. 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 facility upon hire.

**Target Dates: July 1, 2012 – June 30, 2014**

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

**Outcome:** Staff will become 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. Staff morale will become more positive.



**Program Objectives**  
**July 1, 2012 – June 30th, 2014**

**Oak Park Heights**

**Program objective #1: Education & Training – To establish MCF-OPH 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 FY13-FY14 (work with employee development to ensure training credit).
4. Seek out on a quarterly basis to 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 “I Share”/Diversity web page for employees to view.

**Target Date:** **July 1, 2012 – June 30th, 2014**

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

**Program objective #2: Recruitment and Retention – Build and maintain community and out of state relationships to increase the amount of qualified applicants, to ensure 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.

**Target Date:** **July 1, 2012 – June 30th, 2014**

**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 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 –Designee will make the Affirmative Action Plan available to all staff. A copy will be available on the MCF-OPH electronic folder. The resource will be updated regularly.
5. Workforce Development Committee members and the institution Affirmative Action Officer Designee will be a resource for training and education related 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 materials for diversity (including educational emails, 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 each month, or 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 speakers to speak at scheduled institutional lock-ups a minimum of one time per year.

**Target Date:** **July 1, 2012 – June 30th, 2014**

**Person Responsible:** Affirmative Action Officer-Designee  
Diversity Committee

**Program Objectives**  
**July 1, 2012 – June 30, 2014**

**Willow River/ Moose Lake**

**Program Objective #1: Education and Training - To establish MCF-Willow River/Moose Lake as a leader in diversity initiatives. To increase our workforce's cultural education and experience by adding various training and activities relating to diversity.**

**Action Steps:**

1. Develop or participate in delivering two new training initiatives that enhance our ability to manage a diverse workforce.
2. Maintain communication venues to disseminate diversity program objectives and activities on a bulletin board, newsletters, and/or "i Share" monthly.
3. Incorporate diversity into the work culture/environment by educating staff on global cultures through communication and sharing information on one cultural event per quarter.
4. Solicit feedback and input from employees participating in diversity classes, seminars and activities. Develop a staff survey to measure.

**Target Dates: July 01, 2012-June 30, 2014**

**Persons Responsible:** Affirmative Action Officer-Designee  
Training Director  
Workforce Development Committee  
Managers and supervisors

**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 telephone contacts quarterly with local schools/businesses/resources/community organizations to build working relationships.
2. Participate in the local area schools and higher education facilities career days/job fairs to provide information regarding the field of corrections. We will attend a minimum of two per year.
3. 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.
4. Train a minimum of three additional staff on recruitment in preparation for them to speak at events.

**Target Dates: July 01, 2012-June 30, 2014**

**Persons Responsible:** Affirmative Action Officer-Designee  
Training Director  
Workforce Development Committee  
Managers and Supervisor

**Outcome:** Positive working relationships are formed and maintained. Staff will report positive feedback from job fairs attended. There will be increased diversification of employee hiring and Intern applicant pool.

**Program Objective #3: To promote a diverse and inclusive work environment through a visible and active Workforce Development Committee.**

**Action Steps:**

1. The Workforce Development Committee will meet bi-monthly.
2. Plan a minimum of two diversity training events during FY13-FY14 (work with Employee Development to ensure training credits).
3. Seek out and distribute information and encourage staff to attend diversity training opportunities – i.e. Ramsey County’s “B/4 it” seminars, Hennepin County, and other DOC/state agency trainings.
4. Maintain a calendar for the Workforce Development Committee & Diversity Activities on “iShare” for employees to view. Post activities and training opportunities on “iShare” announcements to direct staff to the Workforce Development page.
5. Research and utilize our resources (employees, co-workers, etc.) to provide educational training opportunities at no cost. We will survey staff interest and experience to determine availability.
6. The facility Affirmative Action Officer-Designee will work with the Training Director to speak to all new staff as part of their orientation to the facility upon hire.

**Target Dates:** July 01, 2012-June 30, 2014

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

**Outcome:** Staff becomes more aware of the opportunities to contribute to the functions of the facility Diversity Committee. Staff will be encouraged to participate in diversity related programs and events. Retention of a quality diverse workforce will improve.

**Program Objectives**  
**July 1, 2012-June 30, 2014**

**MCF- Red Wing**

**Program Objective #1: To Promote a Diverse Workforce at MCF-Red Wing, with a goal of increasing cultural competence.**

**Action Steps:**

1. Host quarterly freewill offering lunches, with funds benefiting area organizations.
2. Offer information through various forms of media (electronic, posters, written documents) at quarterly lunches surrounding diversity related topics.
3. Hold Diversity Committee meetings at least bi-monthly to share ideas regarding diversity issues, initiatives, and events.
4. Maintain the diversity link on iShare site to highlight diversity events at the facility, department, and community level. This will include community events and facility/department event updates and information.
5. Continue to maintain the bulletin board in the staff lounge to highlight various aspects of diversity.
6. The Affirmative Action Officer will work with the training director to meet with new staff during the pre-service academy.

**Target Dates: July 1, 2012 – June 30, 2014**

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

**Outcome:** Staff will have ample resources to build open dialogue and to gain information regarding diversity issues. Diversity will be a visible part of the workforce at MCF-Red Wing.

**Program Objective #2: Offer training and education regarding diversity related topics to the staff at MCF-Red Wing.**

**Action Steps:**

1. Advertise community training events and any fees on the iShare link under diversity, encouraging discussion and feedback from those who attended with staff and the committee.
2. Offer internal educational opportunities on diversity related topics to the extent possible through the available budget, in order to build a more diverse workforce.

**Target Dates: July 1, 2012 – June 30, 2014**

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

**Outcome:** Staff will have opportunities to build knowledge of diversity related topics. They will become more confident in communicating with others whose beliefs, preferences, and interests are different than their own.

**Program Objectives**  
**July 1, 2012 -2014**  
**MCF-Rush City**

**Program Objective #1: Strengthen our working community through communications to insure an inclusive work environment.**

**Action Steps:**

1. Quarterly Advisory Committee Meetings. The DOC Advisory Committee consists of the Warden, AWO, AWA and Industry Director. The EEO/Affirmative Action officer would also attend.
2. Bi-annual all staff meetings. Diversity training class will take place.
3. Encourage individuals to participate in “Looking through the Johari Window” An opportunity for individuals to get insight in other work areas within the facility. Partner with the Learning Resource Center.
4. Join activities with our facilities ICMS committee. Complete joint activities quarterly.
5. Solicit feedback and input from employees participating in diversity classes, seminars, and activities through evaluation process or use of the iShare intranet site.

**Persons Responsible:**

Warden  
Associate Wardens  
Middle Managers  
Diversity & Recruitment Committee  
All Staff

**Target Dates: July 1, 2012 – June 30, 2014**

**Outcome:** Increased awareness and respect for diversity leading to an inclusive work environment for all employees. Working relationships are formed and maintained.

**Program Objective #2: Recruitment and Retention – Build and maintain community and out-of-state relationships to increase of qualified applicants.**

**Action Steps:**

1. Participate in career days/job fair at colleges, universities and high schools.
2. Assist the Department of Corrections Intern Coordinator in the recruitment of a diverse selection of interns.
3. Encourage Mentor Program volunteers to be involved in retention efforts, to maintain protected group members and help eliminate disparities.
4. Participate in community outreach activities, festivals and job fairs.
5. Expand community resources to enhance a diverse workforce.

**Persons Responsible:**

Warden  
Associate Wardens  
Middle Managers

Diversity & Recruitment Committee  
All Staff

**Target Dates:**        **July 1, 2012 – June 30, 2014**

**Outcome:**        Working relationships are formed and maintained. The quality of applicants and materials provided to potential applicants or interns will continue to be updated and improved.

**Program Objectives**  
**July 1, 2012 – June 30, 2014**

**MCF-SCL WORKFORCE DEVELOPMENT COMMITTEE**

**Mission Statement:** The MCF-St. Cloud Workforce Development Committee exists to promote diversity, recruitment, and retention and community interaction. The goal is to encourage a workplace culture that facilitates a positive atmosphere for current staff, welcomes and mentors new staff and recognizes and accepts the diversity present within our facility.

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

**Action Steps:**

1. Maintain a calendar for the Workforce Development Committee and Diversity Activities on the “iShare” / Diversity web page for employees to view.
2. Seek out and distribute information and encourage staff to attend diversity training opportunities.
3. Incorporate diversity into the work culture/environment by educating staff on global cultures through communication.
4. Maintain existing communication venues monthly to disseminate diversity program objectives and activities.
5. Solicit feedback and input from employees following participation in diversity classes, seminars and activities.
6. Plan a minimum of two diversity training events during FY13-FY14 (work with employee development to ensure training credit).
7. Work with Employee Development and arrange for diversity related speakers to speak at scheduled institution shutdown a minimum of one time per year (i.e. Staff In-Service).
8. The facility Affirmative Action Officer and Workforce Development Committee members will make the Affirmative Action Plan available to all staff.
9. Research and utilize our resources (employees, co-workers, etc.) yearly to provide educational training opportunities at no cost.
10. Encourage mentorship among co-workers.

**Target Dates: July 1, 2012 – June 30, 2014**

**Persons Responsible:** Affirmative Action Officer-Designee  
Workforce Development Committee  
Training Director  
Managers and Supervisors

**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 ensure an inclusive and diverse workforce. Seek to eliminate disparities of protected groups.**



**Action Steps:**

1. Make telephone contacts with local schools/businesses/resources/community organizations to build working relationships.
2. Participate in the local area schools and higher education facilities career days/job fairs to provide information regarding the field of corrections.
3. Participate in career days at colleges, universities and high schools to attract prospective applicants.
4. Share ideas and knowledge yearly with the local state, vocational, and business colleges to promote understanding of the DOC diversity initiatives.
5. Continue to strengthen our hiring pool with Service Learning students through State Universities and Colleges.
6. Assist the Department of Corrections Intern Coordinator in the recruitment of a diverse selection of interns.
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.
8. Participate in community events (i.e. National Night Out, Polar Plunge)
9. Provide an opportunity for MCF-SCL staff to participate in a job shadow opportunity to gain an understanding of other work environments within MCF-SCL.

**Target Dates:**           **July 1, 2012 – June 30, 2014**

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

**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 posters and other media.
3. Be active participants in diversity activities and diversity related venues.
4. The facility Affirmative Action Officer and Workforce Development Committee members will make the Affirmative Action Plan available to all staff. A copy will be available in the staff lounge and on the facility electronic folder. These resources will be updated regularly.
5. The facility Affirmative Action Officer and Workforce Development Committee will be a resource for training and education related to Affirmative Action and diversity issues (i.e. diversity information, community events, etc.).
6. 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 facility upon hire.
7. The Workforce Development Committee will encourage employees to participate in cultural diversity events in the workforce and community.

8. Develop and distribute educational material for diversity including but not limited to educational emails, electronic folder sites, and/or placing materials on lobby bulletin boards. Offer diversity related activities that staff may participate in such as training and educational events.
9. Keep staff informed of diversity related events in surrounding communities and encourage staff participation.
10. Recruit new members as needed.
11. Connect with community agencies.
12. Provide a facility Suggestion Box open for staff's suggestions, questions and comments.

**Target Dates:** July 1, 2012 – June 30, 2014

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

**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 Objectives**  
**July 1, 2012 – June 30, 2014**

**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.

**Target Dates: July 1, 2012 - June 30, 2014**

**Persons Responsible:** Associate Warden of Administration  
Human Resources Director  
Employee Development Specialist  
Affirmative Action Officer Designee  
Diversity Committee

**Evaluation:** 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.

**Target Dates: July 1, 2012 - June 30, 2014**

**Persons Responsible:** Diversity Committee Co-Chairs  
Employee Development Specialist  
Affirmative Action Officer Designee  
Diversity Committee

**Evaluation:** 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.

**Target Dates: July 1, 2012 - June 30, 2014**

**Persons Responsible:** Recruitment Team  
Employee Development Specialist  
Affirmative Action Officer Designee  
Diversity Committee

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

**Program Objectives**  
**July 1, 2012 – June 30, 2014**

**MCF-Stillwater**  
**Employee Enrichment Committee**

**Mission Statement:** The MCF-Stillwater Employee Enrichment Committee exists to promote diversity among its employees, to conduct recruitment activities that result in a diverse applicant base, to address and resolve retention issues among employees, and to promote wellness activities for the enrichment of staff. The committees focus is to encourage a workplace culture that facilitates a positive atmosphere for current staff; to promote activities that welcome and mentor new staff; and to recognize and accept the diversity that is present within the facility.

**Program Objective #1: Maintain an active Employee Enrichment Committee to promote a diverse atmosphere in the work place.**

**Action Steps:**

1. Provide diversity related training and/or activities during quarterly lockdown training days.
2. Hold monthly meetings, or as often as deemed necessary by the committee chair, so that activities can be planned, organized and presented in a timely manner.
3. Inform staff of committee activities and encourage participation and submission of ideas for diversity related activities.
4. Keep staff informed of diversity related events in surrounding communities and encourage staff participation.
5. Promote the need for an active committee and recruit new members as needed.

**Target Dates: July 1, 2012 through June 30, 2014**

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

Evaluation: Staff will become more familiar with the MCF-Stillwater Diversity Committee members, be enthusiastic about committee activities, and actively participate in diversity related events.

**Program Objective #2: The Recruitment Team will build community relations by promoting employment opportunities with the Department of Corrections and participating in recruitment activities.**

**Action Steps:**

1. Maintain positive relationships within the community.
2. Participate in community events such as Night to Unite, local job fairs, etc.
3. Assist the Office of Diversity with career fairs as necessary.
4. Speak at high schools and colleges in the area as requested.

**Target Dates: July 1, 2012 through June 30, 2014**

**Persons Responsible:** Warden  
Affirmative Action Officer

Employee Enrichment Committee

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

**Program Objective #3: The Wellness Committee will promote the awareness of health and wellness to employees.**

**Action Steps:**

1. Provide educational opportunities on health, wellness, and nutrition to staff by sponsoring health related activities.
2. Provide educational material to staff on ways to maintain good health.
3. Encourage staff use of the employee fitness center.
4. Hold meetings as necessary so that educational programs and activities can be planned.

**Target Dates:** July 1, 2012 through June 30, 2014

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

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

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

**Action Steps:**

1. Maintain and continue the existing Mentorship Program so that mentors can be assigned to all new correctional officers.
2. Recruit mentors and provide necessary training.
3. Present information to new academies explaining the role of the Employee Enrichment Committee and the importance of its activities.
4. Promote participation in personalized exit interviews as a tool for gathering information.

**Target Dates:** July 1, 2012 through June 30, 2014

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

**Evaluation:** Surveys will be developed and distributed to staff to evaluate the overall attitudes towards the committee and the activities it promotes.

**Affirmative Action - Program Objectives**

**July 1, 2012-June 30, 2014**

**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 quarterly basis.
2. Meet and identify program wide goals for MCF-Togo.
3. Share diversity topics through email, posters and other media.
4. Arrange for diversity related events.

**Target dates: July 1, 2012-June 30, 2014**

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

**Outcome:** To provide formal and informal opportunities for staff and offenders/residents. To increase respect and awareness for diversity. Measure outcomes by reviewing number of meetings and events completed.

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

**Action steps:**

1. Participate in career/job fairs in surrounding communities. Participate in conferences in an effort to educate people about the facility and the services it provides to create a broader understanding of staffing needs.
2. Assist the Internship Coordinator as requested.
3. Participate in a community event/festival in efforts to educate the community about our facility and what it has to offer.
4. New staff will meet with the Affirmative Action Officer or designee upon hire.

**Target dates: July 1, 2012-June 30, 2014**

**Person Responsible:** Affirmative Action Officer  
Committee Members  
Staff  
CEO

## X. METHODS OF AUDITING, EVALUATING AND REPORTING PROGRAM SUCCESS

The Minnesota Department of Corrections maintains its efforts to meet affirmative action goals and reports the resulting progress on a needed basis either monthly or quarterly. DOC Reporting requirements include:

### State Agency EEO/AA/ADA Reporting Requirements

REPORT	RESPONSIBLE	TIMELINE
Agency Affirmative Action Plan <a href="https://extranet.mmb.state.mn.us/diversity/aff_toolbx/plan.htm">https://extranet.mmb.state.mn.us/diversity/aff_toolbx/plan.htm</a>	Executive state agencies and MnSCU institutions <a href="https://www.revisor.leg.state.mn.us/statutes/?id=43A.191">https://www.revisor.leg.state.mn.us/statutes/?id=43A.191</a> ; 39105.0400; subp. 1 and subp. 2	July of even number years
Affirmative Action Plan Audit <a href="http://extranet.mmb.state.mn.us/odeo/audit.htm">http://extranet.mmb.state.mn.us/odeo/audit.htm</a>	Selected state agencies and MnSCU institutions <a href="https://www.revisor.leg.state.mn.us/statutes/?id=43A.191">https://www.revisor.leg.state.mn.us/statutes/?id=43A.191</a> ; Subd. 3., A.P. 19.2, Section A	Odd year of the Affirmative Action Plan
Monitoring the Hiring Process (MHP) <a href="https://extranet.mmb.state.mn.us/diversity/aff_toolbx/monitoringprocess.htm">https://extranet.mmb.state.mn.us/diversity/aff_toolbx/monitoringprocess.htm</a>	Agencies with 25+ employees <a href="https://www.revisor.leg.state.mn.us/statutes/?id=43A.191">https://www.revisor.leg.state.mn.us/statutes/?id=43A.191</a>	Each hiring transaction when there is a disparity in the EEO job group
Quarterly Report <a href="http://extranet.mmb.state.mn.us/odeo/quarterly/report.htm">http://extranet.mmb.state.mn.us/odeo/quarterly/report.htm</a>	Agencies with 25+ employees <a href="https://www.revisor.leg.state.mn.us/statutes/?id=43A.191">https://www.revisor.leg.state.mn.us/statutes/?id=43A.191</a> ; 3905.0700, Subp.1	Third Friday of April, July, October, January
Internal Complaint Disposition	All agencies STAT AUTH: MS 43A.04 subd 3; Rules 3905.0500	Within 30 days of final disposition of complaint
Internal Complaint Report <a href="http://extranet.mmb.state.mn.us/odeo/complaint.htm">http://extranet.mmb.state.mn.us/odeo/complaint.htm</a>	All Agencies STAT AUTH: MS 43A.04 subd 3; Rules 3905.0500	Annually – Third Friday in January
ADA Report <a href="http://www.mmb.state.mn.us/sub-ada">http://www.mmb.state.mn.us/sub-ada</a>	All agencies 43A.191, Subd.2, (b), 1, 2, 3,, (c), (d) Titles I and II of the American's Disabilities Act and Executive Order 96-9	Annually – September 1st deadline



### **Pre-Employment Review Process**

The Minnesota Department of Corrections will act affirmatively to recruit and hire qualified individuals from protected groups. The following process describes the steps necessary prior to a supervisor making an offer of employment (Doc Monitoring the Hiring Process Policy and Procedures – attachment C).

<b>Responsible Entity</b>	<b>Action Required</b>
<b>Human Resource Management in partnership with Supervisors and Managers</b>	Ensure that position descriptions accurately reflect the required knowledge, skills and abilities required to perform the essential functions of the position. Revise as required.
<b>Human Resource Management</b>	Upon receipt of a request to fill a position, the HRM staff will notify the supervisor of unmet affirmative action goals.
<b>Supervisors &amp; Managers</b>	If a new job announcement is necessary, the hiring supervisor will be encouraged to target recruitment activities that will address any unmet goals.
<b>Supervisors &amp; Managers</b>	Job related and objective questions will be prepared and asked during the interviews consistently to all candidates. Supervisors are encouraged to review interview questions with the agency affirmative action officer or HRM rep. to ensure that they are based on objective, job-related criteria.
<b>Senior Leadership</b>	Managers and supervisors will be accountable to Senior Leadership for meeting affirmative action goals.

Affirmative attempts to eliminate under-utilization can be undertaken at several points in the employment process. Office of Diversity – Affirmative Action Manager and senior management of the Agency will encourage all hiring supervisors to consider the following issues during the course of employing individuals in the agency. The following questions address the areas in which supervisors can affirmatively ensure equal employment opportunity:

#### **Anticipating a Need**

1. What is the composition of the current staff complement?
2. Is there under-representation within the agency/division/unit?
3. What is the current capacity of staff to understand and meet the needs of a diverse constituency?

#### **Establishing a Position**

1. What knowledge, skills and abilities are needed in order to perform the essential functions of the position?
2. Who will be most impacted by the work of this position?
3. Are there any special skills required (such as bi-lingual capability or specific cultural sensitivity)?
4. Are there affirmative action goals for this job group?

## **Identifying Recruitment Resources**

1. What media resources are available? Are they targeted to address under-utilization?
2. What internal resources are available (including staff within the agency)?
3. What electronic notification methods are available?
4. What relationships with recruitment sources exist?
5. What external events/activities can be used to promote this position?

## **Assessing Composition of the Applicant Pool**

1. Does HRM indicate that there is a diverse pool of qualified applicants for this position?
2. If the pool is not diverse, can the position be re-posted?

## **Selecting Competent, Caring and Committed Staff**

1. Do candidates possess the required knowledge, skills and abilities to perform the essential functions of the position?
2. Do they possess the capacity to understand and meet the needs of those impacted by the work?
3. Have they demonstrated the ability to work in diverse team environments?

## **Retaining Diverse Talent**

1. Does staff have the needed training, support and feedback to be successful?
2. Is the work culture conducive to their professional growth?
3. Are there support mechanisms in the agency that will assist them in being productive?

## **Measuring Performance**

1. Have they demonstrated competence in performing the essential job functions?
2. What accomplishments have they made?
3. What contributions have they made to the agency-wide affirmative action and diversity goals and objectives?
4. Have they demonstrated an ability to interact effectively with co-workers and stakeholders?
5. What development goals would assist them in being more effective in their work?

The Minnesota Department of Corrections is required by federal and state law to maintain various personnel records for the purpose of preparing reports. To meet this requirement, a centralized reporting system has been established and will be maintained by the Human Resource Management Division.

The department will evaluate its progress in the following ways:

- Through automated systems (Access, SEMA4, Crystal Reports) progress is measured and communicated to agency management members who shall disseminate that information to their respective areas of responsibility
- A pre-review of layoff decisions will be conducted to determine any adverse impact on protected group employees
- Employment interview methods will be randomly reviewed to ensure that all selection criteria are objective and job related

- Quarterly reports on hiring and separation rates will be generated, compiled and distributed to agency management

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## **XI. RECRUITMENT PLAN**

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The objective of this recruitment plan is to ensure our agency recruitment programs are publicly marketed, attract and obtain qualified applicants, enhance the image of state employment and to assist in meeting our agency affirmative action goals to achieve a diverse work force.

The recruitment plan is a significant component of the DOC Workforce Planning initiatives. As part of the workforce planning process, we have begun to identify mission-critical occupations that will be most impacted by retirements, separations, and turnover. After analyzing recruitment survey data, recruitment methods of other organizations and correctional agencies nationwide we implemented the following recruitment strategies:

- Established a centralized DOC recruitment program to ensure that our recruitment efforts are coordinated, standardized, and consistent agency-wide.
- Established and maintained agency/facility recruitment teams and systematically trained recruiters so they are knowledgeable regarding DOC and its job opportunities, hiring processes, position qualifications, benefits/total compensation package, etc.
- Increase the diversity of our applicant pool so that underrepresented groups can be attained and reflected in our workforce. Diversity and targeted recruitment are integrated into the overall department strategic workforce plan and recruitment plan.
- Implement flexible recruitment strategies as needs are identified that can change and continually respond to changing business needs and labor market conditions.

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

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

The following page is a report on our recruitment initiatives from January 2010-2012. The Office of Diversity and the Central Office Staffing Division is responsible for protected group recruitment.

### **A. Advertising Sources**

Minnesota Management & Budget website; College and University websites and career centers; Diversity Websites; Diversity Newspapers; Community Organizations; Partnerships with State Councils/Boards; Professional Organizations; Agency Employees; Direct Mail, Trade Journals; Radio or Television; Jobs in Minneapolis (advertisement goes out to a number of professional and diverse organizations, papers, schools and websites) and Presentations.

**B. Job and Community Fairs**

Bemidji State University Corrections Job Fair; MN Workforce Center-Anoka County; St. Cloud Area Job Fair; Winona State/St. Mary's College Job Fair; Mankato State Behavioral Sciences Job Fair; Public Service and Non-Profit Career Fair; UND Career Fair; UW Career Fair; U of M Career in Law; Mankato State School of Nursing; St. Cloud State Criminal Justice Career Fair; Fond du Lac Community College; Minneapolis Community and Technical College Job Fair; Bemidji State University Corrections Job Fair; Faribault and Owatonna Workforce Center; Minnesota Corrections Association; Minnesota Veterans; UAW Job Fair; and Get Jobs-Job Fair.

**C. College and University Recruitment Events**

Rasmussen College; Metropolitan State University; North Hennepin Community College, St. Cloud State University Diversity and Internship Fair; St. Cloud State University Criminal Justice Career and Internship Fair; Minnesota State University, Mankato; MnSCU Community and Technical Job Fair; Winona State; U of M Job and Internship Fair; MN State Universities Job Fair; Globe University; St. Catherine's Diversity Job and Internship Fair; Metropolitan State University Diversity Networking and Job Fair;

**D. Recruitment for Persons with Disabilities**

Recruitment for persons with disabilities will be the same as the lists above.

**E. Relationship Building and Outreach**

DOC recruitment team members attend activities in the community such as National Night Outs; Yellow Ribbon events; Community parades; speak to youth at high schools, do class presentations at high schools and colleges; attend diversity training outside of the DOC, and conduct facility tours for students interested in corrections.

**F. Internships**

DOC has an Internship Coordinator who is responsible for the development of internship opportunities; coordination of internship assignment and sponsoring supervisors; maintaining the internship/recruitment website; Coordinates the recruitment of interns by assisting facilities with recruitment fairs, visiting schools, posting internships opportunities with colleges and universities; and on the department website.

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## **XII. RETENTION PLAN**

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The Minnesota Department of Corrections will strive to affirmatively ensure equal employment opportunity by retaining a diverse composite of talented and qualified employees, with emphasis on under-represented individuals. The responsibility for these retention efforts to be successful lies with all employees. The department's retention strategy is a multi-faceted approach, guided by the agency management, HR Director, and Affirmative Action Manager.

Responsibility for retention program activities:

Primary responsibility for retention activities:

- A. Lori Kingston, Human Resources Director
- B. Pamela Kelly Affirmative Action Manager

Secondary responsibility for retention activities

- A. Hiring authorities in all divisions
- B. Human resources staff in general
- C. Training and employee development staff

Through experience, we have found that the best way to retain valuable employees is to provide them with a variety of mechanisms to feel supported within the workplace. Our primary focus will be: to anticipate future needs for talent, cultivate our employees' knowledge, skills, and abilities in order to prepare them for advancement opportunities, and to continuously enhance all of our efforts so that employees view the Department as a preferred place in which to work.

To improve the rate of retention of talented employees, we will continue with current efforts and integrate new approaches. These efforts will consist of:

- Conducting quantitative and qualitative analysis of agency turnover and report quarterly
- Advising agency leadership of trends and solutions through quarterly reports
- Implementation of efforts to create and promote employee development opportunities
- Encourage employees to seek out career development opportunities

Conducting quantitative and qualitative analysis of agency turnover

- Quantitative Analysis - We will continue to monitor the patterns of separation and other employment trends that may affect turnover. Quantitative data will be available on both a quarterly and annual basis.
- Qualitative Analysis - In order to apply the most appropriate turnover reduction strategies, first, the cause of turnover behavior must be determined. We will accomplish this task via interviews, surveys, and by other information-gathering methods. Qualitative information will be available on annual basis.

Advising agency leadership of trends and solutions

- Each quarter, the Commissioner, Deputy Commissioner, Assistant Commissioners, division directors will be provided with a "snapshot" of employee retention data (quantitative and qualitative) by HR.
- Quarterly, HRM and Office of Diversity staff will complete reports and send to division directors to advise them of affirmative action goals.
- Quarterly reports will be available on the department intranet for all employees.

Implementation of efforts to reduce "avoidable" turnover:

Avoidable turnover includes voluntary resignations of classified and unclassified positions. We will also review transfers to other state agencies and non-certifications (employees who do not pass the designated probation period). We will continue our efforts to reduce avoidable turnover. The efforts will be based on trends identified through data analysis, which includes, but is not limited to:

- Employee Orientation
- Performance Management
- Early Conflict Intervention

- Employee Recognition
- Coaching
- Mentorship
- Professional Development
- Employee Surveys

#### Employee Orientation Efforts

- Managers and supervisors new to the department will be offered a special orientation opportunity. This effort is currently organized by the Employee Development.
- All new employees are offered a New Employee Orientation that provides information about agency resources (including EEO/AA and diversity).

#### Work Environment Improvement

Employers who provide a safe environment where employees are free to share their ideas and opinions are more likely to retain diverse talent. This Agency is committed to workforce development and open communication, and HR, Office of Diversity, Employee Development and Safety will partner with divisions and work units to accomplish these aims.

#### Performance Management

When employees are clear about their expectations, have constructive feedback on an on-going basis and work with their supervisors to construct an individual development plan they are less likely to leave an organization. Human Resources Management provides on-line information to agency management regarding the number of completed performance reviews regularly. The HR office will work towards a goal of assisting and encouraging managers, supervisors and administrators in the completion of performance reviews timely. HR will be available to work with supervisors and representatives of the bargaining units upon request to identify barriers employees have in meeting performance expectations and work on initiatives that will produce measurable results.

#### Early Conflict Intervention

Employers who quickly respond to employee disputes are less likely to lose valuable employees. The department strongly believes in early detection and intervention of employee conflicts. The department will continue its Integrated Conflict Management efforts lead by Employee Development- ICMS Coordinator; and attempt to retain employees by resolving conflicts at the earliest possible occasion. Supervisors and Managers will also be required to resolve employee conflict at the lowest levels within their respective unit. The Employee Development Office, Office of Diversity, with support from administration will continue to provide support and guidance to managers and supervisors to resolve conflicts. The staff will meet with work units as needed and make referrals to the Employee Assistance Program as appropriate.

## Separation Analysis

Separation rates for DOC employees in 2010 and 2012 were determined incorporating all resignations, terminations, and non-certifications. We did not include any retirements, deaths, lay-offs or internal transfers.

### **11.3% of the total DOC workforce resigned, were discharged or non-certified in fiscal year 2010**

- .42% of female employees separated.
- 8.6% of ethnic/racial minorities separated.
- 7.6% of persons with disabilities separated.

2010 data was taken from report “Annual Separation Summary for Non-Academic Unlimited Employees Corrections Depart. By EEO – 4 Category in FY 2011”

### **12.1% of the total DOC workforce resigned, were discharged or non-certified in the fiscal year 2011**

- 51.1% of female employees separated
- 5.9% of ethnic/racial minorities separated
- 9.6% of persons with disabilities separated.

2011 data was taken from report “Annual Separation Summary for Non-Academic Unlimited Employees Corrections Depart. By EEO – 4 Category in FY 2011”

Continued budget cuts resulted in staff cuts. Most of the reductions were accomplished by not filling vacant positions. Persons with sufficient seniority were able to claim vacant positions at other DOC facilities. Per the terms of the respective collective bargaining agreements, necessary layoffs were on the basis of inverse classification seniority.



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**ATTACHMENT**

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**Department of Corrections  
1450 Energy Park Drive  
Suite 200  
St. Paul, MN 55108**

**A. Complaint Of Harassment/Discrimination****Please Read Before Completion of Form**

Any complaint of harassment/discrimination is considered confidential data under Minnesota Statute 13.39, Subd. 1 and 2. This information is being collected for the purpose of determining whether harassment/discrimination has occurred. You are not legally required to provide this information, but without it, an investigation cannot be conducted. This information may only be released to the Affirmative Action Officer designee, the complainant, the respondent, and appropriate personnel.

**Complainant (You)**

Name			Job Title		
Work Address		City, State, Zip Code		Telephone ( )	
Agency		Division		Manager	

**Respondent (Person Who Harassed/Discriminated Against You)**

Name			Job Title		
Work Address		City, State, Zip Code		Telephone ( )	
Agency		Division		Manager	

**The Complaint**

Basis of Complaint ("X" all that apply): <input type="checkbox"/> Race <input type="checkbox"/> Color <input type="checkbox"/> Disability <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Sex <input type="checkbox"/> Creed <input type="checkbox"/> Marital Status <input type="checkbox"/> Status with Regard to Public Assistance <input type="checkbox"/> Age <input type="checkbox"/> Religion <input type="checkbox"/> National Origin <input type="checkbox"/> Membership or Activity in a Local Human Rights Commission	
Date most recent act of harassment/discrimination took place:	If you filed this complaint with another agency, give the name of that agency:
Describe how you believe that you have been harassed/discriminated against (names, dates, places, etc.). Use a separate sheet of paper if needed and attach to this form.	

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<b>Information on Witnesses Who Can Support Your Case</b>		
Name	Work Address	Work Telephone
1.		( )
2.		( )
3.		( )

Additional witnesses may be listed in "Additional Information" or on a separate sheet attached to this form.

This complaint is being filed on my honest belief that the State of Minnesota has harassed/ discriminated against me. 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 Signature	Date

Affirmative Action Officer Signature	Date
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**ATTACHMENT**

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**B. Employee Request for Reasonable Accommodation Form**

*Please Print or Type*

<b>Employee Name:</b>	<b>Classification/Division</b>	<b>Date of Request:</b>								
<i>Attach additional sheets for questions below if necessary.</i>										
<b>1. Please describe the nature of your medical condition for which you are requesting an accommodation. Describe how it limits any major life activities.</b>										
<b>2. How does it affect your ability to perform your job?</b>										
<b>3. Type of accommodation requested:</b> <table><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"/> Acquisition of equipment or devices</td></tr><tr><td colspan="2"><input type="checkbox"/> Other (specify): _____</td></tr></table>			<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"/> Acquisition of equipment or devices	<input type="checkbox"/> Other (specify): _____	
<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"/> Acquisition of equipment or devices									
<input type="checkbox"/> Other (specify): _____										
<b>4. Describe in detail the accommodation you are requesting:</b>										
<b>5. Has your medical provider recommended the accommodation?    <input type="checkbox"/> Yes    <input type="checkbox"/> No</b>										
<b>6. How will the requested accommodation be effective in allowing performance of the essential job function(s)?</b>										
<b>Signature of Employee:</b>	<b>Date:</b>									

This information will be used by human resource management or any other person, including the agency's legal counsel, who is authorized by my employer to handle medical information for ADA/MHRA purposes and, any information concerning my physical or mental condition, that are necessary to determine whether I have a disability as defined by the Americans with Disabilities Act and/or the Minnesota Human Rights Act, and to determine whether any reasonable accommodations can be made. The provision of this information is voluntary, however if you refuse to provide it, your employer may refuse to provide reasonable accommodation.

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# ATTACHMENT

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## C. Pre-Employment Review Procedure/Monitoring the Hiring Process

Minnesota Department of Corrections

Policy: 103.009 Title: Monitoring the Hiring Process  
Issue Date: 8/3/10  
Effective Date: 9/7/10

AUTHORITY: Minnesota Management and Budget 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 invited to the interview.

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 notify the supervisor if a disparity exists (names of the disparate candidates and the type of disparity will not be disclosed).

D. 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.

E. 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. The supervisor does not need to apply all the preferred qualifications listed on the job posting when reducing the pool of applicants. The preferred qualifications chosen to reduce the applicant pool will be applied consistently to all applicants (i.e., all applicants must meet the same preferred qualifications)

F. 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. (i.e., all applicants must meet the same additional qualifications)

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. The supervisor must contact the staffing representative prior to extending a job offer to determine if a disparate candidate was in the finalist pool.

I. 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.

J. 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.

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

L. 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. If the supervisor has a question regarding the decision, he/she may contact the Assistant Commissioner of Support Services.

M. 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/employers/hiring.html>)

Equal Employment Opportunity Commission (EEOC) (<http://www.eeoc.gov/laws/types/index.cfm>)

SUPERSESSON: Policy 103.009, "Monitoring the Hiring Process," 1/6/09.

All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means regarding this topic.

ATTACHMENT: Missed Opportunity Request form

/s/

David Crist, Deputy Commissioner  
Facility Services

Chris Bray, Deputy Commissioner  
Community 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. Supervisors will use the following process to request a missed opportunity. 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 (including any required attachments) as indicated on the form.

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: (If candidate selected did not receive the highest interview score please include information on any candidates with higher scores.)**

Position Description

\_\_\_\_\_ List of Interview Panel Members and the Job Classifications

\_\_\_\_\_ List of **All** Applicants *in the finalist pool* Interviewed and Interview Scores.

Resumes of the disparate candidate(s), candidate(s) selected. ***(If candidate selected did not receive the highest interview score please include information on any candidates with higher scores.)***

Structured Interview Questions & Candidates Interview Responses to the Questions of the disparate candidate(s) and the candidate(s) selected.

Structured Interview Ratings

Applicant Roster

\_\_\_\_\_ Justification memo comparing Knowledge, Skills, and Abilities and *other criteria used to evaluate candidates.* (see attachment for **required format**)

**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	Other Screening Criteria Used (if Applicable)	CORRECTIONS SECURITY CASEWORKER EXPERIENCE	GENERAL VERBAL/WRITTEN COMMUNICATION SKILLS	SECURITY/OFFENDER ADVOCACY	FACILITY EXPERIENCE
	91		6 months Work Out Of Class CSC experience	Excellent verbal and non-verbal communication skills.	Demonstrated an understanding of each role and a clear distinction	MCF (Level _ Security Adult Facility)



			at MCF/  Thorough knowledge in steps involved in assessing offenders needs to determine appropriate programming	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.	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	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.