



Implementation Plan

The Department of Corrections (DOC) has expanded the ideas and suggestions of the African American Employment Task Force (AAETF) to all protected class members. Identifying the focus of the work to cover all protected class members ensures that the DOC is complying with the State of Minnesota policy of equal employment opportunity for all. Personnel actions must be based on the ability to perform the duties and responsibilities assigned the position without regard to age, race, creed or religion, color, disability, gender, national origin, marital status, status with regard to public assistance, or political affiliation. Some changes or differences between the recommendations of the AAETF and the DOC's implementation plan are a reflection of the department's attempt to adopt the recommendations to include all employees and all qualified members of protected groups.

The DOC is committed to implementing the following strategies.

RECRUITMENT

Strategies

- Set up Internet access at facilities and recruitment events for training and direct application
- Develop a process for tracking the progress of protected class members from first point of contact to hire
- Send regular progress reports on recruitment activities to the commissioner and managers
- Document and publish formal career tracks
- Create a recruitment plan for under-represented protected class members – include facility tours and consider creative approaches, as employed by other organizations
- Develop interest in criminal justice occupations by visiting high schools and enhance the agency's partnership with the NAACP and other community organizations
- Expand the use of interns through the department's operating policy
- Advertise career opportunities through diverse media outlets
- Develop relationships with community organizations that assist individuals with employment – include information on how to use the State's electronic application process
- Regularly include the NAACP and other community organizations on job announcements
- Target minority professional organizations for recruitment efforts for positions that require licensure

- Designate a recruitment coordinator for the DOC
- Encourage managers and supervisors to recruit under-represented protected class members for jobs in their own occupational disciplines

HIRING

Strategies

- The commissioner should make every effort to appoint qualified protected class members as appointed officials, institution heads, and managers
- The commissioner will strive to increase the number of new hires of protected class members at all levels
- Develop and implement aggressive practices and strategies to hire qualified protected class members at supervisory and managerial levels
- Hold managers accountable for repeatedly failing to meet their affirmative action goals within their ability to control
- Strive to ensure that protected class member employees are assigned to participate in hiring panels
- Provide managers/supervisors with information on hiring goals in quarterly reports and through regular meetings with affirmative action officers/designees
- Credit applicable work experience of applicants from other jurisdictions for selection and compensation
- Regularly include the NAACP, the Minneapolis/St. Paul Urban League, and other protected class member groups on job announcements that go to community organizations
- Strive to use unclassified and temporary appointments as strategies to increase the number of qualified protected class member employees

PROMOTION

Strategies

- The commissioner will attempt to increase the number of protected class members promoted each year from the existing pool of employees
- Conduct a thorough analysis of competitive appointments based on race and gender including but not limited to the major job classes; e.g., captain, lieutenant, caseworker, corrections program therapist, and corrections agent, in order to monitor progress of recommendations
- Document and publish formal career tracks and communicate to all employees
- Every effort will be made to promote qualified protected class members to leadership positions

- The process and criteria used for entry into and promotions within corrections caseworker/agent class series will be examined
- All project unclassified assignments, temporary, and mobility (work-out-of-class) assignments with an anticipated duration of at least six months or more must be posted as required in the appropriate labor agreement – if the vacancy is anticipated to be longer than 60 days, it must be posted; however, if there is an immediate need to fill that position, the appointment cannot be longer than 60 days
- Develop a career-planning program for employees

TRAINING

Strategies

- The DOC training plan will include intensive culture, diversity, and sensitivity training for all staff every other year to enable a respectful work environment for all staff
- Create a leadership academy for DOC employees with emphasis on recruiting protected class members
- New employee orientation/academy will include culture and diversity training by African Americans and other diverse groups
- Expand existing mentorship program for professional development for protected class member employees
- Support protected class member organizations that provide training; i.e., National Association of Blacks in Criminal Justice, African American Men's Project, etc.
- Provide training that creates understanding of cultures of those who are incarcerated and develops a skill set for working effectively with them
- Have training that increases the capacity of leadership to understand diverse cultures and create supportive environments for all
- Training on culture, diversity, and sensitivity will be mandatory and will include methods for holding employees accountable for appropriate behavior through setting expectations for performance
- When appropriate, use outside trainers from the community referred by the NAACP or other protected class member community organizations
- Provide managers/supervisors with training on managing a diverse workplace, including effective supervision, discipline administration, and avoiding race-biased decision-making
- Encourage, support, and recruit protected class member participation in leadership programs

- Encourage protected class member employee membership in professional organizations
- Alternative methods of resolving conflict (Conflict Resolution Initiative, Employee Assistance Program, and mediation) will be made available to staff when appropriate

DISCIPLINE

Strategies

- Strive to ensure disciplinary actions are uniformly applied among all employees
- Annually monitor discipline data by race – if data supports that protected class members are disciplined unfairly, the commissioner should develop strategies to correct the unfair discipline
- Guidelines for basic work expectations (e.g., tardiness, no call/no show, absenteeism) should be standardized and communicated department-wide
- Wherever possible, have all corrections officers report for work at the same location to reduce the perception or reality of favoritism in administering tardiness guidelines
- Review DOC discipline data annually

RETENTION

Strategies

- Reduce turnover of African Americans and other protected class members
- Develop and implement a DOC Retention Plan
- Commit resources to assess why African Americans and other protected class members separate at a higher rate than other employees and make recommendations for change
- Qualifications/competencies for jobs will be better defined so that selection processes and self-selection decisions by potential employees are improved
- Training will include strategies on how to address issues of race, gender, ethnicity, and culture
- Modify the DOC policy on general harassment to include the Conflict Resolution Initiative as an alternative
- Separating employees will be offered an in-person exit interview with an affirmative action officer/designee or a personnel officer – track data collected from exit interviews
- Recognize employees at all levels that contribute to the development and retention of a diverse workforce – explore the use of incentives and strategies to maintain a diverse workforce