

**MINNESOTA DEPARTMENT OF CORRECTIONS
AFFIRMATIVE ACTION PLAN 2010-2012
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For persons with disabilities, this plan can be provided to you in alternative format. Please call 651-361-7200/Voice 1-800-627-3529/TTY.

Communication of the Affirmative Action Plan

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

Internal Dissemination

1. The Affirmative Action Plan is available on line at www.doc.state.mn.us.
2. The Affirmative Action Plan will be prominently displayed on employee bulletin boards at all work locations. In addition to the Affirmative Action Plan, the name and phone number of the Affirmative Action Officer-Designee serving that location will also be posted.
3. New employees during their orientation will be informed of the department's Affirmative Action Plan, the name of their Affirmative Action Officer-Designee, the existence of Diversity Committees, and the availability of the Affirmative Action Plan.
4. Managers and supervisors will be responsible for notifying their staff of revisions to the plan and where they can access the plan for review.
5. It is the responsibility of all individuals affiliated with the department, including but not limited to applicants, employees, contractors, and volunteers to report incidents that the individual in good faith believes constitutes sexual harassment or other illegal discrimination, to any Regional Human Resource Director, Affirmative Action Officer-Designee, Director of Policy & Legal Services, or Assistant Commissioner for Support Services who must take timely and appropriate action as outlined in this policy.


External Dissemination

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

Commissioner's Statement of Commitment

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

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



Commissioner, Joan Fabian

Program Objectives
July 1, 2010 – June 30th, 2012

Central Office

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

Action Steps:

1. Provide an educational diversity activity every quarter to promote cultural competency.
2. Provide a bi-annual training to all DOC staff regarding diversity. (On-line or classroom.)
3. Provide a diversity activity every quarter to promote an inclusive workplace.
4. Encourage mentorship amongst co-workers.
5. Maintain a calendar for the Diversity Committee and Diversity activities on “*i Share*” Diversity website for employees to view.

Target Dates: **July 1, 2010-June 30, 2012**

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

Outcome: 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 “*i Share*” website.

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 “*i Share*” by job continually posting fair information and updating Recruitment Coordinators/team member lists.

Target Dates: **July 1, 2010 through June 30, 2012**

Persons Responsible: Manager of the Office of Diversity
 Affirmative Action Officer
 Recruitment teams

Outcome: Positive working relationships are formed and maintained. Staff will report positive feedback from job fairs attended. There will be increased diversity in the applicant pool for hiring for vacant positions and intern applicant pool.

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

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. Diversity Committee will hold monthly activities that will promote diversity in the work place. Activities may include but are not limited to book discussion, cultural quizzes, internal/external speakers etc.
3. Promote and advertise new community events open to public bi-monthly to staff.
4. Provide a bi-annual all staff diversity training.

Target Dates: July 1, 2010-June 30, 2012

Persons Responsible: Manager of the Office of Diversity
Affirmative Action Officer-Designee
Diversity 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 diversity related programs and events. Retention of a quality diverse workforce will improve.

Program Objectives
July 1, 2010 – June 30, 2012

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 FY10-FY11 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 “*i Share*”/Diversity web page for employees to view.

Target Dates: July 1, 2010 – June 30, 2011

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 Diversity Committees whenever feasible.

Target Dates: July 1, 2010 – June 30, 2012

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

Program Objectives
July 1, 2010 – June 30th, 2012

Lino Lakes

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. Adopt two Community Agencies to work with to improve recruiting efforts.
3. Conduct mock interviews and resume writing session for adopted Agency clients.
4. 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, 2010 – June 30, 2012**

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. Arrange half or full day training opportunities to enhance our sensitivity and understanding of diverse cultures/ environments.
4. Be active participants in the local diversity activities and other local diversity related venues.
5. To complete a list of local diversity related resources and phone numbers to be included in the new employee packet and update it annually.
6. Workforce development Committee members and the institution Affirmative Action Officer-Designee 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.
7. 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 issues (i.e. DOC training, diversity information, community events, etc.) at the facility level as well as the department level.

8. 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.

Target Dates: July 1, 2010 – June 30, 2012

Persons Responsible: Affirmative Action Officer-Designee
Diversity 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.

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

Action Steps:

1. Maintain a calendar for the Workforce Development Committee and Diversity Activities on the “*i Share*”/ 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 FY10-FY11 (work with employee development to ensure training credit).
7. The facility Affirmative Action Officer-Designee and Workforce Development Committee members will make the Affirmative Action Plan available to all staff.
8. Research and utilize our resources (employees, co-workers, etc.) yearly to provide educational training opportunities at no cost.

Target Dates: July 1, 2010 – June 30, 2012

Persons Responsible: Affirmative Action Officer-Designee
Diversity Committee

Program Objectives
July 1, 2010 – June 30th, 2012

Moose Lake

Program Objective 1: Education and Training - To establish DOC 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 2 new training initiatives that enhance our ability to manage a diverse workforce.
2. Maintain existing communication venues to disseminate diversity program objectives and activities on bulletin board, newsletters, and "i Share" monthly.
3. Incorporate diversity into the work culture/environment by educating staff on global cultures, through communication and planning 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 1, 2010 – June 30, 2012**

Persons Responsible: Affirmative Action Officer-Designee
 Diversity/Recruiting 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 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. 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.

Target Dates: **July 1, 2010-June 30, 2012**

Persons Responsible: Affirmative Action Officer-Designee
 Diversity/Recruitment Committee

Training Director
Managers and Supervisors

Outcome: 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: To promote a diverse and inclusive work environment through a visible and active diversity committee.

Action Steps:

1. Plan a minimum of two diversity training events during FY10-FY11 (work with employee development to ensure training credits)
2. Seek out and distribute information and encourage staff to attend diversity training opportunities – i.e. Ramsey County’s “B/4 it” seminars, Hennepin County, and other DOC/state agency trainings.
3. Maintain a calendar for the Diversity Committee & Diversity Activities on “*i Share*” Diversity web page for employees to view. Post activities and training opportunities on “*i Share*” announcements to direct staff to the Diversity page.
4. Research and utilize our resources (employees, co-workers, etc.) to provide educational training opportunities at no cost. Survey staff interest and experience to determine availability.
5. 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 1, 2010-June 30, 2012

Persons Responsible: Affirmative Action Officer-Designee
Diversity 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 diversity related programs and events. Retention of a quality diverse workforce will improve.

**Program Objectives
July 1, 2010 – June 30th, 2012**

Oak Park Heights

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

Action Steps:

1. Maintain existing communication venues monthly to disseminate diversity program objective and activities.
2. Solicit feedback and input from employees participating in diversity classes, seminars and activities.
3. Plan a minimum of two diversity training events during FY10-FY11 (work with employee development to ensure training credit)
4. Seek out on a quarterly 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, 2010 – June 30, 2012

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-state relationships to increase the amount of qualified applicants, to assure an inclusive and diverse workforce. Seek to eliminate disparities of protected groups.

Action Steps:

1. Offer training opportunities/ideas on a quarterly basis and seek reciprocation from contacts to have a better understanding of other cultures.
2. On a yearly basis, assist the Department of Corrections Intern Coordinator in the recruitment of a diverse selection of interns.
3. Participate in community outreach activities, festivals and job fairs on a yearly basis.
4. Encourage Mentor Program volunteers to be involved in recruiting and retention efforts, in order to assist in increasing the number of protected group members and help to eliminate disparities of protected group members.
5. Combine efforts with other Diversity Committees whenever feasible. Commit to a goal of one time per year.

Target Date: July 1, 2010 through June 30, 2012

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

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

Action Steps:

1. Committee will meet bi-monthly on a consistent basis to be effective in retaining current members and recruit new members.
2. Share diversity topics through email, posters and other media on a quarterly basis.
3. Be active participants on a quarterly basis to local diversity activities and other local diversity related venues.
4. Workforce Development Committee members and the institution Affirmative Action Officer-Designee will make the Affirmative Action Plan available to all staff. A copy will be available on the MCF-OPH electronic folder. This 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 to Affirmative Action and diversity issues (i.e. DOC training, diversity information, community events, etc.) at the institution level as well as the department level.
6. Develop and distribute educational material for diversity (including educational e-mails, electronic folder sites, and lobby bulletin boards) on a quarterly basis. Offer diversity related activities that staff may participate in such as training and educational events.
7. Continue to meet 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 related speakers to speak at scheduled institutional lock-ups a minimum of one time per year.

Target Date: July 1, 2010 – June 30, 2012

Person Responsible: Affirmative Action Officer-Designee
Diversity Committee

Program Objectives
July 1, 2010 – June 30, 2012

MCF-RED WING

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

Action Steps:

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

Target Dates: July 1, 2010 – June 30, 2012

Persons Responsible: Affirmative Action Officer-Designee
Diversity Committee Members

Outcome: Staff feels free to engage in open dialogues with committee members regarding diversity topics. Staff is more likely to participate in fundraising activities sponsored by the committee and suggest ideas or areas of need for future activities. Increase awareness and respect for diversity.

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

Action Steps:

1. Create a recruitment plan (including brochures, handouts, PowerPoint, etc.) that addresses specific information related to juvenile corrections in order to ensure candidates meet the requirements for this unique setting.

2. Investigate career/job fairs hosted in surrounding communities for appropriateness to facility employment needs. Participate in as many career/job fairs annually as staffing needs dictate.
3. Participate in at least one community event/festival in an effort to educate community members about the facility and the services it provides to create a broader understanding of staffing needs.
4. Investigate creating a juvenile corrections education day for nearby post-secondary institutions to educate students with regarding the uniqueness of working with juveniles.
5. Assist the facility's Internship Coordinator as requested.

Target Dates: July 1, 2010 – June 30, 2012

Persons Responsible: Affirmative Action Officer-Designee
Diversity Committee Members

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

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

Action Steps:

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

Target Dates: July 1, 2010 – June 30, 2012

Persons Responsible: Affirmative Action Officer
Diversity Committee Members
Training Director

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

Program Objectives
July 1, 2010 – June 30, 2012

MCF-Rush City

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

Action Steps:

1. Adopt and promote the goals and objectives outlined by MCF-Rush City's Executive Team.
2. Develop an "*i Share*" link for the Diversity & Recruitment Committee.
3. Develop and distribute educational material for diversity including but not limited to educational electronic folder sites, by offering diversity related activities that staff may participate.
4. Develop and provide educational material for diversity by placing materials on MCF-Rush City staff entrance bulletin boards.
5. Encourage all MCF-Rush City staff to participate in utilizing the material found on the bulletin boards and the "*i Share*" site link by signing in a guestbook or commenting on the Diversity & Recruitment intranet site. This link will be monitored by a designated committee member prior to posting ensure established criteria is met.
6. Solicit feedback and input from employees participating in diversity classes, seminars, and activities through evaluation process or use of the "*i Share*" intranet site.
7. Maintain a calendar for the Diversity & Recruitment Committee's activities, agenda's, minutes, quarterly reports and action plans on the "*i Share*" web page for all employees to view.
8. Seek out and distribute information and encourage staff to attend diversity training opportunities. Partner with the Learning Resource Center.

Persons Responsible:

Warden
Associate Wardens
Middle Managers
Diversity & Recruitment Committee
All Staff

Target Dates: **July 1, 2010 – June 30, 2012**

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

Program Objective 2: Improve retention by assuring an inclusive and diverse workforce.

Action Steps:

1. Encourage the MCF-Rush City Mentor Program volunteers to be involved in retention efforts.
2. Provide an opportunity for all MCF-Rush City staff to participate in a job shadow opportunity to gain an understanding of other work environments within MCF-Rush City.
3. Build, maintain and expand community relationships to enhance a diverse workforce through participation in community outreach activities.

Persons Responsible:

Warden
Associate Wardens
Middle Managers
Diversity & Recruitment Committee
All Staff

Target Dates: July 1, 2010 – June 30, 2012

Outcome: Working relationships are formed and maintained between staff and the community.

Program Objective 3: 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:

4. Participate in career days/job fairs at colleges, universities and high schools to attract prospective applicants.
5. Assist Department of Corrections Intern Coordinator in the recruitment of a diverse selection of interns.
6. Encourage Mentor Program volunteers to be involved in recruiting and retention efforts, in order to assist in increasing the number of protected group members and help to eliminate disparities of protected group members.

Persons Responsible:

Warden
Associate Wardens
Middle Managers
Diversity & Recruitment Committee
All Staff

Target Dates: July 1, 2010 – June 30, 2012

**Program Objectives
July 1, 2010 – June 30, 2012**

MCF-St. Cloud

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

Action Steps:

1. Maintain a calendar for the Workforce Development Committee and Diversity Activities on the “*i Share*”/ 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 FY10-FY12 (work with employee development to ensure training credit).
7. The facility Affirmative Action Officer-Designee and Workforce Development Committee members will make the Affirmative Action Plan available to all staff.
8. Research and utilize our resources (employees, co-workers, etc.) yearly to provide educational training opportunities at no cost.

Target Dates: **July 1, 2010 – June 30, 2012**

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 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 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.

Target Dates: July 1, 2010 – June 30, 2012

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-Designee 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-Designee 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-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. 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. Thrive to keep staff informed of diversity related events in surrounding communities and encourage staff participation.
10. Recruit new members as needed.

Target Dates: July 1, 2010 – June 30, 2012

Persons Responsible:

Affirmative Action Officer-Designee
 Workforce Development Committee

Outcome: Staff becomes more aware of the opportunities to the functions of the Workforce Development Committee. Staff will be encouraged to participate in facility and community diversity related committees, programs and events.

Program Objectives
July 1, 2010 – June 30th, 2012

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-Designee will meet with all new employees to provide information regarding diversity and Affirmative Action policies.

Target Dates: July 1, 2010-June 30, 2012

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

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

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

Action Steps:

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

Target Dates: July 1, 2010-June 30, 2012

Persons Responsible: Diversity Committee Co-Chairs

Employee Development Specialist
Affirmative Action Officer-Designee
Diversity Committee

Outcome: Staff will be familiar with Diversity 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, 2010-June 30, 2012

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

Outcome: Retention of a quality diverse workforce will improve.

Program Objectives
July 1, 2010 – June 30, 2012

MCF-Stillwater

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

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

Action Steps:

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

Target Dates: July 1, 2010 through June 30, 2012

Persons Responsible: Warden
Affirmative Action Officer-Designee
Employee Enrichment Committee

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

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

Action Steps:

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

Target Dates: July 1, 2010 through June 30, 2012

Persons Responsible: Warden
Affirmative Action Officer-Designee
Employee Enrichment Committee

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

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

Action Steps:

1. Educate staff on the importance of good health by sponsoring health related activities for employees to participate in twice a year.
2. Provide educational material to all staff on ways to maintain good health once a quarter.
3. Conduct monthly meetings to continue to plan events.

Target Dates: July 1, 2010 through June 30, 2012

Persons Responsible: Warden
Affirmative Action Officer
Employee Enrichment Committee

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

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

Action Steps:

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

Target Dates: July 1, 2010 through June 30, 2012

Persons Responsible: Warden
Affirmative Action Officer-Designee
Employee Enrichment Committee

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

Program Objectives
July 1, 2010 – June 30, 2012

MCF-Thistledeew

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, 2010-June 30, 2012**

Persons Responsible: Affirmative Action Officer-Designee
Diversity Committee Members

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

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, 2010-June 30, 2012**

Person Responsible: Affirmative Action Officer-Designee
Committee Members
Staff

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: Education/Outreach - Provide formal and informal diversity training for MCF-Togo staff and offenders/residents to increase awareness of the diversity of individuals employed in the workforce as well as offenders.

Action steps:

1. Sponsor activities that include guest speakers, presentations and ethnic celebrations that include staff and offenders/residents.
2. Provide training to staff and offenders regarding diversity and respect.

Outcome: The community will be able to recognize the diverse “MCF-Togo” culture as an environment that welcomes and is supportive of all cultures and differences.

Target dates: July 1, 2010-June 30, 2012

Person Responsible: Affirmative Action Officer-Designee
Committee Members
Staff

Responsibilities, Duties, and Accountability

I. All Employees:

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

II. Commissioner:

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

Duties:

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

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

III. Director for the Office of Diversity

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

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

Accountability: The Commissioner

IV. Managers and Supervisors

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

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

Appoint a staff member to serve as the Affirmative Action Officer-Designee for the facility. Meet with Affirmative Action Officer-Designee on a regular basis.

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

V. Human Resource Director

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

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

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

VI. Affirmative Action Officer-Designees

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

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

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

Minnesota Department of Corrections

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

SUPERSESION: 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.

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

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

Name: _____ **Job Title:**
_____ **Phone:** _____

Work Location: _____ **Division:** _____

Supervisor: _____

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

Name: _____ **Job Title:**

Work Location: _____ **Division:**

Supervisor: _____

Names of any secondary respondents involved in this complaint:

I believe I was discriminated against because of:

Race **Gender** **Color** **Creed** **Religion** **Disability**

Age **Marital Status** **National Origin** **Sexual Orientation**

Reliance on Public Assistance **Membership or Activity in a Local Commission**

___ Sexual Harassment ___ Retaliation

Date most recent act of discrimination/sexual harassment/retaliation occurred:

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

Witnesses:

Work
Address/Phone:

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

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

Relief requested:

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

Complainant's Signature

Date

Received by: _____

Date:

Did you file this complaint with another Agency?:

_____ **Yes** _____

No

If yes, which agency?

Rev. 1/08

Minnesota Department of Corrections

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

AUTHORITY: [The Americans with Disabilities Act \(ADA\) of 1990.](#)
[The Minnesota Human Rights Act.](#)

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

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

POLICY: Consistent with federal and state statutes, the department will reasonably accommodate qualified applicants and employee. An accommodation must provide an opportunity for a person with a disability to achieve the same level of performance or to enjoy benefits or privileges equal to those of an average, similarly situated employee without a disability.

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

DEFINITIONS:

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

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

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

PROCEDURES:

A. Job Applicants

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

B. Existing Staff

1. The employee will inform his/her supervisor, manager, or ADA Coordinator of the need for an accommodation, preferably by completing the Employee Request for Reasonable Accommodation form (attached).
2. The Regional Human Resources Director (RHRD) will serve as the regional ADA Coordinator. The Office of Diversity will provide consultation and assistance to the RHRD.
3. The ADA Coordinator may request medical documentation of the employee's functional limitations to support the request and be helpful to explore possible accommodations (attached). Information from all medical examinations and inquiries will be kept apart from the general personnel files as a separate, confidential medical record, available only under the limited conditions specified in the Americans with Disabilities Act or other applicable laws.
4. The ADA Coordinator, in consultation with the employee and supervisor, will
 - a) discuss the purpose and essential functions of the particular job involved and complete a step-by-step job analysis when necessary;
 - b) determine the precise job-related limitations;
 - c) identify the potential accommodations and assess the effectiveness each would have in allowing the employee to perform the essential functions of the job; and
 - d) select and implement the accommodations that are the most appropriate for both the employee and the employer (attached). While an employee's preference will be given consideration, the

department is free to choose among equally effective accommodations and may choose the one that is less expensive or easier to provide.

5. If an accommodation agreement cannot be reached, the ADA Coordinator will forward the written request for accommodation, along with his/her recommendation, to the department Assistant Commissioner for Support Services (Assistant Commissioner), who will review the request for accommodation, along with the recommendations, and advise management
 6. If an accommodation cannot overcome the existing barriers, or if the accommodation would cause an undue hardship (see section C) on the operation of the business or pose a direct threat (see section D) to the health or safety of others in the workplace, the employee and the supervisor will work together to determine whether reassignment may be an appropriate accommodation.
 - a) HRM will first look for a vacant position in the department equivalent to the one presently held by the employee in terms of pay and job status. If the individual with the disability is not qualified, with or without reasonable accommodation, for a vacant position (or a position the department knows will become vacant within a reasonable period of time), the department may, as a reasonable accommodation, assign the employee to a lower grade vacant position for which the individual is qualified. If this occurs, the department is not required to maintain the individual's salary at the previous level.
 - b) HRM will help the employee identify transfer, mobility, noncompetitive and competitive opportunities (Minn. Stat. §43A.).
 - c) The department will not be required to create a new job or to bump another employee from a job in order to provide an accommodation.
 7. If a reasonable accommodation cannot be made, the ADA Coordinator, with the Assistant Commissioner's approval will provide the employee with written notification explaining the reason(s) for denying approval within a reasonable time period.
- C. Undue Hardship: The below procedures will be followed when determining undue hardship.
1. The Manager of the Office of Diversity and the Assistant Commissioner for the respective division will consult with the deputy commissioner to discuss the requested accommodation.

2. They will determine undue hardship by considering the factors outlined in 29 CFR 1630.2, including
 - a) the nature and cost of the accommodation in relation to the size, the financial resources, the nature and structure of the department's operation; and
 - b) the impact of the accommodation on the nature or operation of the division.
 3. If the accommodation is considered to impose an undue hardship, an analysis and recommendation will be sent to the commissioner.
 4. The commissioner will provide a written decision to the Assistant Commissioner. The employee requesting the accommodation will be immediately notified, in writing, of the final determination.
- D. Direct Threat: The below procedures will followed when determining direct threat.
1. Management will make an individualized determination of an individual's current ability to safely perform a job's essential functions.
 2. Determinations must be based on objective information and not on myths or stereotypes.
 3. The determinations will
 - a) demonstrate there is a significant risk of substantial harm;
 - b) identify the specific risk;
 - c) demonstrate the risk is current, as opposed to speculative or remote;
 - d) support the risk assessment with objective medical evidence related to the particular employee; and
 - e) consider whether the risk can be eliminated or reduced below the level of a “direct threat” by reasonable accommodation.

REVIEW: Annually

REFERENCES: ACA Standards 4-4053, 4-4056, 3-JTS-1C-07, 3-JTS-1C-07-1, 1-ABC-1C-04, 1-ABC-1C-05, 3-3052, 3-3053, 2-7032, 2-7032-1, 2-CO-1C-09, 2-CO-1C-11 and 2-CO-1C-12.
29 CFR 1630.2.

[Minn. Stat. §43A.](#)
[Policy 103.240, “Return to Work Program.”](#)
[Policy 103.300, “Anti-Discrimination and Sexual Harassment.”](#)

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

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

/s/
Dennis L. Benson, Deputy Commissioner
Facility Services

Harley W. Nelson, Deputy Commissioner
Community Services

This document is available in alternative formats to individuals with disabilities by calling
(651) 361-7256 (V) or (800) 627-3529 (TTY)

Goals and Timetables

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

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

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

Annual Goals

Company Name: Central Office

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	152	86	56.58%	54.6%	83	0	0	Same	0
Technicians	5	5	100.00%	63.1%	3	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	0	Same	0
Protective Services: non-sworn	20	0	0.00%	19.3%	4	4	3	Not Improved	1
Paraprofessionals	7	7	100.00%	64.40%	5	0		Same	0
Office/Clerical	44	38	86.36%	75.2%	33	0	0	Same	0
Skilled Craft	0	0	0.00%	6.6%	0	0	0	Same	0
Service Maintenance	0	0	0.00%	34.9%	0	0	0	Same	0

Company Name: Central Office

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	152	13	8.55%	8.2%	12	0	0	Same	0
Technicians	5	0	0.00%	6.8%	0	0	0	Same	0
Protective Services: Supervisors	177	20	11.30%	11.3%	20	0	0	Same	0
Protective Services: non-sworn	20	3	15.00%	12.4%	2	0	0	Same	0
Paraprofessionals	7	2	28.57%	6.80%	0	0	0	Same	0
Office/Clerical	44	4	9.09%	8.6%	4	0	0	Same	0
Skilled Craft	0	0	0.00%	6.0%	0	0	0	Same	0
Service Maintenance	0	0	0.00%	11.4%	0	0	0	Same	0

Company Name: Central Office

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	152	7	4.61%	10.9%	17	10	6	Not Improved	4
Technicians	5	0	0.00%	11.5%	1	1	1	Same	0
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	0	Same	0
Protective Services: non-sworn	20	1	5.00%	11.6%	2	1	1	Same	0
Paraprofessionals	7	0	0.00%	11.52%	1	1		Same	0
Office/Clerical	44	4	9.09%	11.6%	5	1	2	Improved	-1
Skilled Craft	0	0	0.00%	11.6%	0	0	0	Same	0
Service Maintenance	0	0	0.00%	11.4%	0	0	0	Same	0

Company Name: Central Office- Non St. Paul

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	253	139	54.94%	54.1%	137	0	1	Improved	-1
Technicians	0	0	0.00%	63.1%	0	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	0	Same	0
Protective Services: non-sworn	0	0	0.00%	19.3%	0	0	0	Same	0
Paraprofessionals	0	0	0.00%		0	0		Same	0
Office/Clerical	64	64	100.00%	80.6%	52	0	0	Same	0
Skilled Craft	6	0	0.00%	6.6%	0	0	0	Same	0
Service Maintenance	62	6	9.68%	36.8%	23	17	18	Improved	-1

Central Office- Non St. Paul

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	253	6	2.37%	6.3%	16	10	8	Not Improved	2
Technicians	0	0	0.00%	6.8%	0	0	0	Same	0
Protective Services: Supervisors	177	20	11.30%	11.9%	21	1	0	Not Improved	1
Protective Services: non-sworn	0	0	0.00%	1.9%	0	0	0	Same	0
Paraprofessionals	0	0	0.00%		0	0		Same	0
Office/Clerical	64	0	0.00%	4.9%	3	3	3	Same	0
Skilled Craft	6	0	0.00%	6.0%	0	0	0	Same	0
Service Maintenance	62	2	3.23%	12.2%	8	6	5	Not Improved	1

Central Office- Non St. Paul

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	253	14	5.53%	11.9%	30	16	11	Not Improved	5
Technicians	0	0	0.00%	11.5%	0	0	0	Same	0
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	0	Same	0
Protective Services: non-sworn	0	0	0.00%	11.6%	0	0	0	Same	0
Paraprofessionals	0	0	0.00%	11.52%	0	0	0	Same	0
Office/Clerical	64	5	7.81%	11.6%	7	2	1	Not Improved	1
Skilled Craft	6	0	0.00%	11.6%	1	1	0	Not Improved	1
Service Maintenance	62	0	0.00%	11.4%	7	7	7	Same	0

MCF Faribault

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	105	67	63.81%	55.5%	58	0	0	Same	0
Technicians	34	23	67.65%	58.8%	20	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	0	Same	0
Protective Services: non-sworn	330	101	30.61%	41.8%	138	37	19	Not Improved	18
Paraprofessionals	13	8	61.54%	58.80%	8	0		same	0
Office/Clerical	36	34	94.44%	77.3%	28	0	0	Same	0
Skilled Craft	25	1	4.00%	7.3%	2	1	1	Same	0
Service Maintenance	24	3	12.50%	36.8%	9	6	2	Not Improved	4

MCF Faribault

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	105	7	6.67%	8.7%	9	2	3	Improved	-1
Technicians	34	1	2.94%	9.2%	3	2	2	Same	0
Protective Services: Supervisors	177	20	11.30%	11.3%	20	0	0	Same	0
Protective Services: non-sworn	330	15	4.55%	5.0%	16	1	1	Same	0
Paraprofessionals	13	0	0.00%	9.00%	1	1		Not Improved	1
Office/Clerical	36	1	2.78%	7.4%	3	2	1	Not Improved	1
Skilled Craft	25	0	0.00%	8.3%	2	2	1	Not Improved	1
Service Maintenance	24	2	8.33%	17.9%	4	2	2	Same	0

MCF Faribault

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	105	3	2.86%	10.9%	11	8	4	Not Improved	4
Technicians	34	1	2.94%	11.5%	4	3	3	Same	0
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	2	Improved	-2
Protective Services: non-sworn	330	11	3.33%	11.6%	38	27	10	Not Improved	17
Paraprofessionals	13	1	7.69%	11.52%	1	0		Same	0
Office/Clerical	36	1	2.78%	11.6%	4	3	2	Not Improved	1
Skilled Craft	25	2	8.00%	11.6%	3	1	2	Improved	-1
Service Maintenance	24	1	4.17%	11.4%	3	2	1	Not Improved	1

MCF Lino Lakes

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	105	69	65.71%	55.8%	59	0	0	Same	0
Technicians	9	6	66.67%	59.5%	5	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	0	Same	0
Protective Services: non-sworn	235	55	23.40%	34.7%	81	26	32	Improved	-6
Paraprofessionals	5	4	80.00%	59.50%	3	0		Same	0
Office/Clerical	34	31	91.18%	75.6%	26	0	0	Same	0
Skilled Craft	15	2	13.33%	9.0%	1	0	0	Same	0
Service Maintenance	5	0	0.00%	34.2%	2	2	2	Same	0

MCF Lino Lakes

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	105	11	10.48%	9.8%	10	0	0	Same	0
Technicians	9	0	0.00%	9.1%	1	1	0	Not Improved	1
Protective Services: Supervisors	177	20	11.30%	11.3%	20	0	1	Improved	-1
Protective Services: non-sworn	235	27	11.49%	10.0%	23	0	0	Same	0
Paraprofessionals	5		0.00%	9.10%	0	0		Same	0
Office/Clerical	34	1	2.94%	7.4%	3	2	1	Not Improved	1
Skilled Craft	15	2	13.33%	10.3%	2	0	0	Same	0
Service Maintenance	5	0	0.00%	16.4%	1	1	0	Not Improved	1

MCF Lino Lakes

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	105	10	9.52%	10.9%	11	1	3	Improved	-2
Technicians	9	0	0.00%	11.5%	1	1	0	Not Improved	1
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	0	Same	0
Protective Services: non-sworn	235	8	3.40%	11.6%	27	19	19	Same	0
Paraprofessionals	5	1	20.00%	11.52%	1	0		Same	0
Office/Clerical	34	3	8.82%	11.6%	4	1	0	Not Improved	1
Skilled Craft	15	0	0.00%	11.6%	2	2	1	Not Improved	1
Service Maintenance	5	0	0.00%	11.4%	1	1	0	Not Improved	1

MCF Moose Lake

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	60	35	58.33%	58.6%	35	0	0	Same	0
Technicians	10	8	80.00%	67.2%	7	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	0	Same	0
Protective Services: non-sworn	196	31	15.82%	28.8%	56	25	25	Same	0
Paraprofessionals	6	4	66.67%	67.20%	4	0		Same	0
Office/Clerical	20	18	90.00%	78.2%	16	0	0	Same	0
Skilled Craft	16	0	0.00%	5.3%	1	1	0	Not Improved	1
Service Maintenance	15	8	53.33%	47.0%	7	0	0	Same	0

MCF Moose Lake

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	60	1	1.67%	3.7%	2	1	1	Same	0
Technicians	10	0	0.00%	3.9%	0	0	0	Same	0
Protective Services: Supervisors	177	20	11.30%	11.3%	20	0	0	Same	0
Protective Services: non-sworn	196	10	5.10%	6.2%	12	2	2	Same	0
Paraprofessionals	6	0	0.00%	3.9%	0	0	0	Same	0
Office/Clerical	20	0	0.00%	2.5%	1	1	0	Not Improved	1
Skilled Craft	16	0	0.00%	3.2%	1	1	0	Not Improved	1
Service Maintenance	15	0	0.00%	4.5%	1	1	0	Not Improved	1

MCF Moose Lake

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	60	8	13.33%	10.9%	7	0	0	Same	0
Technicians	10	0	0.00%	11.5%	1	1	0	Not Improved	1
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	1	Improved	-1
Protective Services: non-sworn	196	7	3.57%	11.6%	23	16	14	Not Improved	2
Paraprofessionals	6	1	16.67%	11.52%	1	0		Same	0
Office/Clerical	20	1	5.00%	11.6%	2	1	1	Same	0
Skilled Craft	16	1	6.25%	11.6%	2	1	1	Same	0
Service Maintenance	15	0	0.00%	11.4%	2	2	2	Same	0

MCF Oak Park Heights

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	57	38	66.67%	56.3%	32	0	0	Same	0
Technicians	16	12	75.00%	58.6%	9	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	1	Improved	-1
Protective Services: non-sworn	203	37	18.23%	33.2%	67	30	32	Improved	-2
Paraprofessionals	1	1	100.00%		0	0		Same	0
Office/Clerical	19	16	84.21%	73.1%	14	0	0	Same	0
Skilled Craft	10	0	0.00%	6.8%	1	1	0	Not Improved	1
Service Maintenance	11	2	18.18%	38.0%	4	2	1	Not Improved	1

MCF Oak Park Heights

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	57	2	3.51%	7.8%	4	2	1	Not Improved	1
Technicians	16	1	6.25%	9.3%	1	0	0	Same	0
Protective Services: Supervisors	177	20	11.30%	11.3%	20	0	0	Same	0
Protective Services: non-sworn	203	19	9.36%	8.4%	17	0	0	Same	0
Paraprofessionals	1		0.00%		0	0		Same	0
Office/Clerical	19	1	5.26%	8.5%	2	1	0	Not Improved	1
Skilled Craft	10	0	0.00%	8.9%	1	1	0	Not Improved	1
Service Maintenance	11	1	9.09%	18.4%	2	1	1	Same	0

MCF Oak Park Heights

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	57	2	3.51%	10.9%	6	4	5	Improved	-1
Technicians	16	1	6.25%	11.5%	2	1	2	Improved	-1
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	0	Same	0
Protective Services: non-sworn	203	7	3.45%	11.6%	24	17	16	Not Improved	1
Paraprofessionals	1	0	0.00%	11.52%	0	0		Not Improved	1
Office/Clerical	19	1	5.26%	11.6%	2	1	1	Same	0
Skilled Craft	10	2	20.00%	11.6%	1	0	0	Same	0
Service Maintenance	11	0	0.00%	11.4%	1	1	1	Same	0

MCF St. Cloud

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	79	43	54.43%	52.8%	42	0	0	Same	0
Technicians	13	9	69.23%	58.9%	8	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	2	Improved	-2
Protective Services: non-sworn	216	36	16.67%	31.4%	68	32	31	Not Improved	1
Paraprofessionals	5	3	60.00%	58.90%	3	0	0	Same	0
Office/Clerical	29	28	96.55%	77.7%	23	0	0	Same	0
Skilled Craft	16	0	0.00%	7.1%	1	1	1	Same	0
Service Maintenance	14	4	28.57%	39.9%	6	2	3	Improved	-1

MCF St. Cloud

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	79	3	3.80%	8.4%	7	4	3	Not Improved	1
Technicians	13	1	7.69%	9.5%	1	0	0	Same	0
Protective Services: Supervisors	177	20	11.30%	11.3%	20	0	0	Same	0
Protective Services: non-sworn	216	9	4.17%	5.0%	11	2	1	Not Improved	1
Paraprofessionals	5	0	0.00%	9.50%	0	0	0	Same	0
Office/Clerical	29	1	3.45%	8.2%	2	1	0	Not Improved	1
Skilled Craft	16	1	6.25%	9.8%	2	1	0	Not Improved	1
Service Maintenance	14	0	0.00%	17.0%	2	2	2	Same	0

MCF St. Cloud

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	79	8	10.13%	10.9%	9	1	2	Improved	-1
Technicians	13	0	0.00%	11.5%	1	1	1	Same	0
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	0	Same	0
Protective Services: non-sworn	216	19	8.80%	11.6%	25	6	5	Not Improved	1
Paraprofessionals	5	0	0.00%	11.52%	1	1		Not Improved	1
Office/Clerical	29	3	10.34%	11.6%	3	0	0	Same	0
Skilled Craft	16	2	12.50%	11.6%	2	0	0	Same	0
Service Maintenance	14	0	0.00%	11.4%	2	2	0	Not Improved	2

MCF Shakopee

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	52	36	69.23%	57.1%	30	0	0	Same	0
Technicians	12	8	66.67%	58.8%	7	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	0	Same	0
Protective Services: non-sworn	130	62	47.69%	53.8%	70	8	7	Not Improved	1
Paraprofessionals	4	4	100.00%		0	0		Not Improved	1
Office/Clerical	17	17	100.00%	79.4%	14	0	0	Same	0
Skilled Craft	8	0	0.00%	6.9%	1	1	0	Not Improved	1
Service Maintenance	7	2	28.57%	40.2%	3	1	0	Not Improved	1

MCF Shakopee

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	52	5	9.62%	9.5%	5	0	1	Improved	-1
Technicians	12	1	8.33%	9.2%	1	0	1	Improved	-1
Protective Services: Supervisors	177	20	11.30%	11.3%	20	0	0	Same	0
Protective Services: non-sworn	130	9	6.92%	6.6%	9	0	0	Same	0
Paraprofessionals	4		0.00%		0	0		Same	0
Office/Clerical	17	1	5.88%	8.6%	1	0	0	Same	0
Skilled Craft	8	1	12.50%	10.3%	1	0	0	Same	0
Service Maintenance	7	0	0.00%	16.2%	1	1	1	Same	0

MCF Shakopee

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	52	3	5.77%	10.9%	6	3	2	Not Improved	1
Technicians	12	1	8.33%	11.5%	1	0	0	Same	0
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	0	Same	0
Protective Services: non-sworn	130	6	4.62%	11.6%	15	9	8	Not Improved	1
Paraprofessionals	4		4.62%	11.52%	0	0		Same	0
Office/Clerical	17	1	5.88%	11.6%	2	1	0	Not Improved	1
Skilled Craft	8	0	0.00%	11.6%	1	1	0	Not Improved	1
Service Maintenance	7	0	0.00%	11.4%	1	1	0	Not Improved	1

MCF Stillwater

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	77	39	50.65%	51.5%	40	1	1	Same	0
Technicians	17	11	64.71%	58.6%	10	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	0	Same	0
Protective Services: non-sworn	300	47	15.67%	31.4%	94	47	49	Improved	-2
Paraprofessionals	6	3	50.00%	58.6%	4	1		Same	0
Office/Clerical	25	24	96.00%	77.8%	19	0	0	Same	0
Skilled Craft	22	0	0.00%	6.8%	1	1	1	Same	0
Service Maintenance	28	2	7.14%	35.8%	10	8	8	Same	0

MCF Stillwater

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	77	10	12.99%	10.7%	8	0	1	Improved	-1
Technicians	17	1	5.88%	9.3%	2	1	0	Not Improved	1
Protective Services: Supervisors	177	20	11.30%	11.3%	20	0	0	Same	0
Protective Services: non-sworn	300	42	14.00%	11.6%	35	0	0	Same	0
Paraprofessionals	6	1	16.67%	9.30%	1	0		Same	0
Office/Clerical	25	0	0.00%	6.4%	2	2	0	Not Improved	2
Skilled Craft	22	0	0.00%	8.9%	2	2	1	Not Improved	1
Service Maintenance	28	2	7.14%	18.0%	5	3	8	Improved	-5

MCF Stillwater

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	77	6	7.79%	10.9%	8	2	0	Not Improved	2
Technicians	17	0	0.00%	11.5%	2	2	2	Same	0
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	0	Same	0
Protective Services: non-sworn	300	12	4.00%	11.6%	35	23	24	Improved	-1
Paraprofessionals	6	1	16.67%	11.52%	1	0		Improved	-1
Office/Clerical	25	1	4.00%	11.6%	3	2	0	Not Improved	2
Skilled Craft	22	2	9.09%	11.6%	3	1	0	Not Improved	1
Service Maintenance	28	3	10.71%	11.4%	3	0	0	Same	0

MCF Red Wing

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	54	32	59.26%	53.6%	29	0	0	Same	0
Technicians	1	1	100.00%	58.9%	1	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	1	Improved	-1
Protective Services: non-sworn	83	20	24.10%	35.2%	29	9	10	Improved	-1
Paraprofessionals	3	2	66.67%		0	0		Same	0
Office/Clerical	7	7	100.00%	78.8%	6	0	0	Same	0
Skilled Craft	7	0	0.00%	7.1%	0	0	0	Same	0
Service Maintenance	7	3	42.86%	43.1%	3	0	0	Same	0

MCF Red Wing

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	54	2	3.70%	8.0%	4	2	2	Same	0
Technicians	1	0	0.00%	9.6%	0	0	0	Same	0
Protective Services: Supervisors	177	20	11.30%	11.3%	20		0	Same	0
Protective Services: non-sworn	83	6	7.23%	7.0%	6	0	0	Same	0
Paraprofessionals	3		0.00%		0	0		Same	0
Office/Clerical	7	0	0.00%	6.5%	0	0	0	Same	0
Skilled Craft	7	0	0.00%	9.1%	1	1	0	Not Improved	1
Service Maintenance	7	0	0.00%	17.4%	1	1	0	Not Improved	1

MCF Red Wing

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	54	0	0.00%	10.9%	6	6	5	Not Improved	1
Technicians	1	0	0.00%	11.5%	0	0	0	Same	0
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	0	Same	0
Protective Services: non-sworn	83	6	7.23%	11.6%	10	4	5	Improved	-1
Paraprofessionals	3	0	0.00%	11.52%	0	0	0	Same	0
Office/Clerical	7	0	0.00%	11.6%	1	1	1	Same	0
Skilled Craft	7	0	0.00%	11.6%	1	1	0	Not Improved	1
Service Maintenance	7	0	0.00%	11.4%	1	1	1	Same	0

MCF Rush City

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	61	37	60.66%	54.3%	33	0	0	Same	0
Technicians	10	5	50.00%	57.7%	6	1	0	Not Improved	1
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	2	Improved	-2
Protective Services: non-sworn	192	44	22.92%	36.7%	70	26	26	Same	0
Paraprofessionals	5	4	80.00%	57.7%	3	0	0	Same	0
Office/Clerical	29	25	86.21%	73.7%	21	0	0	Same	0
Skilled Craft	11	0	0.00%	7.1%	1	1	0	Not Improved	1
Service Maintenance	12	2	16.67%	37.6%	5	3	2	Not Improved	1

MCF Rush City

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	61	4	6.56%	9.4%	6	2	0	Not Improved	2
Technicians	10	1	10.00%	10.2%	1	0	0	Same	0
Protective Services: Supervisors	177	20	11.30%	11.3%	20	0	0	Same	0
Protective Services: non-sworn	192	8	4.17%	5.2%	10	2	2	Same	0
Paraprofessionals	5	0	0.00%	10.3%	1	1		Same	0
Office/Clerical	29	1	3.45%	8.5%	2	1	1	Same	0
Skilled Craft	11	0	0.00%	9.6%	1	1	0	Not Improved	1
Service Maintenance	12	0	0.00%	18.3%	2	2	1	Not Improved	1

MCF Rush City

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	61	3	4.92%	10.9%	7	4	1	Not Improved	3
Technicians	10	0	0.00%	11.5%	1	1	0	Not Improved	1
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	0	Same	0
Protective Services: non-sworn	192	7	3.65%	11.6%	22	15	11	Not Improved	4
Paraprofessionals	5	2	40.00%	11.52%	1	0		Same	0
Office/Clerical	29	5	17.24%	11.6%	3	0	0	Same	0
Skilled Craft	11	1	9.09%	11.6%	1	0	0	Same	0
Service Maintenance	12	1	8.33%	11.4%	1	0	0	Same	0

MCF Thistledeew

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	21	7	33.33%	50.5%	11	4	1	Not Improved	3
Technicians	0	0	0.00%	66.9%	0	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	1	Improved	-1
Protective Services: non-sworn	16	3	18.75%	33.5%	5	2	3	Improved	-1
Paraprofessionals	2	2	100.00%		0	0		Same	0
Office/Clerical	5	5	100.00%	81.9%	4	0	0	Same	0
Skilled Craft	1	0	0.00%	5.2%	0	0	0	Same	0
Service Maintenance	5	4	80.00%	51.7%	3	0	0	Same	0

MCF Thistledeu

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	21	0	0.00%	2.9%	1	1	0	Not Improved	1
Technicians	0	0	0.00%	3.6%	0	0	0	Same	0
Protective Services: Supervisors	177	20	11.30%	11.3%	20	0	0	Same	0
Protective Services: non-sworn	16	1	6.25%	6.8%	1	0	0	Same	0
Paraprofessionals	2		0.00%		0	0		Same	0
Office/Clerical	5	0	0.00%	2.5%	0	0	0	Same	0
Skilled Craft	1	0	0.00%	3.5%	0	0	0	Same	0
Service Maintenance	5	0	0.00%	4.5%	0	0	0	Same	0

MCF Thistledeu

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	21	3	14.29%	10.9%	2	0	1	Improved	-1
Technicians	0	0	0.00%	11.5%	0	0	0	Same	0
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	0	Same	0
Protective Services: non-sworn	16	0	0.00%	11.6%	2	2	2	Same	0
Paraprofessionals	2	0	0.00%	11.52%	0	0		Same	0
Office/Clerical	5	0	0.00%	11.6%	1	1	0	Not Improved	1
Skilled Craft	1	0	0.00%	11.6%	0	0	0	Same	0
Service Maintenance	5	0	0.00%	11.4%	1	1	0	Not Improved	1

MCF Willow River CIP

Women

EEO JOB GROUP	Total Number in Group	Total Number of women in Group	% women in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	51	49.51%	42.5%	44	0	0	Same	0
Professionals	20	11	55.00%	57.6%	12	1	1	Same	0
Technicians	0	0	0.00%	67.2%	0	0	0	Same	0
Protective Services: Supervisors	177	56	31.64%	31.6%	56	0	1	Improved	-1
Protective Services: non-sworn	28	7	25.00%	35.2%	10	3	3	Same	0
Paraprofessionals	2	2	100.00%		0	0		Same	0
Office/Clerical	4	4	100.00%	82.2%	3	0	0	Same	0
Skilled Craft	1	0	0.00%	5.3%	0	0	0	Same	0
Service Maintenance	1	0	0.00%	36.3%	0	0	0	Same	0

MCF Willow River CIP

Minority

EEO JOB GROUP	Total Number in Group	Total Number of minority in Group	% minority in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	6.9%	7	0	0	Same	0
Professionals	20	3	15.00%	7.7%	2	0	0	Same	0
Technicians	0	0	0.00%	3.9%	0	0	0	Same	0
Protective Services: Supervisors	177	20	11.30%	11.3%	20	0	0	Same	0
Protective Services: non-sworn	28	1	3.57%	5.1%	1	0	0	Same	0
Paraprofessionals	2	0	0.00%		0	0		Same	0
Office/Clerical	4	0	0.00%	2.5%	0	0	0	Same	0
Skilled Craft	1	0	0.00%	3.2%	0	0	0	Same	0
Service Maintenance	1	0	0.00%	4.5%	0	0	0	Same	0

MCF Willow CIP

Disability

EEO JOB GROUP	Total Number in Group	Total Number of disability in Group	% disability in the Group	Availability % (Census Table)	Availability Number	AAP 2010-2012 Number Underutilized	AAP 2008-2010 Number Underutilized	Improved Not Improved Same	Numerical Difference
Officials and Administrators	103	10	9.71%	11.3%	12	2	0	Not Improved	2
Professionals	20	0	0.00%	10.9%	2	2	0	Not Improved	2
Technicians	0	0	0.00%	11.5%	0	0	0	Same	0
Protective Services: Supervisors	177	36	20.34%	11.6%	21	0	0	Same	0
Protective Services: non-sworn	28	0	0.00%	11.6%	3	3	3	Same	0
Paraprofessionals	2	0	0.00%	11.52%	0	0	0	Same	0
Office/Clerical	4	0	0.00%	11.6%	0	0	0	Same	0
Skilled Craft	1	0	0.00%	11.6%	0	0	0	Same	0
Service Maintenance	1	0	0.00%	11.4%	0	0	0	Same	0

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	42.50	42.50	42.50	42.50	42.50	42.50	42.50	42.50	42.50	42.50	42.50	42.50	42.50
Professionals	54.60	54.10	55.50	55.80	58.60	56.30	53.60	54.30	52.80	57.10	51.50	50.50	57.60
Technicians	63.10	63.10	58.80	59.50	67.20	58.60	58.90	57.70	58.90	58.80	58.60	66.90	67.20
Protective Ser. Sup DOC- Wide	31.60	31.60	31.60	31.60	31.60	31.60	31.60	31.60	31.60	31.60	31.60	31.60	31.60
Protective Services	19.30	19.30	41.80	34.70	28.80	33.20	35.20	36.70	31.40	53.80	31.40	33.50	35.20
Paraprofessionals	64.40	0.00	58.80	59.50	67.20	0.00	0.00	57.70	58.90	0.00	58.60	0.00	0.00
Office/ Clerical	75.20	80.60	77.30	75.60	78.20	73.10	78.80	73.70	77.70	79.40	77.80	81.90	82.20
Skilled Craft	6.60	6.60	7.30	9.00	5.30	6.80	7.10	7.10	7.10	6.90	6.80	5.20	5.30
Service Workers	34.90	36.80	36.80	34.20	47.00	38.00	43.10	37.60	39.90	40.20	35.80	51.70	36.30

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	6.90	6.90	6.90	6.90	6.90	6.90	6.90	6.90	6.90	6.90	6.90	6.90	6.90
Professionals	8.20	6.30	8.70	9.80	3.70	7.80	8.00	9.40	8.40	9.50	10.70	2.90	7.70
Technicians	6.80	6.80	9.20	9.10	3.90	9.30	9.60	10.20	9.50	9.20	9.30	3.60	3.90
Protective Ser. Sup DOC- Wide	11.30	11.90	11.30	11.30	11.30	11.30	11.30	11.30	11.30	11.30	11.30	11.30	11.30
Protective Services	12.40	1.90	5.00	10.00	6.20	8.40	7.00	5.20	5.00	6.60	11.60	6.80	5.10
Paraprofessionals	6.80	0.00	9.00	9.10	3.90	0.00	0.00	10.20	9.50	0.00	9.30	0.00	0.00
Office/ Clerical	8.60	4.90	7.40	7.40	2.50	8.50	6.50	8.50	8.20	8.60	6.40	2.50	2.50
Skilled Craft	6.00	6.00	8.30	10.30	3.20	8.90	9.10	9.60	9.80	10.30	8.90	3.50	3.20
Service Workers	11.40	12.20	17.90	16.40	4.50	18.40	17.40	18.30	17.00	16.20	18.00	4.50	4.50

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 DOC- Wide	11.30	11.30	11.30	11.30	11.30	11.30	11.30	11.30	11.30	11.30	11.30	11.30	11.30
Professionals	10.90	10.90	10.90	10.90	10.90	10.90	10.90	10.90	10.90	10.90	10.90	10.90	10.90
Technicians	11.50	11.50	11.50	11.50	11.50	11.50	11.50	11.50	11.50	11.50	11.50	11.50	11.50
Protective Ser. Sup DOC-Wide	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60
Protective Services	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60
Paraprofessionals	11.52	11.52	11.52	11.52	11.52	11.52	11.52	11.52	11.52	11.52	11.52	11.52	11.52
Office/ Clerical	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60
Skilled Craft	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60
Service Workers	11.40	11.40	11.40	11.40	11.40	11.40	11.40	11.40	11.40	11.40	11.40	11.40	11.40

Aggregate Number of People Needed To Fulfill Goals

Female

EEO Job Group	CO - St. Paul	CO-non St. Paul	MCF - FRB	MCF-LL	MCF-ML	MCF-OPH	MCF-RW	MCF-RC	MCF-SCL	MCF-SHK	MCF-STW	MCF-TC	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	0.0
Professionals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	4.00	1.0
Technicians	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.0
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	0.0
Protective Services	4.00	0.00	37.00	26.00	25.00	30.00	9.00	26.00	32.00	8.00	47.00	2.00	3.0
Paraprofessionals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
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	0.0
Skilled Craft	0.00	0.00	1.00	0.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00	0.00	0.0
Service Workers	0.00	17.00	6.00	2.00	0.00	2.00	0.00	3.00	2.00	1.00	8.00	0.00	0.0

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	10.00	2.00	0.00	1.00	2.00	2.00	2.00	4.00	0.00	0.00	1.00	0.00
Technicians	0.00	0.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00
Protective Ser. Sup DOC- Wide	0.00	1.00	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	2.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00
Paraprofessionals	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Office/ Clerical	0.00	3.00	2.00	2.00	1.00	1.00	0.00	1.00	1.00	0.00	2.00	0.00	0.00
Skilled Craft	0.00	0.00	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	6.00	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	10.00	16.00	8.00	1.00	0.00	4.00	6.00	4.00	1.00	3.00	2.00	0.00	2.00
Technicians	1.00	0.00	3.00	1.00	1.00	1.00	0.00	1.00	1.00	0.00	2.00	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	19.00	16.00	17.00	4.00	15.00	6.00	9.00	23.00	2.00	3.00
Paraprofessionals	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00
Office/ Clerical	1.00	2.00	3.00	1.00	1.00	1.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00
Skilled Craft	0.00	1.00	1.00	2.00	1.00	0.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00
Service Workers	0.00	7.00	2.00	1.00	2.00	1.00	1.00	0.00	2.00	1.00	0.00	1.00	0.00

Areas Where Goals Are Required To Be Met

Central Office			
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			

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

Faribault			
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	√	√	√

Lino Lakes			
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		√	√

Moose Lake			
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		√	√

Oak Park Heights			
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	√	√	√

Red Wing			
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		√	√

Rush City			
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	√	√	

St. Cloud			
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	√	√	√

Shakopee			
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	√	√	√

Stillwater			
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	√	√	

Togo			
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			√

Willow River CIP			
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		√	√

Minnesota Department of Corrections

Policy:	103.009	Title: Monitoring the Hiring Process
Issue Date:	12/2/08	
Effective Date:	1/6/09	

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/employer_hiring.html
 Equal Employment Opportunity Commission (EEOC)
<http://www.eeoc.gov/types/race.html>

SUPERSESSSION: Policy 103.009, “Monitoring the Hiring Process,” 9/5/06.
 All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means regarding this topic.

ATTACHMENT: [Missed Opportunity Request form](#)

/s/

Lynn M. Dingle, Deputy Commissioner
 Facility Services

Harley W. Nelson, 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. Therefore, the following process shall be used by the supervisor when requesting a missed opportunity to hire affirmatively. The Office of Diversity is available to discuss the request or provide assistance at any step of the procedure.

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

Minnesota Department of Corrections Missed Opportunity Request

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

Job Classification: _____

Number of disparate members in the finalist pool: Women #__Minority #__ Disabled__

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

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

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

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

Comments:

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

Sample Justification Memo

TO:

FROM:

DATE:

SUBJECT: Justification for Hiring Corrections Security Caseworker

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

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

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

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

1. Case Manager Experience

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

Sample Justification Memo (cont'd)

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

GOALS AND TIMETABLES CHART for Agency Affirmative Action Plan									
	Women			Minorities			People with a Disability		
EEO Job Group	Number Under-utilized	Goal	Timetable	Number Under-utilized	Goal	Timetable	Number Under-utilized	Goal	Timetable
Officials and Administrators	0	42.5		0	6.9		26	11.3	
Professionals	6			24			57		
Technicians	1			4			11		
Protective Services	249			7			142		
Protective Services Supervisors	0			1			0		
Paraprofessional	0			2			2		
Office/Clerical	0			13			14		
Skilled Craft	7			9			8		
Service Maintenance	41			20			18		

Please note: 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 utilizing statewide data. 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.

Retention

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

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

Separation Analysis

DOC employees that separated from employment in 2009 were taken from the annual separation summary of non-academic unlimited employees report. Data incorporated all resignations, terminations, and non-certifications, retirements, deaths, lay-offs however no internal transfers are included.

Types of Separation	Number	Percentage
Dismissal or Non Certification	32	11.30%
Resignations	115	40.50%
Retirement	124	43.70%
Death	5	2.10%
Termination w/o Rights	1	0.47%
<i>Total Separations</i>	284	
Protected Groups	Number	Percentage
Female	122	43%
Minority	17	6%
Disabled	24	8.50%

Minnesota Department of Corrections

Policy:	301.160	Title: Emergency Plans/Emergency Declaration
Issue Date:	5/5/09	
Effective Date:	6/2/09	

AUTHORITY: [Minn. Stat. §241.01.](#)

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

APPLICABILITY: Department-wide

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

DEFINITIONS: None

PROCEDURES:

A. Emergency Plans

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

4. The location will conduct emergency plan training at least annually.
 5. Each correctional facility will use the Incident Command System (ICS) as a communications system within the facility and between the facility and the community in the event of urgent, special, or unusual incidents or emergency situations. The facility will establish an emergency call-up system for additional staff to be available in the event of an emergency situation.
 6. Each correctional facility will have plans for preventative maintenance of the physical plant, including provisions for emergency repairs or replacement in life-threatening situations.
 7. Each correctional facility will have instructions/operating guidelines/post orders, as appropriate, regarding emergency power including:
 - a) determination of essential lighting, security, and life support functions;
 - b) security level of emergency power source;
 - c) determination/mitigation of adverse effect of emergency power operations upon:
 - (1) security functions;
 - (2) control center computer systems/controls.
 - d) maintenance, storage, and deployment of portable emergency power equipment:
 - (1) portable generators;
 - (2) lighting (flashlights, lanterns, light sticks, etc.)
- B. Emergency Declaration Procedure for Central Office
1. Only the commissioner or, when the commissioner is unavailable, a deputy commissioner may determine the necessity for declaring an emergency. If time permits, the declaration must be in memo format prepared by Human Resources (HR) staff in consultation with Minnesota Management and Budget (MMB) to enable determination of pay status.
 2. The emergency declaration may be announced via the following methods
 - a) public address system
 - b) e-mail system
 - c) emergency response plan telephone call tree
 - d) agency website
 - e) agency weather emergency telephone line
 - f) media public service announcement
 - g) personal notice

3. If the emergency declaration is made quickly without a memo written by HR staff, a follow-up memo will be sent to staff that is prepared by HR staff.
4. Upon termination of the emergency declaration, HR staff will issue a memorandum to all staff specifying if time out of work will be state paid or if staff will be required to use a form of authorized leave.

REVIEW: Annually

REFERENCES: ACA Standards 2-CO-3B-01; 4-4217; 4-4218; 4-4220; 4-4338; 4-4224; 3-JTS-3B-07; 3-JTS-3B-08; 3-JTS-3B-11; 3-JTS-3B-12; 3-JTS-3B-14; 1-ABC-3B-07; 1-ABC-3B-08; 1-ABC-3B-09; 1-ABC-3B-12.
[Policy 203.230, "Death of an Offender."](#)
[Division Directive 301.020, "Escape."](#)
[Policy 301.140, "Incident Command System."](#)
Minn. Stat. §§[253B.18](#); [253B.185](#).
[MMB Administrative Procedure 5.4, "Time Off in Emergencies."](#)

SUPERSESSON: Policy 301.160, "Emergency Plans," 9/5/06.
All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means regarding this topic.

ATTACHMENTS: None

/s/

Chris Bray, Deputy Commissioner
Community Services

Lynn M. Dingle, Deputy Commissioner
Facility Services

Instructions

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

Security Instructions (restricted access)

[301.160FRB, "Disturbance/Disorder/Riot"](#)
[301.160-1FRB, "Hostage Situation"](#)

APPENDIX A

Equal Employment Opportunity Affirmative Action Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

APPENDIX B

Protected Group Categories for Employment Purposes

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

Ethnic/Racial Categories

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

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

Disabled Category

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