

AFFIRMATIVE ACTION PLAN

**ARROWHEAD REGIONAL
CORRECTIONS**

2014

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ARROWHEAD REGIONAL CORRECTIONS**

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I. Project Description

The mission of Arrowhead Regional Corrections (A.R.C.) is: **Affecting lives by Reducing Crime**

ARC affects the lives of **offenders** through assessment, supervision, treatment, and sanctions which are provided in a fair and respectful manner and are supported by evidenced based research.

ARC affects the lives of **victims** by assisting and supporting them within the criminal justice system.

ARC affects the lives within the **community** by enhancing public safety, sharing knowledge, promoting positive social change and by collaborating with other community resources to achieve mutual goals.

ARC believes:

- Services are most effective and sustainable when provided at the community level.
- People can change and that positive change should be promoted whenever possible.
- Accountability is achieved by measuring outcomes for the organization and for clients and by operating in an open and accountable manner to the public.
- In using all resources wisely.

II. Policy Statement

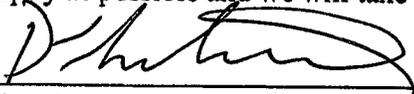
It is the policy of Arrowhead Regional Corrections (A.R.C.) to provide equality of opportunity in employment to all employees and applicants for employment in accordance with all applicable equal employment/affirmative action laws, directives and regulations of federal, state, and local governing bodies thereof specifically, Minnesota Statutes 363. It is the intent of the A.R.C. Board to assure that every individual making application for employment or presently in the employ of the A.R.C. be considered on the basis of individual ability and merit, without discrimination or favor due to race, color, creed, religion, national origin, sex, marital status, familial status, age, sexual orientation, status with regard to public assistance, disability, genetic information, veteran status or activity in a local Human Rights Commission or any other characteristic protected by law in all terms, conditions, and privileges of employment. This policy also applies to the use of all facilities and participation in all A.R.C. sponsored activities.

In furtherance of this policy, Arrowhead Regional Corrections establishes an Affirmative Action Plan, providing for fair and equitable treatment in all phases of public employment, including but not limited to recruitment, recruitment advertising, selection, hiring, promotion, upgrading, job assignment, demotion, transfer, disciplinary action, layoff, recall, termination, training, and rates of pay or other compensation. The concept of this affirmative action policy is both consistent with and fundamental to the maintenance of an effective merit system and it shall be implemented as part of A.R.C.'s personnel system. A. R. C. will provide reasonable accommodation to applicants and employees with disabilities.

It is the responsibility of every department head and supervisor to cooperate in the implementation of this policy. The supervisory personnel will be evaluated on the basis of their involvement in achieving these affirmative action objectives, as well as other established criteria. In addition, all employees are expected to perform their job responsibilities in a manner that supports equal employment opportunity for all.

In the interest of advancing equal opportunity in employment, A.R.C. will communicate its Affirmative Action Policy to those from whom it purchases products and services.

Arrowhead Regional Corrections Executive Director, Kay Arola, or her designee, has been appointed to manage the Equal Employment Opportunity Program. The Department will be responsible for monitoring all Equal Employment Opportunity activities and reporting the effectiveness of this Affirmative Action Program as required by federal, state, and local agencies. The Arrowhead Regional Corrections Board will receive and review reports on the progress of the program. Any employee or applicant may inspect our Affirmative Action Plan during normal business hours. If any employee or applicant for employment believes he or she has been discriminated against, please contact the Senior Human Resources Advisor, Human Resources Department, Room 1, Court House, Duluth, MN 55802, or call (218) 726-2422. Responsible parties will investigate allegations of discrimination or harassment as confidentially and promptly as possible and we will take appropriate action in response of these investigations.



Derrick Goutermont, Chair
Arrowhead Regional Corrections Board

3-20-15

Date

III. Assignment of Responsibility for Affirmative Action Program

- A. The Arrowhead Regional Corrections Board of Commissioners authorizes the Executive Director and Senior Human Resources Advisor to administer the Affirmative Action Program on behalf of A.R.C.

The responsibilities shall include:

1. Coordination of equal opportunity employment and affirmative action activities.
2. The conducting of utilization analysis and establishment of annual affirmative action goals for the hiring of minorities and females. Although goals are not set for persons with disabilities, A.R.C. will provide equal employment opportunities and actively recruit applicants with disabilities.
3. Internal and external dissemination of the affirmative action policy.
4. Implementing and maintaining an audit and reporting system that will measure the effectiveness of A.R.C.'s Affirmative Action Plan.
5. Providing training and information to supervisors in the area of affirmative action, employment discrimination, and sexual harassment.
6. Informing the A.R.C. Board of Commissioners of recent developments in the equal employment opportunity area and updating the Affirmative Action Policy accordingly.
7. Serving as a liaison between A.R.C. and recruiting sources in the area, i.e. minority organizations and community action groups concerned with the employment opportunities for minorities, females, and individuals with disabilities.
8. Validation of classification specifications, ensuring that minimum requirements for successful job performance are used for recruitment.
9. Monitoring all selection procedures including application forms, written or oral exams, and education and training ratings to ensure that such selection devices are objectively constructed to measure relevant job qualification requirements.
10. Counseling minorities, females, and individuals with disabilities presently employed regarding promotional opportunities.
11. Maintaining a procedure for receiving and investigating employment discrimination complaints.

- B. Each department head, with the assistance of the Executive Director and the Senior Human Resources Advisor, shall have direct responsibility in promoting the Affirmative Action Policy. Their responsibilities shall include:
1. An in-depth understanding of the equal employment opportunity laws and all provisions of A.R.C.'s Affirmative Action Policy.
 2. Providing assistance to the Executive Director and the Senior Human Resources Advisor in determining underutilization and developing departmental goals and timetables for the hiring of females and minorities.
 3. Conducting regular discussions with line supervisors regarding equal employment opportunities.
 4. Evaluation of supervisors in the achievement of affirmative action goals and application of equal employment opportunities.
 5. Discussion, documentation, and addressing AA/EEO training needs.

IV. Procedures for Dissemination of Policy

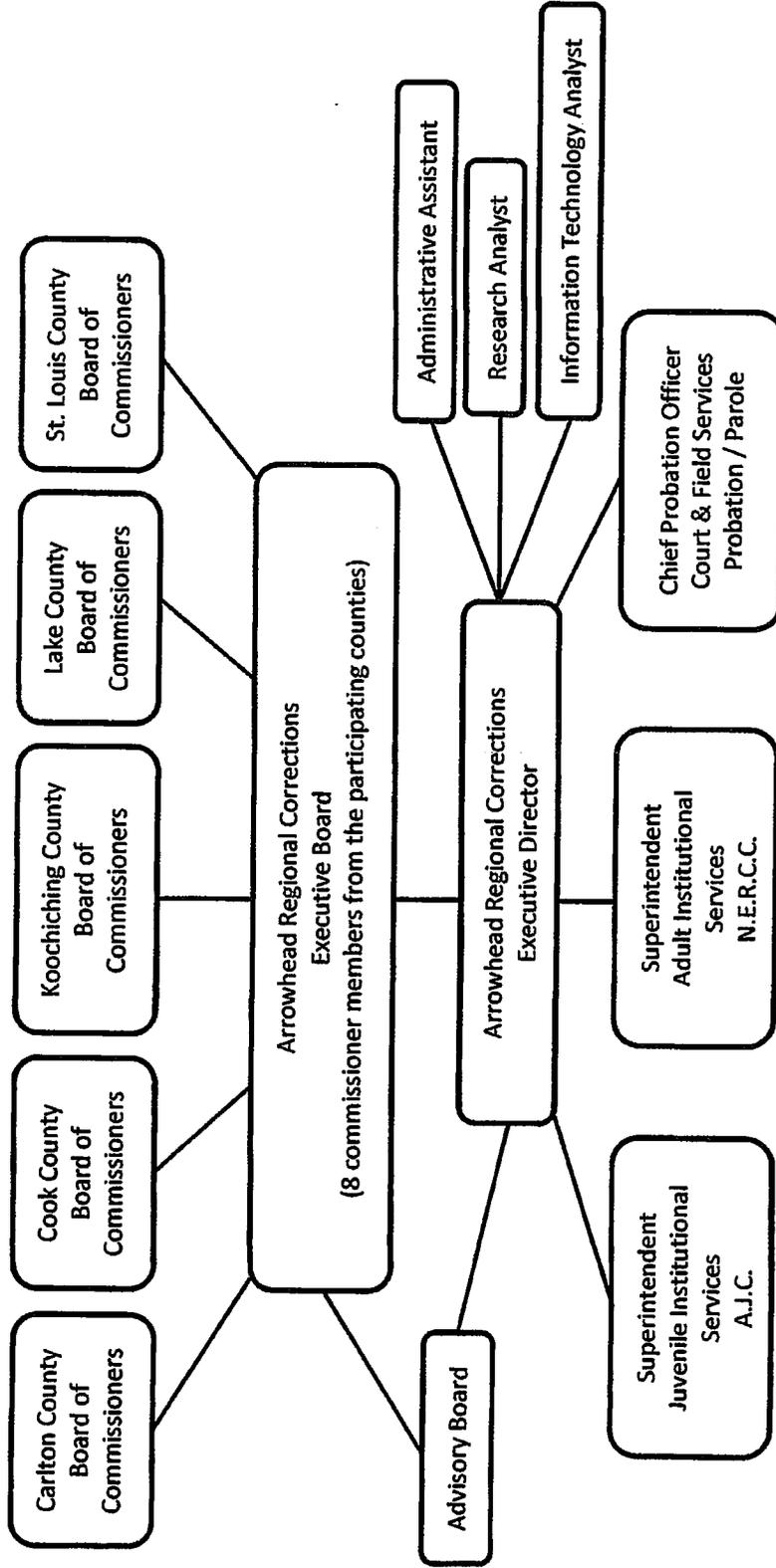
A. Internal Dissemination

1. A copy of the A.R.C. Affirmative Action Plan will be distributed to all department heads. The Executive Director will inform department heads of their responsibilities for promoting the Affirmative Action Policy and achieving affirmative action goals.
2. A copy of the Plan will be distributed to all supervisors. The Senior Human Resources Advisor will instruct supervisors regarding their responsibilities in promoting the Affirmative Action Policy and achieving affirmative action goals.
3. Employees will receive a copy of the Affirmative Action Policy and notification that they may review a copy of the Affirmative Action Plan maintained in the department in which they work.
4. A copy of the Affirmative Action Policy and other related EEO information shall be permanently posted and conspicuously displayed on departmental bulletin boards for employee reference as well as centrally located bulletin boards for public reference.
5. A.R.C.'s Equal Employment Opportunity statement is contained in the A.R.C. Affirmative Action Plan.
6. New employees will be informed of equal employment opportunity during the employee orientation.
7. Each supervisor will be responsible for communicating the policy to each employee at the time of the employee's annual performance appraisal interview.
8. The Senior Human Resources Advisor will correspond with union representatives annually to advise them of A.R.C.'s Affirmative Action Policy. A statement of equal employment opportunity shall be included in all collective bargaining agreements.
9. A copy of the Affirmative Action Plan and Policy Statement are available on the Human Resources page of the St. Louis County intranet site.

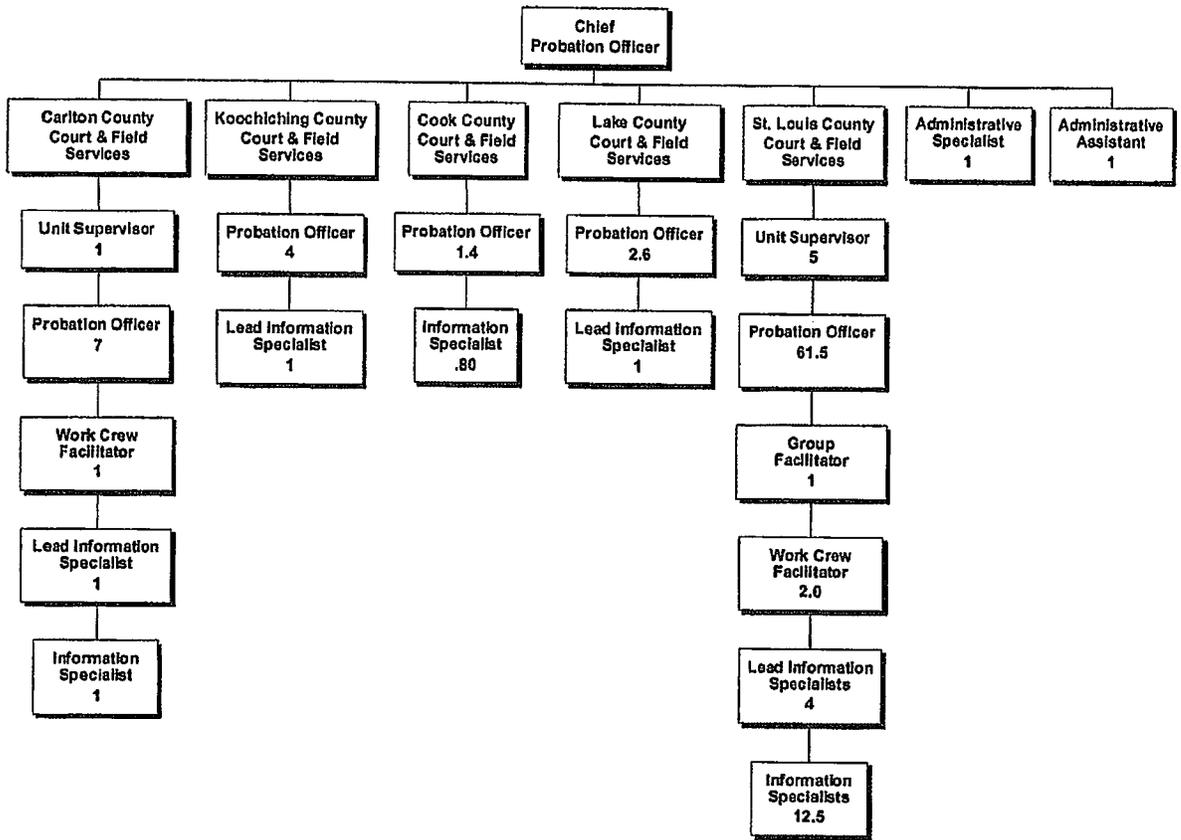
B. External Dissemination

1. Recruiting sources will be informed by the Senior Human Resources Advisor of the Affirmative Action Policy. Exhibit II provides a list of mailed and emailed recruitment sources for exams announced on an open-competitive basis.
2. The Human Resources staff shall contact organizations interested in the placement of minorities, females, and individuals with disabilities for employment. Informational materials or presentations will be made available to these organizations.
3. The Senior Human Resources Advisor will be available to discuss A.R.C.'s Affirmative Action Plan with any interested community or civic groups.
4. The Purchasing Department shall distribute the Affirmative Action Policy to vendors and contractors and shall encourage them to support the Policy in their employment practices.
5. The following affirmative action clause will be found on all job announcements: "Arrowhead Regional Corrections is an Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, creed, color, religion, age, sex, disability, genetics, marital status, familial status, public assistance status, sexual orientation, national origin, veteran status or activity in a local Human Rights Commission or any other characteristic protected by law."
6. All correspondence with external parties will include the EEO phrase, "An Equal Opportunity Employer celebrating diversity."

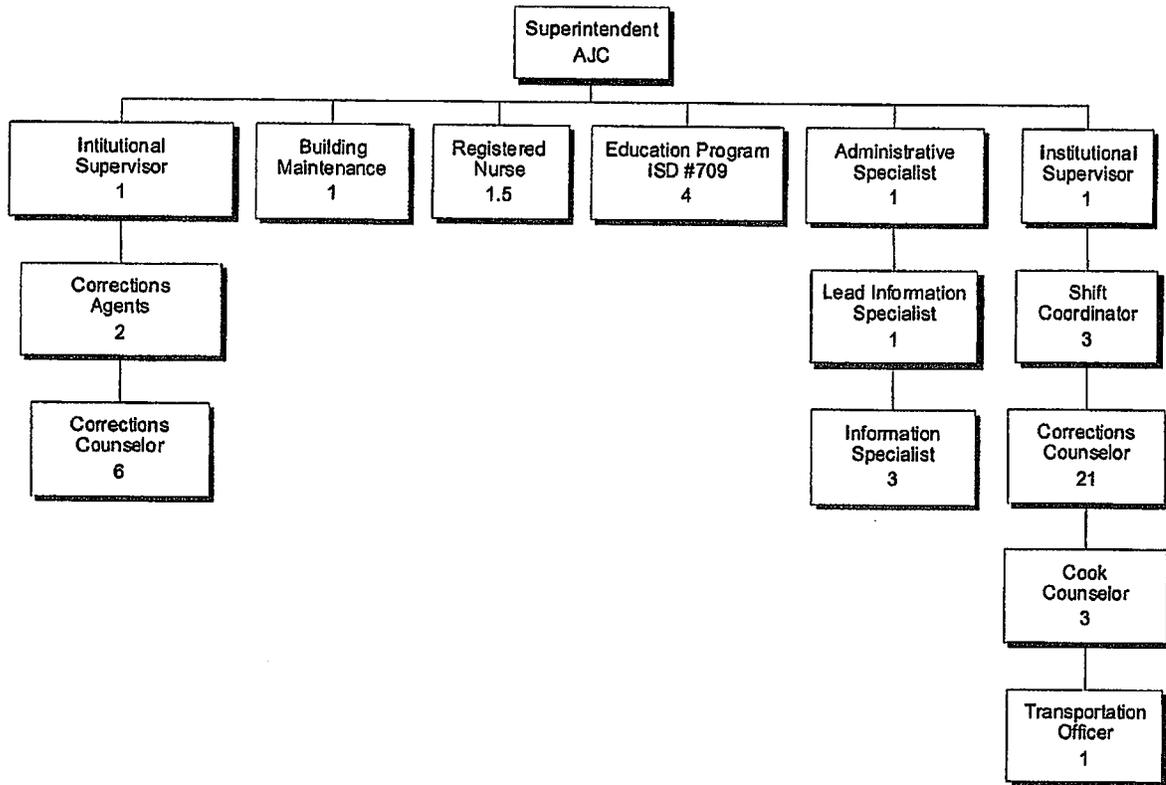
Arrowhead Regional Corrections



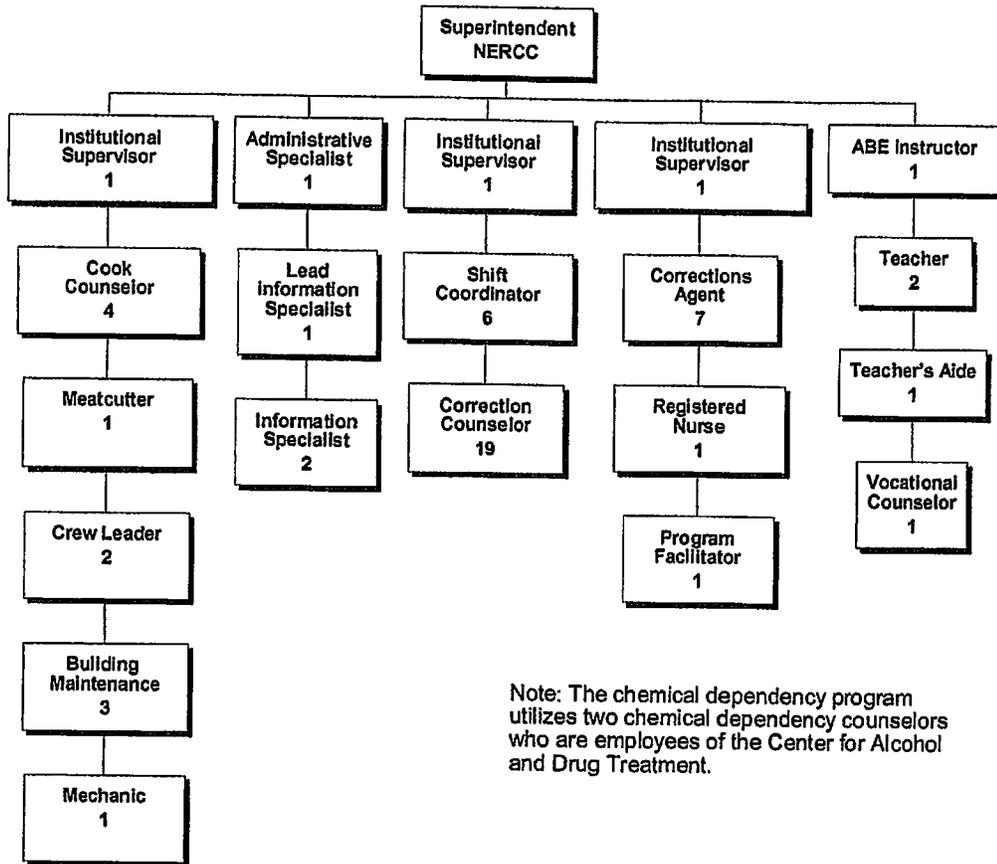
Court & Field Services



ARROWHEAD JUVENILE CENTER: A Division of Arrowhead Regional Corrections



Northeast Regional Corrections Center



Note: The chemical dependency program utilizes two chemical dependency counselors who are employees of the Center for Alcohol and Drug Treatment.

VI. Workforce Availability and Utilization Underutilization Analysis

St. Louis County, Carlton County, Cook County, Koochiching County, and Lake County, including the Duluth metropolitan area, serves as the major recruitment source for Arrowhead Regional Corrections. The population size and the variety of industrial and educational units in these counties provide a resource of varied skills and professions for recruitment to meet specific needs.

The labor force data used in the analysis is taken from the Affirmative Action Statistics Data Packet, compiled from the American Community Survey 5-Year Data, 2006-2010 for the Duluth-Superior MSA since the 2010 census did not include the long form that asked citizens about their occupational information..

Exhibit I defines the Job Groups that were assigned to each job classification. Also included in Exhibit I is an explanation of Census Occupational Codes. These codes are used solely for the purpose of obtaining labor force data. Each job title was assigned an Occupational Code from the Affirmative Action Statistics Data Packet, compiled from the American Community Survey 5-Year Data, 2006-2010 for the Duluth-Superior MSA that is used to determine the availability of females, and minorities.

Exhibit II is the list of mailed and emailed recruitment sources for exams announced on an open-competitive basis.

Exhibit III is the Workforce Analysis for Arrowhead Regional Corrections. This analysis provides the workforce data broken down by department within the A.R.C. The department data is further defined by each job title, assigned job group and salary range, as well as the number of incumbents and their race and gender and disability status.

Exhibit IV is the Composite Availability Worksheets for Arrowhead Regional Corrections. These worksheets calculate average external availability percentages for a job group, weighted by the relative sizes of the job titles within the Job Group. For example, in the Professionals job group, the availability percentage of females is 62.77% and the availability of minorities is 0.44%.

The Workforce Analysis (Exhibit III) and the Composite Availability Worksheets (Exhibit IV) were used in developing Table I, Availability/Utilization/Underutilization Analysis and Annual Goals. Underutilization is the difference between the rate at which females and minorities could be expected to be employed and the actual rate at which the females and minorities are employed by A.R.C. Females are underrepresented in the Professionals category. Minorities are underutilized in the Office/Clerical and Laborers categories.

Females make up 49.57% of Arrowhead Regional Corrections' workforce. Minorities make up 7.00% of A.R.C.'s workforce. According to the labor force data in the Affirmative Action Statistics Data Packet, the availability percentage of females is 48.79% and the availability percentage of minorities is 5.64%.

In comparison, in the 2012 Arrowhead Regional Corrections Affirmative Action Plan, females made up 49.09% of the workforce and minorities made up 6.82%.

VII. A.R.C. Personnel Administration Practices

The St. Louis County Human Resources Department through their contract with A.R.C. is authorized to review and establish policies relating to personnel including recruitment and selection. The Department reviews A.R.C.'s personnel practices to identify areas in which revision or adoption of policies is needed. Inherent in this review is attention to policies which will promote equal opportunity in employment.

A. Position Specification

1. A written job specification shall exist for all permanent positions within A.R.C. These specifications shall include: a job title, a general description of the work, the minimum qualifications required to perform the work and shall be available to all employees and prospective job applicants for review prior to application.
2. Job classification titles and minimum qualifications contained in written job specifications shall be used in all recruitment advertising.
3. The minimum qualifications of each position shall be periodically reviewed by the Senior Human Resources Advisor to determine if all qualifications are related to actual job performance.

B. Recruitment

1. A.R.C. will advertise permanent entry level job openings in the appropriate media for its labor market. All job advertisements shall state the title of the job class and the minimum qualifications. All job advertisements shall include the statement "An Equal Opportunity Employer." All job announcements for open competitive and promotional positions shall be posted on designated bulletin boards for employee or applicant review. In June 2008, St. Louis County implemented an online application process where all open and promotional job announcements are posted.
2. Job announcements for positions which will be filled through an open competitive selection process, rather than the promotional process, will be sent via mail and email to organizations within the labor market who specifically represent females, minorities and persons with disabilities.

C. Selection/Hiring/Promotion

1. Existing selection procedures including written or oral exams, performance review, education or experience ratings, structured interview or other such devices will be reviewed to determine their value as a measure of job success. We have determined that these tests are job-

related and are validated. We have taken corrective action to remove any barriers to hiring or retaining females or minorities.

2. All applications received for an announced vacancy shall be reviewed to determine if applicants meet minimum qualifications for the position. Applicants who do not meet the minimum qualifications shall be so informed by written or electronic notice.
3. Supervisors will receive instruction and training in conducting structured selection interviews.
3. Female and minority employees shall be encouraged to apply for promotional vacancies in classifications which are under-represented by females and/or minorities. We conduct adverse impact analysis to ensure that females and minority employees are promoted at rates substantially similar to those of males and non-minorities.

D. Anti-Harassment

1. Arrowhead Regional Corrections Board maintains a Policy: Discrimination, Harassment & Retaliation, which is attached as Exhibit V.

E. Training Programs

1. Minority and female employees will be afforded a full opportunity and will be encouraged to participate in all organization sponsored educational and training programs.

F. Termination Process

1. We use progressive discipline before terminating employees, where appropriate. All employees are made aware of our discipline process and grievance procedure in accordance with the collective bargaining agreements. We conduct adverse impact analysis to ensure that females and minority employees do not leave the County at rates substantially dissimilar to those of male and non-minorities.

G. Anti-Bullying

1. On December 19, 2014, Arrowhead Regional Corrections implemented Respectful Workplace, Bullying and Workplace Violence policy. While bullying is not currently illegal, we recognize the potential of bullying behavior to become discriminatory, harassing or retaliatory. We offer quarterly training of this policy in conjunction with our New Employee Orientation Discrimination, Harassment and Retaliation policy training.

VIII. Goals, Objectives, and Timetables for Corrective Action

During this plan year, it is our goal to meet the availability percentage for females and minorities in all job groups, as identified in our availability/utilization/underutilization analysis chart. We will make specific good faith efforts to achieve the availability percentages for minorities and/or females in any job group where underutilization is identified in our analysis. It is the annual goal of A.R.C. to increase female and minority employment to reflect availability ratios as follows:

	Availability ratio	
	FEMALES	MINORITIES
Officials and Managers	0.00%	0.00%
Professionals	62.77%	0.44%
Office/Clerical	89.29%	8.45%
Skilled Craft	0.10%	1.52%
Operatives	0.00%	9.76%
Service Workers	29.36%	4.54%
Laborers	19.67%	27.54%

A.R.C. will make a good faith effort to increase employment of females and minorities in all EEO categories, specifically in those categories which are underutilized in comparison to the availability of females and minorities in the geographic recruiting area.

Availability ratio information is taken from Exhibit IV, The Composite Availability Worksheets.

We will continue our efforts to recruit and retain individuals with disabilities in all levels of our workforce.

IX. Deficiencies or Problem Area Identification

1. As of September 5, 2014, A.R.C. had 230 total employees with 49.57% being female and 7.00% being minorities. An analysis of the workforce composition by minority status and sex reveals underutilization in some EEO categories for both females and minorities. Table I identifies the areas of underutilization. This is primarily due to career ladders which are based on years of service in accordance with bargaining unit agreements.
2. Underutilization for females in the professional category is reflected primarily in the Probation Officer and Corrections Counselor classifications. The incumbents in these classifications began their careers in corrections at a time when females, traditionally, did not apply in the field. We anticipate increased utilization of females in these classifications as current incumbents increase their years of service.
3. We have reviewed A.R.C.'s policies governing job classification, recruitment, examination, selection, compensation, promotion, seniority, transfer, training, the accessibility to buildings and programs, and the general workforce attitude. No problem areas which would limit or prohibit equal employment opportunities were identified. Poster notifications are consistently updated and in keeping with legal requirements, as well as the retention of application forms.
4. Supervisory training on specific AA/EEO topics, such as cultural diversity, sexual harassment, the Americans with Disabilities Act, reasonable accommodation, discrimination and harassment and interviewing skills have been and will continue to be offered.

X. Measures to Facilitate Implementation

1. A more concerted effort to recruit females, minorities and individuals with disabilities has been and will continue to be made, including maintaining a current mailing list and email list to provide written notice of job opportunities to organizations representing females, minorities and individuals with disabilities. Written or personal contact with these organizations will continue to be made at least on an annual basis to explain procedures for applying and competing for jobs in Arrowhead Regional Corrections. Organizations representing females, minorities, and individuals with disabilities will be informed of the availability of staff for presentations at organizational meetings, job fairs, training sessions, etc., in order to encourage and counsel job seekers in the process of applying, testing, and interviewing for positions in A.R.C. Please refer to Exhibit II.
2. A.R.C.'s non-discrimination clause has been included in all standard contracts.
3. The Senior Human Resources Advisor will continue to meet with department heads to review and establish affirmative action hiring goals for each department in an effort to correct underutilization of minorities and females.
4. All A.R.C. employment notices and advertisements for job applicants will state that "Arrowhead Regional Corrections is an Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, creed, sex, age, color, national origin, religion, disability, genetics, marital status, status with regard to public assistance, sexual orientation, veteran status, activity in a local Human Rights Commission or any other characteristic protected by law." Copies of advertisements for employees will be kept on file for review by enforcement agencies.
5. Training and information sessions relating to AA/EEO (e.g., sexual harassment, ADA, etc.) issues are made available on a regular basis for A.R.C. supervisors, managers and employees.
6. A.R.C. will continue its practice of expanding its selection rosters for positions with defined underutilization ratios. Since this practice was initiated in 1988, the percentage rate for minority utilization has improved. Given A.R.C.'s minimal turnover rate and workforce growth, this is considered to be a significant achievement.

XI. Internal Audit and Reporting System

- A. The Executive Director, or her designee, per our personnel contract with St. Louis County Human Resources Department, is the responsible authority for managing the collection and maintenance of the internal audit and reporting system.
- B. Internal auditing of the personnel system to develop data necessary for measuring utilization levels and changes, and to evaluate the effectiveness of program efforts will be on-going. Procedures to document applicant flow, hiring, promotions, transfers and terminations are presently in place. All transactions are entered on the personnel data file and are compiled monthly for administrative reporting requirements.
- C. Evaluation of the activities and effectiveness of the AA/EEO program in achieving action goals and providing a workplace free of discrimination will be on-going. This will include; 1) complaint activity (the numbers and type of discrimination complaints and the status of resolution); 2) recruitment activities; 3) training and information sessions conducted that are related to AA/EEO.
- D. Discussions will be held annually with department heads and elected officials to review and update Affirmative Action hiring goals. The job performance of supervisory staff will be evaluated in terms of their effective communication of equal employment opportunity information to their employees and achievement of affirmative action program objectives during the rating period.
- E. Annual Compliance reports will be submitted to the Minnesota Department of Human Rights.
- F. The Executive Director and Arrowhead Regional Corrections Board will receive progress reports relating to the achievement of Affirmative Action hiring goals annually.

XII. Affirmative Action Plan: Individuals with Disabilities

A. Individuals with Disabilities Affirmative Action Clause

Arrowhead Regional Corrections shall not discriminate against any employee or applicant for employment because of physical or mental disability in regard to any position for which the employee or applicant for employment is qualified. A.R.C. agrees to take affirmative action to employ, advance in employment, and otherwise treat qualified individuals with disabilities without discrimination based upon their physical or mental disability in all employment practices such as the following: hiring, promotion, demotion or transfer, recruitment, layoff or termination, compensation, and training.

A.R.C. agrees to comply with the rules and relevant orders of the Americans with Disabilities Act and the Minnesota Department of Human Rights issued pursuant to the Minnesota Human Rights Act. An announcement notifying employees and applicants of A.R.C.'s policy of non-discrimination on the basis of disability status is posted in several locations throughout A.R.C. The Senior Human Resources Advisor shall notify each labor union of A.R.C.'s obligation to comply with these Acts and the commitment to take affirmative action to employ and advance in employment individuals with disabilities.

B. Physical Medical Standards and Pre-employment Physicals

The physical and medical standards established for all jobs in A.R.C. have been developed with the assistance of a physician specializing in occupational medicine in an effort to assure validity of the qualification requirements. The physical requirements for individual positions within the job classifications are reviewed as vacancies occur and prior to the selection process to ensure they are necessary to the job and do not tend to screen out individuals with disabilities. A comprehensive medical exam will be required following a conditional offer of employment. The results of such an examination will not be used to screen out qualified individuals with disabilities. Information obtained in response to such inquiries or examinations shall be kept confidential except that (a) supervisors and managers may be informed regarding restrictions on the work or duties of individuals with disabilities and regarding accommodations (b) first aid and safety personnel may be informed, where and to the extent appropriate, if the condition might require emergency treatment, and (c) officials, employees, representatives, or agents of the MN Department of Human Rights, federal, or local human rights agencies investigating compliance with the act or local human rights ordinances shall be informed if they request such information.

C. Accommodations to Physical and Mental Limitations of Employees

Reasonable accommodations have been and will continue to be made in accordance with applicable laws for qualified persons with disabilities in any

practicable job setting where they would not constitute a direct threat or an undue hardship on the conduct of the business.

D. Compensation

Rate of pay for all classifications of work in A.R.C. are established in the official pay plan which is applied uniformly in accordance with A.R.C.'s policies and labor contract provisions. Employee compensation is based on classification of work performed and years of service.

E. Recruitment, External and Internal Dissemination

The Senior Human Resources Advisor shall review employment practices to determine whether the personnel programs provide the required affirmative action for employment and advancement of qualified individuals with disabilities. Internal communications will be developed to inform all employees and applicants of A.R.C.'s commitment to engage in affirmative action to increase employment opportunities for qualified individuals with disabilities. Recruitment efforts shall be made to attract qualified applicants with disabilities who have requisite skills and can be recruited through Affirmative Action Measures. Employment agencies, vocational rehabilitation agencies, and other agencies or institutions engaged in the training or placement of individuals with disabilities shall be contacted for assistance in recruitment activities. Recruitment materials include notice of equal employment opportunity for persons with disabilities and instructions that inform applicants of special services available for persons requiring assistance in participating in exam procedures. Employment records are reviewed to determine the availability of qualified known individuals with disabilities presently employed that may be promoted or transferred and to determine whether their present and potential skills are being fully utilized. The policy statement will be included in the Personnel Handbook. The policy will be discussed thoroughly in both employee orientation and management training programs. The policy statement will be issued to all labor unions.

F. Responsibility for Implementation

The Executive Director and the Senior Human Resources Advisor are assigned responsibility to administer the implementation of program efforts to recruit, hire, and promote persons with disabilities in A.R.C. The Senior Human Resources Advisor's responsibilities will include the following:

1. Develop policy statements, affirmative action programs, and internal and external communications.

2. Advise supervisors of affirmative action policies and identify and assist in resolving problem areas in implementing the affirmative action program.
3. Design and implement audit and reporting systems to measure the effectiveness of A.R.C.'s plan.
4. Serve as liaison between A.R.C. and the Minnesota Department of Human Rights.
5. Serve as liaison between A.R.C. and organization of and for persons with disabilities.
6. Keep management informed of the latest developments in the entire affirmative action area.

G. Development and Execution of Affirmative Action Plan for Individuals with Disabilities

1. The Senior Human Resources Advisor shall evaluate the total selection process including training and promotion to ensure freedom from stereotyping persons with disabilities in a manner which limits their access to all jobs for which they are qualified.
2. Training programs for supervisory personnel shall include reviews of affirmative action concerns and issues including the provision of accommodations for applicants with disabilities. As persons with disabilities are referred to supervisory staff for appointment interviews, the Senior Human Resources Advisor will contact the appointing authority to briefly review the policy of A.R.C. regarding employment of individuals with disabilities and to assist the department management in developing reasonable accommodation solutions at the work site.

APPENDIX

- EXHIBIT I: Description of Job Groups and Explanation of Census Occupational Codes (COC)**
- EXHIBIT II: A.R.C. Recruitment Lists**
- EXHIBIT III: 2014 Work Force Analysis for Arrowhead Regional Corrections**
- EXHIBIT IV: 2014 Composite Availability Worksheets for A.R.C.**
- EXHIBIT V: Arrowhead Regional Corrections Board Discrimination, Harassment & Retaliation Policy**
- EXHIBIT VI: Arrowhead Regional Corrections Respectful Workplace, Bullying and Workplace Violence Policy**
- TABLE I: Arrowhead Regional Corrections Availability/Utilization/Underutilization Analysis and Annual Goals**

DESCRIPTION OF JOB GROUPS AND EXPLANATION OF CENSUS OCCUPATIONAL CODES (COC)

DESCRIPTION OF JOB GROUPS

The following provides a description of job groups identified in the document How to Develop an Affirmative Action Plan, as prepared by the Compliance Services Section of the Minnesota Department of Human Rights. These job groups were utilized in determining the labor force for St. Louis County. Each job classification in Arrowhead Regional Corrections has been assigned to a job group which best characterizes the type of work performed in the job classification.

Managers and Administrators: Occupations requiring administrative personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of an organization's operations.

Professionals: Professionals are considered to be persons working in occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.

Technicians: Technicians are those whose work requires a combination of basic scientific knowledge and manual skills which can be obtained through about two years of post high school education, such as offered in many technical schools and community colleges, or through equivalent on-the-job training.

Office and Clerical: All clerical work regardless of the level of difficulty, where the activities are predominantly non-manual, though some manual work not directly involved with altering or transporting the products is included.

Skilled Crafts: Manual workers of a relatively high skill level, having a thorough and comprehensive knowledge of the process involved in their work. They exercise considerable independent judgment and usually receive an extensive period of training.

Operatives (Semi-skilled): Workers who operate machines or processing equipment or perform other factory-type duties of an intermediate skill level which can be mastered in a few weeks and requires only limited training.

Service Workers: Workers in both protective and non-protective service occupations.

EXPLANATION OF CENSUS OCCUPATIONAL CODES (COC)

Each of Arrowhead Regional Corrections job classifications has also been assigned a Census Occupational Code (COC) from the Affirmative Action Statistics Data Packet –Compiled from American Community Survey 5-Year Data 2006 – 2010 for the Duluth – Superior MSA area prepared by the Labor Market Information Office of the Minnesota Department of Employment and Economic Development in cooperation with the Minnesota Department of Human Rights which compiled data on the male, female, white and minority labor force by occupation. It has been developed for use by Minnesota companies in completing the availability/utilization analysis. The Census Occupational Codes were assigned by selecting the occupation description that was closest to the job classifications which make up the Arrowhead Regional Corrections workforce.

Open Posting email addresses

Name	Open Posting email addresses	Organization
Ampe, Ardith	ardith.ampe@ridgewater.edu	Ridgewater College
Bandli, Doug	dbandli@hotmail.com	UDAC
Banks, Harry	cfsjhr@yahoo.com	People of Color
Bell, Zavier	xzview@communityactionduluth.org	Community Action Duluth
Bergfalk, Wendy	wendywb@dbumn.edu	Duluth Business University
Bobbi Pirkola	bpirkola@duluthhousing.com	Housing Authority
Brunelle, Brian	bbrunelle@mncippewatribe.org	Chippewa Tribe
Buria-Falkowski, Deb	d.falkowski@mr.mnscu.edu	MN Community Colleges
Carlson, Betty	Betty.Carlson@state.mn.us	State of Minnesota
Carlson, Cara	ccarl6271@gmail.com	Virginia Workforce Center
Clare Ford	cford@d.umn.edu	University of Minnesota Duluth
Crawford, Eddie	eddie.crawford@isd709.org	ISD 709 School District
Crawford, Kim	Kim.Crawford@life-house.org	Life House
Demenge, Sheila	sheila.demenge@state.mn.us	State of Minnesota
E Hampton	ehampton@umich.edu	The Hillside
Engbretson, Mark	mengbretson@chumduluth.org	CHUM
Ennis, Donna	donna.ennis@northhomes.org	Indian Country Today Media Network
Erickson, Tammy	terickson@mncippewatribe.org	Chippewa Tribe
Gordon, Michelle	ogemakwe@aol.com	Nokomis Glizis (Grandmother Moon)
Harris, Mary	mary@abilityadvisors.org	Ability Advisors
Hawkins, Pam	pam.hawkins@aeoa.org	AEOA-Duluth
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State of Minnesota
The College of St. Scholastica
State of Minnesota
Copeland Community Center
St. Cloud Technical College
ISD 709 School District
AEOA-Duluth
University of Minnesota Duluth
Choice Unlimited
AEOA-Duluth
University of Minnesota Duluth
State of Minnesota
NAACP
Lake Superior College
University of Minnesota Duluth
University of Minnesota Duluth

Workforce Analysis

Department Name: NERCC
 Date of Workforce Information: Friday, September 5, 2014

Arrowhead Regional Corrections
 100 N. 5th Avenue West, Room 1; Duluth, MN 55802

Exhibit III

Job Title(s)	Job Group	Salary Range	Total EES	Employees by Sex		Employees by Minority Status												
				Total	Total Female EEs	Male Minority Employees						Female Minority Employees						
				Male EEs	Female EEs	A/A	A	B	H	OP	NH/	M	AN	A	B	H	OP	M
Senior Supervisor	Mngr/Admin	4363-6621	2	1	1													
Institutional Supervisor	Mngr/Admin	4198-6375	1		1													
Corrections Agent Career	Prof	3679-5577	2	1	1													
Guidance Counselor	Prof	3679-5577	1		1													
Registered Nurse	Prof	3679-5577	2		2													
Teacher II	Prof	3679-5577	3	2	1													
Shift Coordinator	Serv Wrkr	3472-5203	8	7	1													
Corrections Agent Sr Institutional	Prof	3409-5168	2	1	1													
Cook/Counselor III-Adult	Serv Wrkr	3233-4829	3	1	2													
Corrections Counselor III-Adult	Serv Wrkr	3233-4829	6	5	1													1
Corrections Agent Institutional	Prof	3170-4791	2	1	1													
Program Facilitator	Serv Wrkr	3170-4791	1	1														
Corrections Counselor II-Adult	Serv Wrkr	3120-4656	6	4	2													
Building Maintenance Worker III	Skilled	3058-4612	1	1														
Crew Leader III	Laborer	3058-4612	1	1														
Meatcutter III	Operative	3058-4612	1	1														
Corrections Counselor I-Adult	Serv Wrkr	3016-4484	5	3	2													
Administrative Specialist III	Off/Cler	2949-4444	1		1													
Building Maintenance Worker II	Skilled	2949-4444	1	1														
Crew Leader II	Laborer	2949-4444	1	1														
Building Maintenance Worker I	Skilled	2848-4277	1	1														
Mechanic I	Skilled	2848-4277	1	1														
Lead Information Specialist	Off/Cler	2652-3962	1		1													
Information Specialist III	Off/Cler	2553-3816	1		1													
Information Specialist I	Off/Cler	2290-3409	1		1													
Teacher's Aide III	Off/Cler	2212-3291	2		2													
Totals			57	34	23	0	0	2	0	0	0	1	0	0	1	0	0	4

Minnesota Department of Human Rights

Exhibit IV

Composite Availability Worksheet

Worksheet for calculating average external availability percentages for a job group, weighted by the relative sizes of the job titles within the group.

Company name: Arrowhead Regional Corrections

Job Group: Officials and Managers

A	B	C	D		E	
Job Titles	Occupation Code Used	Number of employees in job title	Women		Minorities	
			% Available (census data)	Weighted % (C x D)	% Available (census data)	Weighted % (C x E)
Chief Probat Off	043	1	0.00	0	0.00	0
C & F Svc Spvr	043	5	0.00	0	0.00	0
Executive Dir	043	1	0.00	0	0.00	0
Inst Spvr	043	2	0.00	0	0.00	0
Senior Supervisor	043	4	0.00	0	0.00	0
Superintendent AJC	043	1	0.00	0	0.00	0
Superintendent NERCC	043	1	0.00	0	0.00	0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
Totals		15		0		0

F

G

H

Labor Area (county, metropolitan area, state, or other source of statistics)

Affirmative Action Statistics Data Packet -Compiled from American Community Survey 5-Year Data 2006 to 2010

Job Group Availability		
Women (G + F)		Minorities (H + F)
0.00		0.00

Use the percentages above right to complete the 2-Factor Availability Analysis and/or the Job Group Availability/Utilization/Underutilization and Goals Analysis. Include this worksheet with

Follow the instructions below to complete this worksheet

- A** List each job title within this job group in cells in this column.
- B** Assign an occupation code from census information to each job title.
- C** Type in the number of employees in each job title.
- D** From 2010 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From 2010 census information, type in the availability of minorities corresponding to

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Minnesota Department of Human Rights

Exhibit IV

Composite Availability Worksheet

Worksheet for calculating average external availability percentages for a job group, weighted by the relative sizes of the job titles within the group.

Company name: Arrowhead Regional Corrections

Job Group: Professionals

A Job Titles	B Occupation Code Used	C Number of employees in job title	D Women		E Minorities	
			% Available (census data)	Weighted % (C x D)	% Available (census data)	Weighted % (C x E)
Corr Agent Career	2015	2	61.90	123.8	0.00	0
Corr Agent Inst	2015	4	61.90	247.6	0.00	0
Corr Agent Sr Instiit.	2015	3	61.90	185.7	0.00	0
Info Tech Analyst II	1107	1	24.14	24.14	5.17	5.17
Group Facilitator	200	1	67.44	67.44	9.30	9.3
Guidance Counselor	200	1	67.44	67.44	9.30	9.3
Probation Officer I	2015	16	61.90	990.4	0.00	0
Probation Officer II	2015	20	61.90	1238	0.00	0
Probation Officer III	2015	48	61.90	2971.2	0.00	0
Registered Nurse	3255	4	89.86	359.44	3.86	15.44
Research Analyst III	1220	1	33.33	33.33	0.00	0
Teacher II	234	3	73.17	219.51	2.28	6.84
Totals		104		6528		46.05

F

G

H

Labor Area (county, metropolitan area, state, or other source of statistics)
Affirmative Action Statistics Data Packet - Compiled from American Community Survey 5-Year Data 2006 to 2010

Job Group Availability	
Women (G + F)	Minorities (H + F)
62.77	0.44

Use the percentages above right to complete the 2 Factor Availability Analysis and/or the Job Group Availability/Utilization/Underutilization and Goals Analysis. Include this worksheet with

Follow the instructions below to complete this worksheet

- A** List each job title within this job group in cells in this column.
- B** Assign an occupation code from census information to each job title.
- C** Type in the number of employees in each job title.
- D** From 2010 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From 2010 census information, type in the availability of minorities corresponding to

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Minnesota Department of Human Rights

Exhibit IV

Composite Availability Worksheet

Worksheet for calculating average external availability percentages for a job group, weighted by the relative sizes of the job titles within the group.

Company name: Arrowhead Regional Corrections

Job Group: Office/Clerical

A	B	C	D		E	
Job Titles	Occupation Code Used	Number of employees in job title	Women		Minorities	
			% Available (census data)	Weighted % (C x D)	% Available (census data)	Weighted % (C x E)
Admin Asst II	570	1	97.27	97.27	3.88	3.88
Admin Asst III	570	1	97.27	97.27	3.88	3.88
Admin Spec III	570	3	97.27	291.81	3.88	11.64
Info Spec I	586	4	84.10	336.4	11.18	44.72
Info Spec II	586	1	84.10	84.1	11.18	11.18
Info Spec III	586	14	84.10	1177.4	11.18	156.52
Teacher's Aide III	254	2	82.80	165.6	14.52	29.04
Lead Info Spec	570	9	97.27	875.43	3.88	34.92
				0		0
				0		0
				0		0
				0		0
Totals		35		3125.28		295.78

F

G

H

Labor Area (county, metropolitan area, state, or other source of statistics)
 Affirmative Action Statistics Data Packet - Compiled from American Community Survey 5-Year Data 2006 to 2010

Job Group Availability		
Women (G + F)		Minorities (H + F)
89.29		8.45

Use the percentages above right to complete the 2 Factor Availability Analysis and/or the Job Group Availability/Utilization/ Underutilization and Goals Analysis. Include this worksheet with your AAP.

Follow the instructions below to complete this worksheet

- A** List each job title within this job group in cells in this column.
- B** Assign an occupation code from census information to each job title.
- C** Type in the number of employees in each job title.
- D** From 2010 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From 2010 census information, type in the availability of minorities corresponding to the

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Minnesota Department of Human Rights

Exhibit IV

Composite Availability Worksheet

Worksheet for calculating average external availability percentages for a job group, weighted by the relative sizes of the job titles within the group.

Company name: Arrowhead Regional Corrections

Job Group: Skilled Craft

A Job Titles	B Occupation Code Used	C Number of employees in job title	D Women		E Minorities	
			% Available (census data)	Weighted % (C x D)	% Available (census data)	Weighted % (C x E)
Bldg Maint Wk I	734	1	0.00	0	0.70	0.7
Bldg Maint Wk II	734	1	0.00	0	0.70	0.7
Bldg Maint Wk III	734	2	0.00	0	0.70	1.4
Mechanic I	720	1	0.48	0.48	4.82	4.82
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
Totals		5		0.48		7.62

F

G

H

Labor Area (county, metropolitan area, state, or other source of statistics)
 Affirmative Action Statistics Data Packet - Compiled from American Community Survey 5-Year Data 2006 to 2010

Job Group Availability	
Women (G + F)	Minorities (H + F)
0.10	1.52

Use the percentages above right to complete the 2-Factor Availability Analysis and/or the Job Group Availability/Utilization/ Underutilization and Goals Analysis. Include this worksheet with your AAP.

Follow the instructions below to complete this worksheet

- A** List each job title within this job group in cells in this column.
- B** Assign an occupation code from census information to each job title.
- C** Type in the number of employees in each job title.
- D** From 2010 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From 2010 census information, type in the availability of minorities corresponding to the

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Minnesota Department of Human Rights

Exhibit IV

Composite Availability Worksheet

Worksheet for calculating average external availability percentages for a job group, weighted by the relative sizes of the job titles within the group.

Company name: Arrowhead Regional Corrections

Job Group: Operatives

A	B	C	D		E	
Job Titles	Occupation Code Used	Number of employees in job title	Women		Minorities	
			% Available (census data)	Weighted % (C x D)	% Available (census data)	Weighted % (C x E)
Meatcutter III	781	1	0.00	0	9.76	9.76
				0		
				0		
				0		
				0		
				0		
				0		
				0		
				0		
				0		
				0		
				0		
				0		
				0		
				0		
				0		
Totals		1		0		9.76

F

G

H

Labor Area (county, metropolitan area, state, or other source of statistics)
 Affirmative Action Statistics Data Packet - Compiled from American Community Survey 5-Year Data 2006 to 2010

Job Group Availability		
Women (G + F)		Minorities (H + F)
0.00		9.76

Use the percentages above right to complete the 2 Factor Availability Analysis and/or the Job Group Availability/Utilization/ Underutilization and Goals Analysis. Include this worksheet with your AAP.

Follow the instructions below to complete this worksheet

- A List each job title within this job group in cells in this column.
- B Assign an occupation code from census information to each job title.
- C Type in the number of employees in each job title.
- D From 2010 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E From 2010 census information, type in the availability of minorities corresponding to the

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Minnesota Department of Human Rights

Exhibit IV

Composite Availability Worksheet

Worksheet for calculating average external availability percentages for a job group, weighted by the relative sizes of the job titles within the group.

Company name: Arrowhead Regional Corrections

Job Group: Service Workers

A Job Titles	B Occupation Code Used	C Number of employees in job title	D Women		E Minorities	
			% Available (census data)	Weighted % (C x D)	% Available (census data)	Weighted % (C x E)
Cook/Coun III - Adult	402	3	42.70	128.1	13.78	41.34
Cook/Coun II - Juv	402	2	42.70	85.4	13.78	27.56
Cook/Coun III - Juv	402	1	42.70	42.7	13.78	13.78
Corr Couns I - Adult	380	5	20.99	104.95	3.46	17.3
Corr Couns I - Juv	380	6	20.99	125.94	3.46	20.76
Corr Couns II - Adult	380	6	20.99	125.94	3.46	20.76
Corr Couns II - Juv	380	4	20.99	83.96	3.46	13.84
Corr Couns III - Adult	380	6	20.88	125.28	3.46	20.76
Corr Couns III - Juv	380	19	20.99	398.81	3.46	65.74
Program Facilitator	462	1	63.16	63.16	8.68	8.68
Shift Coordinator	370	11	44.44	488.84	4.44	48.84
Transportation Officer	914	1	28.13	28.13	9.38	9.38
Work Crew Facilitator I	3955	1	65.00	65	0.00	0
Work Crew Facilitator III	3955	2	65.00	130	0.00	0
Totals		68		1996.21		308.74

F

G

H

Labor Area (county, metropolitan area, state, or other source of statistics)

Affirmative Action Statistics Data Packet -Compiled from American Community Survey 5-Year Data 2006 to 2010

Job Group Availability		
Women (G + F)		Minorities (H + F)
29.36		4.54

Use the percentages above right to complete the 2 Factor Availability Analysis and/or the Job Group Availability/Utilization/ Underutilization and Goals Analysis. Include this worksheet with your AAP.

Follow the instructions below to complete this worksheet

- A** List each job title within this job group in cells in this column.
- B** Assign an occupation code from census information to each job title.
- C** Type in the number of employees in each job title.
- D** From 2010 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From 2010 census information, type in the availability of minorities corresponding to the

Revised 8/2013

Minnesota Department of Human Rights

Exhibit IV

Composite Availability Worksheet

Worksheet for calculating average external availability percentages for a job group, weighted by the relative sizes of the job titles within the group.

Company name: Arrowhead Regional Corrections

Job Group: Laborers

A	B	C	D		E	
Job Titles	Occupation Code Used	Number of employees in job title	Women		Minorities	
			% Available (census data)	Weighted % (C x D)	% Available (census data)	Weighted % (C x E)
Crew Leader II	605	1	19.67	19.67	27.54	27.54
Crew Leader III	605	1	19.67	19.67	27.54	27.54
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
				0		0
Totals		2		39.34		55.08

F

G

H

Labor Area (county, metropolitan area, state, or other source of statistics)
 Affirmative Action Statistics Data Packet -Compiled from American Community Survey 5-Year Data 2006 to 2010

Job Group Availability		
Women (G + F)		Minorities (H + F)
19.67		27.54

Use the percentages above right to complete the 2 Factor Availability Analysis and/or the Job Group Availability/Utilization/ Underutilization and Goals Analysis. Include this worksheet with your AAP.

Follow the instructions below to complete this worksheet

- A** List each job title within this job group in cells in this column.
- B** Assign an occupation code from census information to each job title.
- C** Type in the number of employees in each job title.
- D** From 2010 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From 2010 census information, type in the availability of minorities corresponding to the

Revised 8/2013

**ARROWHEAD REGIONAL CORRECTIONS BOARD
POLICIES & PROCEDURES**

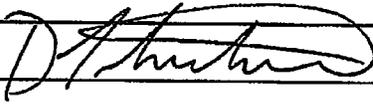
TITLE: DISCRIMINATION, HARASSMENT & RETALIATION **NO:** 100-19

CROSS REFERENCE:

TITLE VII OF THE CIVIL RIGHTS ACT OF 1964, AS AMENDED
 MINNESOTA HUMAN RIGHTS ACT
 TITLE I AND TITLE V OF THE AMERICANS WITH DISABILITIES ACT OF 1990, AS AMENDED
 THE AGE DISCRIMINATION IN EMPLOYMENT ACT OF 1967, AS AMENDED
 THE EQUAL PAY ACT OF 1963, AS AMENDED
 TITLE II OF THE GENETIC INFORMATION NONDISCRIMINATION ACT OF 2008
 THE UNIFORMED SERVICES EMPLOYMENT AND REEMPLOYMENT RIGHTS ACT

SECTION: EMPLOYEE

EFFECTIVE DATE: 7-1-1976

Revised: 12/19/14	Approved by: 	Board Chair
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I. Policy

It is the policy of Arrowhead Regional Corrections to provide equal employment opportunities including access to ARC facilities, programs and services. ARC prohibits discrimination, harassment and retaliation in compliance with all applicable laws based on an individual's protected class.

II. Responsibilities

This policy applies to all ARC employees, consultants, contractors, vendors, customers and visitors on all ARC property and any location which may be reasonably regarded as an extension of the work place.

III. Definitions

Protected Class: Protected class is a term which describes characteristics or factors which cannot be targeted for discrimination and harassment, which include: race, color, creed, religion, national origin, sex, marital status, age, sexual orientation, status with regard to public assistance, disability, genetic information, veteran status or activity in a local Human Rights Commission or any other characteristic protected by law in all terms, conditions, and privileges of employment.

Discrimination: Discrimination is different treatment based on a person's protected class. Examples: I was not hired because of my gender. I was not promoted because of my race. I was not allowed to go to training because of my age.

Harassment: Harassment is a form of discrimination. Harassment is unwelcome or unwanted conduct by an employee, customer or supplier, based on a protected class, which directly or indirectly threatens or adversely affects an employee's safety, wages and benefits, working conditions and other privileges of employment. Harassment can be communicated in person, in writing, by telephone, by electronic mail, text messages, social networking sites, voicemail, etc.

Sexual Harassment: Sexual harassment is unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature including offensive remarks related to one's sex when submission to such conduct is made either explicitly or implicitly a term or condition of employment. Conduct is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when submission to or rejection of such conduct is used as the basis for employment decisions ("Quid pro quo harassment"). Quid pro quo harassment may include but is not limited to offering employment benefits in exchange for sexual favors or withholding benefits if an employee resists providing sexual favors. Such benefits may include: promotions, favorable performance evaluations, favorable assigned duties or shifts or other benefits such as recommendations or reclassifications. Sexual harassment may include non-sexual conduct that is discriminatory on the basis of the person's sex.

Examples of sexual harassment include, but are not limited to:

- Verbal: unwanted sexual innuendos, comments or jokes of a sexual nature; comments about an individual's body or appearance; or sexually degrading words to describe an individual.
- Written: unwanted or obscene sexual e-mails, letters, texts, notes, invitations or social networking site postings.
- Visual: unwanted sexual gestures, leering, inappropriate display of sexually explicit objects, pictures, cartoons or posters, including computer accessing, downloading, or viewing of sexually suggestive files.
- Physical: unwanted sexually suggestive touching or body contact, impeding or blocking movement or assault.

Retaliation: Retaliation is adverse treatment because a person filed a charge of discrimination, or cooperated in an investigation. Example: refusing to grant time off to an employee who was a witness to a complaint would be retaliation.

IV. Responsibilities

All individuals covered by this policy are expected to become familiar with it and report violations in accordance with the complaint procedure. Where appropriate, an individual may confront the inappropriate behavior.

VI. Procedures

Complaint Procedure

- a. All complains must be filed within 30 days after the initial occurrence of the alleged violation, unless the alleged violation is of an ongoing nature at the time of the filing of the complaint. A complaint can be filed with a supervisor, department head, the Affirmative Action Officer or any Human Resources Department staff member. Supervisors must report all complaints of discrimination, harassment or retaliation to Human Resources staff. Supervisors who knowingly allow or tolerate discrimination or harassment are in violation of this policy and are subject to discipline.
- b. All individuals covered under this policy must fully cooperate and provide honest and complete information. False accusations or abuse of this policy will not be tolerated. Complaints which are made in good faith, even if they are unsubstantiated, are not a violation of this policy. Disciplinary action may be taken as necessary, up to and including termination of employment. ARC will not tolerate retaliation or intimidation directed toward anyone who reports suspected violations of this policy or participates in an investigation of a complaint.
- c. Upon receipt of a complaint, if criminal conduct is suspected or formal charges have been filed, the matter will be turned over to law enforcement officials and the St. Louis County Attorney's Office for further handling.
- d. If no criminal conduct is suspected, information will be gathered to determine whether the allegations fall within the parameters of illegal activity as defined by state or federal laws and/or violate any ARC policies. Complains will be investigated by the Affirmative Action Officer in conjunction with the Human Resources Advisor and/or other staff as deemed appropriate.
- e. The information gathered will depend on the specifics of each complaint and

may include receiving statements from individuals who may have witnessed the alleged behavior, reviewing relevant documentation and researching available records. Before conducting any interview, the Human Resources Advisor and/or Affirmative Action Officer will provide the interviewee the appropriate Tennessee Warning. Human Resources Department staff will advise any employee who may have allegedly engaged in inappropriate activity that they have a right to union representation when they meet with Human Resources Department staff for an investigatory interview that may result in disciplinary action.

- f. Upon completion of an investigation, the Human Resources Department staff member will submit a summary investigation report to the Human Resources Director or designee which will include recommendations for resolution. The Human Resources Director shall communicate with the Department Head of the department where the complaint was made, the results and recommendations. Within 10 days, the Department Head shall proceed with the recommendations and notify the Human Resources Department of the action taken; or, if the Department Head disagrees, notify Human Resources the reason for the disagreement. Such notification will be forwarded to the Executive Director for review and resolution. The Human Resources Director will periodically inform the Executive Director of the status of all complaints, investigations and resulting corrective action taken. Human Resources Department staff will notify all individuals participating in an investigation that they are protected by state and federal law and ARC policy against retaliation.
- g. All information gathered during an investigation will be kept confidential, to the extent allowed by law, and made available for review only by those with a legitimate need to know, unless required to be divulged as part of the investigation or pursuant to law. Any individual desiring information about an investigation must submit a Data Practice Request to Administration.
- h. Employees also have the right to seek assistance from the U. S. Equal Employment Opportunity Commission and/or Minnesota Department of Human Rights. These agencies are responsible for enforcing various laws prohibiting discrimination in employment.

FORMS & DOCUMENTATION

St. Louis County Complaint Form

ARROWHEAD REGIONAL CORRECTIONS BOARD
POLICIES & PROCEDURES

TITLE: RESPECTFUL WORKPLACE, BULLYING &
WORKPLACE VIOLENCE POLICY

NO: 100-28

CROSS REFERENCE: PERSONAL CONDUCT OF EMPLOYEES-NO:100-12
MN § 43a.38

SECTION: EMPLOYEE

EFFECTIVE DATE: 7-1-1976

Revised: 12/19/14	Approved by: 	Board Chair
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I. Policy

It is the policy of Arrowhead Regional Corrections to provide a respectful work environment where bullying behavior and workplace violence are not tolerated. All individuals covered by this policy are prohibited from engaging in any conduct that constitutes bullying or workplace violence.

This policy applies to all ARC employees, volunteers, consultants, contractors, vendors, customers, and visitors to any ARC facility and all locations where ARC business is being conducted.

II. Responsibilities

All individuals covered by this policy are expected to become familiar with it, comply with it, and report violations in accordance with the complaint procedure. Where appropriate, an individual may confront the inappropriate behavior.

III. Definitions

Respectful Workplace: A respectful workplace is one that is healthy, safe, and supportive and values diversity and dignity. It is a place where people are treated with respect, employees are valued and communication is polite and courteous. If there is conflict or inappropriate behavior, it is addressed in a positive and respectful manner.

Bullying: Repeated mistreatment of one or more employees with a malicious mix of humiliation, intimidation, and sabotage of performance. Bullying is often characterized by insulting, hurtful, hostile, vindictive, cruel or malicious behaviors which undermine, disrupt or negatively impact another's ability to do his or her job and results in a harmful work environment for the employee(s). Examples include:

- Verbal: Calling names, insulting, teasing, yelling or profane language.
- Physical: Hiding or damaging someone's personal possessions.
- Social: Gossiping, isolation, spreading rumors, cyber bullying or disregarding a person.
- Psychological: Stalking, scaring or intimidating someone.
- Work specific: Consistently giving someone "the undesirable jobs," consistently having unreasonable expectations, withholding the necessary tools to do the job properly and then chastising the employee for not performing.

Workplace Violence: Workplace violence is an act of aggression, physical assault or threatening behavior that occurs in a work setting and causes physical or emotional harm to another person. Examples include: unwanted touching, pushing or hitting.

Retaliation: Retaliation is adverse treatment because a person filed a charge or cooperated in an investigation. Example: refusing to grant time off to an employee who was a witness to a complaint would be retaliation.

IV. Procedures

Complaint Procedure:

- A. All complaints must be filed within 30 days after the initial occurrence of the alleged violation, unless the alleged violation is of an ongoing nature at the time of the filing of the complaint. A complaint can be filed with a supervisor, department head, or an appropriate Human Resources Department staff member.
- B. All individuals covered under this policy must fully cooperate and provide honest and complete information. False accusations or abuse of this policy will not be tolerated. Complaints which are made in good faith, even if they are unsubstantiated, are not a violation of this policy. Disciplinary action may be taken as necessary, up to and including termination of employment. ARC will not tolerate retaliation or intimidation directed toward anyone who reports suspected violations of this policy or participates in an investigation of a complaint.

- C. Upon receipt of a complaint, if criminal conduct is suspected or formal charges have been filed, the matter will be turned over to law enforcement officials and the County Attorney's Office for further handling.
- D. If no criminal conduct is suspected, information will be gathered to determine whether the allegations violate any ARC policies.
- E. The information gathered will depend on the specifics of each complaint and may include receiving statements from individuals who may have witnessed the alleged behavior, reviewing relevant documentation and researching available records. Before conducting any interview, the interviewer will provide the interviewee the appropriate Tennessee Warning. Human Resources Department staff will advise any employee who may have allegedly engaged in inappropriate activity that they have a right to union representation when they meet with Human Resources Department staff for an investigatory interview that may result in disciplinary action.
- F. Upon completion of an investigation, the Human Resources staff member will submit a summary investigation report to ARC's Executive Director which will include recommendations for resolution. ARC's Executive Director or designee shall communicate with the Department Head of the department where the complaint was made, the results and recommendations. Within 10 days, the Department Head shall proceed with the recommendations and notify the Human Resources Department of the action taken; or, if the Department Head disagrees, notify Human Resources the reason for the disagreement. Such notification will be forwarded to ARC's Executive Director for review and resolution. The Human Resources Director will periodically inform the ARC Executive Director of the status of all complaints, investigations and resulting corrective action taken. Human Resources Department staff will notify all individuals participating in an investigation that they are protected by state and federal law and ARC policy against retaliation.
- G. All information gathered during an investigation will be kept confidential, to the extent allowed by law, and made available for review only by those with a legitimate need to know, unless required to be divulged as a part of the investigation nor pursuant to law. Any individual desiring information about an investigation must submit a Data Practice Request to ARC's Executive Director.

FORMS & DOCUMENTATION
St. Louis County Complaint Form

Job Group Availability/Utilization/Underutilization Analysis & Annual Goals

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

Table 1

Company name: Arrowhead Regional Corrections

Job Group	Total Employees in Job Group	A				B				C				D				E			
		Utilization		Availability		Utilization		Availability		Utilization		Availability		Utilization		Availability		Utilization		Availability	
		Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Officials and Managers	15	6	40.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Professionals	104	51	49.04	65	62.77	14	62.77%	7	6.73	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Office/Clerical	35	35	100.00	31	89.29	0		0	0.00	0	0.00	3	8.45	0	0.00	3	8.45%	0	0.00	0	0.00
Skilled Craft	5	0	0.00	0	0.10	0		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Operatives	1	0	0.00	0	0.00	0		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Service Workers	68	22	32.35	20	29.36	0		9	13.24	0	0.00	3	4.54	0	0.00	3	4.54%	0	0.00	0	0.00
Laborers	2	0	0.00	0	19.67	0		0	0.00	0	0.00	1	27.54	0	0.00	1	27.54%	0	0.00	0	0.00
Totals	230	114		116		14		16		7		4									

Job Group	Source of Availability Percentages	F			
		Number	%	Number	%
Officials and Managers	ARC Composite Job Group Analysis-Off/Mgr				
Professionals	ARC Composite Job Group Analysis-Prof				
Office/Clerical	ARC Composite Job Group Analysis-Off/Cler				
Skilled Craft	ARC Composite Job Group Analysis-Skilled				
Operatives	ARC Composite Job Group Analysis-Operatives				
Service Workers	ARC Composite Job Group Analysis-Service				
Laborers	ARC Composite Job Group Analysis-Laborers				

Oct. 29, 2014

Follow the instructions below to complete this worksheet

Table 1 (page 2)

A	For each job group, type in the total number of employees. (For information about job groups, see census information or the Department's <i>How to Develop an Affirmative Action Plan</i> manual.)
B	Type in the total number of women in each job group.
C	Insert the availability percentage for women for each job group. This percentage could be affirmative action statistics for the county in which your company is located, or it could be the final availability from your 2 factor or composite job group analysis. See the Department's <i>How to Develop an Affirmative Action Plan</i> manual for instructions.
D	Type in the total number of minorities in each job group.
E	Insert the availability percentage for minorities for each job group. This percentage could be affirmative action statistics for the county in which your company is located, or it could be the final availability from your Two Factor or Composite job group analysis. See the Department's <i>How to Develop an Affirmative Action Plan</i> manual for instructions.
F	Type in the source of the availability percentages used in each job group. If you have not conducted a Two factor or composite job group analysis, indicate which occupation code you used for this job group and the source of census data (county, metropolitan area, etc.). If you conducted a Two Factor or Composite job group availability analysis, indicate which analysis was conducted and include those worksheets in your AAP.