

AFFIRMATIVE ACTION PLAN

ARROWHEAD REGIONAL CORRECTIONS

2012

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ARROWHEAD REGIONAL CORRECTIONS

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I. Project Description

The mission of Arrowhead Regional Corrections (A.R.C.) is: **A**ffecting lives by **R**educing **C**rime

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

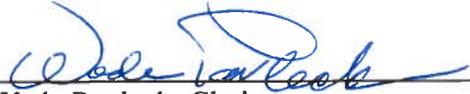
It is the policy of Arrowhead Regional Corrections (A.R.C.) to provide equality of opportunity in employment to all employees and applicants for employment in accordance with all applicable equal employment/affirmative action laws, directives and regulations of federal, state, and local governing bodies 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, 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.



Wade Pavleck, Chair
Arrowhead Regional Corrections Board

7-20-12

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

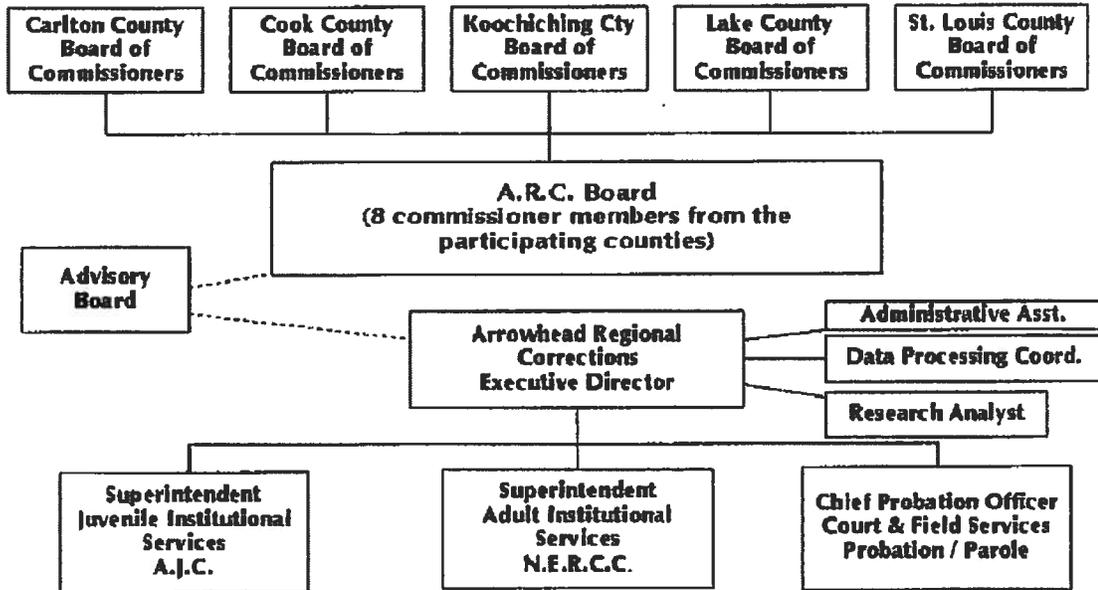
A. Internal Dissemination

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.

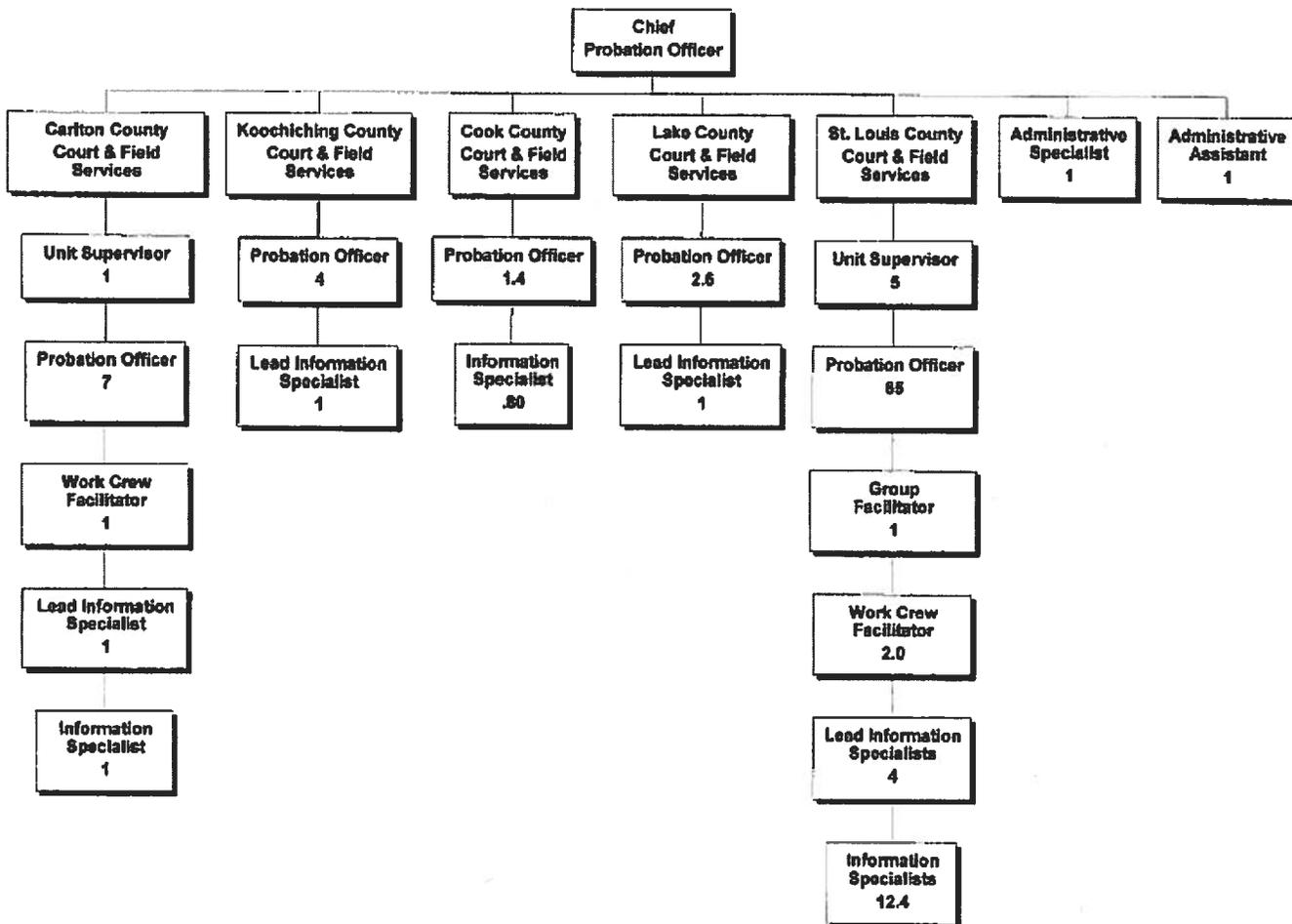
B. External Dissemination

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, 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."

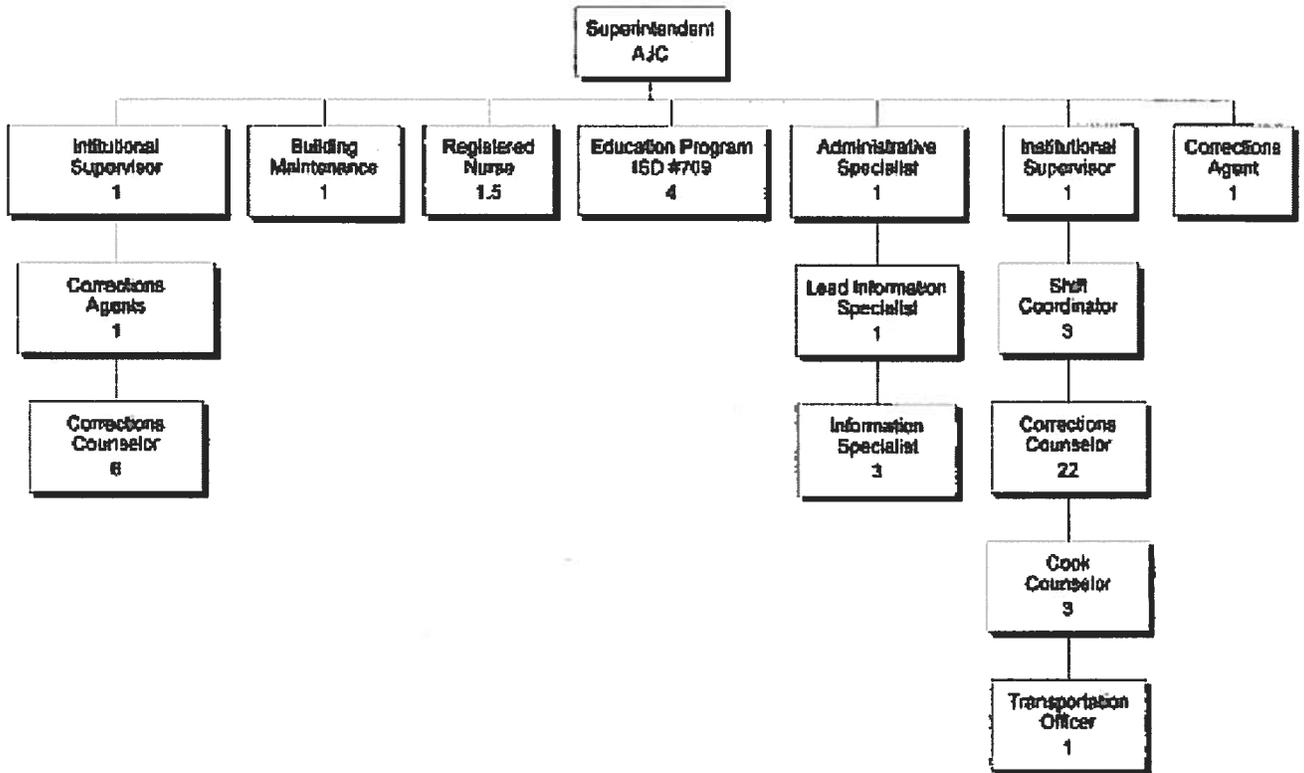
Arrowhead Regional Corrections



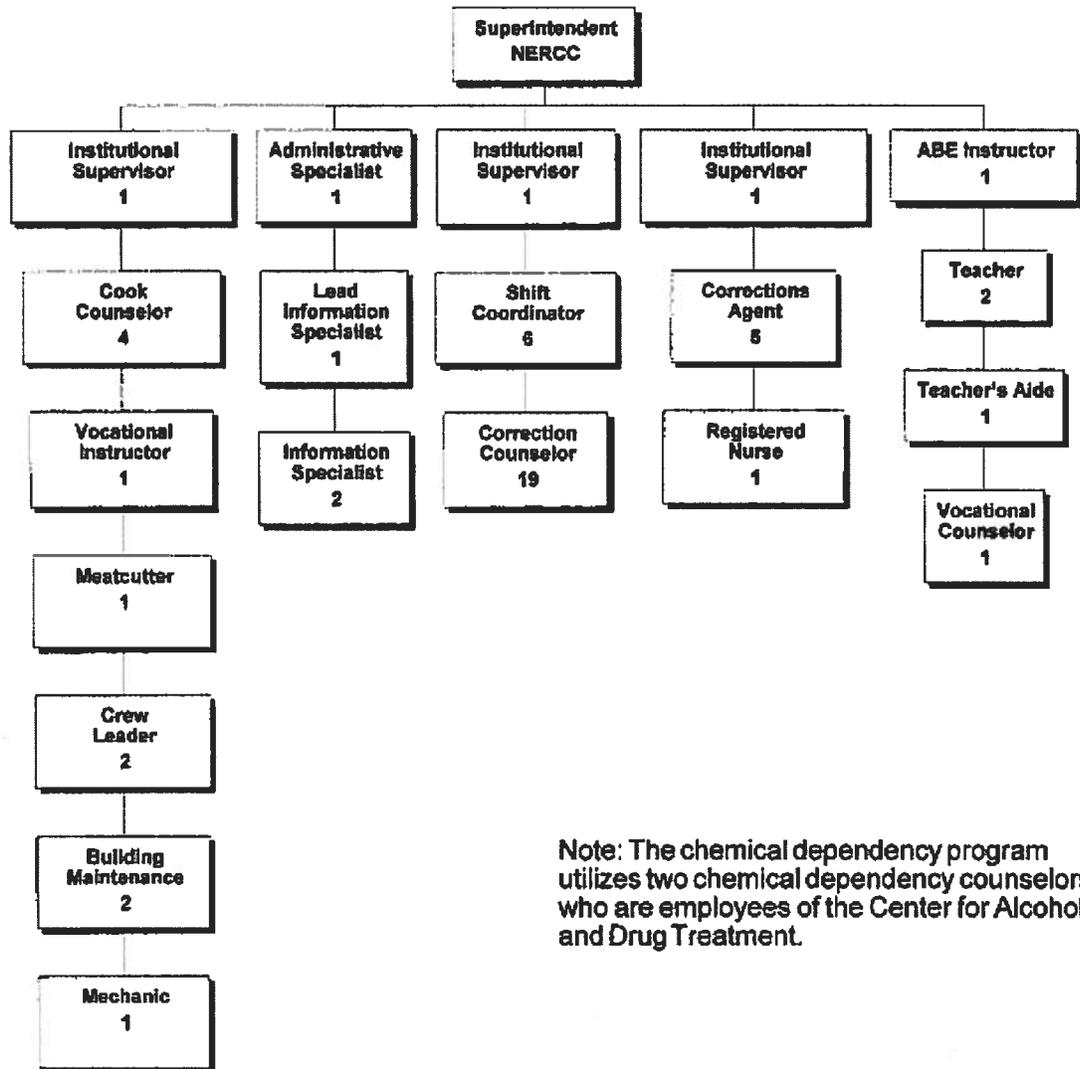
Court & Field Services



Arrowhead Juvenile Center



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 Census 2000 EEO Data Packet, Carlton, Cook, Koochiching, Lake, and St. Louis Counties, prepared by the Minnesota Department of Employment and Economic Development, Labor Market Information (LMI) Office.

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 Census 2000 EEO Data Packet, Carlton, Cook, Koochiching, Lake, and St. Louis Counties 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 Officials and Managers job group, the availability percentage of females is 33.05% and the availability of minorities is 2.44%.

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 under represented in the Professionals category. Minorities are under utilized in the Professionals and Office/Clerical categories.

Females make up 49.09% of Arrowhead Regional Corrections' workforce. Minorities make up 6.82% of A.R.C.'s workforce. According to the labor force data in the Census 2000 EEO Data Packet, the availability percentage of females is 47.58% and the availability percentage of minorities is 4.83%.

In comparison, in the 2009 Arrowhead Regional Corrections Affirmative Action Plan, females made up 47.53% of the workforce and minorities made up 5.38%.

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.
3. As part of a Civil Service Reform Pilot Project, St. Louis County implemented Affinity Groups. Affinity groups are groups of employees who meet for the purposes of supporting each other in the workplace and for assisting the County in attracting and retaining a diverse workforce. Affinity Groups may be defined as employees linked by a common bond, such as a protected class status, along with people who support this unity (allies). St. Louis County currently has two groups: GLBT; and Veterans.

These groups meet quarterly and are open to all employees of St. Louis County and A.R.C.

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.
4. 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.

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	33.05%	2.44%
Professionals	66.72%	9.01%
Office/Clerical	88.87%	3.88%
Skilled Craft	4.01%	5.55%
Operatives	10.34%	12.76%
Service Workers	23.09%	3.12%
Laborers	18.65%	2.98%

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 May 25, 2012, A.R.C. had 220 total employees with 49.09% being female and 6.82% 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: 2012 Work Force Analysis for Arrowhead Regional Corrections

EXHIBIT IV: 2012 Composite Availability Worksheets for A.R.C.

EXHIBIT V: Arrowhead Regional Corrections Board Discrimination, Harassment & Retaliation 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 the St. Louis County 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 St. Louis County's job classifications has also been assigned a Census Occupational Code (COC) from the Census 2000 EEO Data Packet for the Duluth – Superior MSA area prepared by the Minnesota Department of Employment and Economic Development, LMI Office in cooperation with the Minnesota Department of Human Rights. The Census 2000 EEO Data Packet compiles 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 St. Louis County workforce.

ARC Promotional List

Exhibit II

NAME or ORGANIZATION	ADDRESS	ADDRESS 2	CITY, STATE ZIP
ARC COURT & FIELD SERVICES	715 4TH ST		INTL FALLS MN 56649
COUNCIL #5	211 W 2ND ST		DULUTH MN 55802
ARC COURT & FIELD SVCS	PROBATION DEPT	PO BOX 280	CARLTON MN 55718-0280
ARC COURT & FIELD SVCS	LAKE COUNTY SERVICE CTR	99 EDISON BLVD	SILVER BAY MN 55614
COURT & FIELD SERVICES	411 W 2nd ST		GRAND MARAIS MN 55604
ARC COURT & FIELD SERVICES	ARROWHEAD PLACE 3RD FLR	211 W 2ND ST #300	DULUTH MN 55802
ARROWHEAD JUVENILE CTR	1918 ARLINGTON AVE N		DULUTH MN 55811
ARC COURT & FIELD SVCS	LAKE COUNTY COURTHOUSE	601 3RD AVE	TWO HARBORS MN 55616
Colleen Karban/June Klosowsky NERCC	6102 ABRAHAMSON RD		SAGINAW MN 55779
ARC COURT & FIELD SVCS	217 HIBBING COURT HOUSE		
COURT & FIELD SERVICES	319 COURTHOUSE		
ARC COURT & FIELD SERVICES	204 VIRGINIA COURT HOUSE		
ARROWHEAD REGIONAL CORRECTIONS	211 W. 2NE ST.	SUITE 450	DULUTH, MN 55802

Email Recruitment List for Open Postings, as of 3/26/12

Exhibit II

Name	E-Mail Address	Company	Contact #
	mail@communityactionduluth.org	Community Action Duluth	
Ampe, Ardith	Ardith.Ampe@ridgewater.edu	Ridgewater College	320-222-8044
	northland@mntc.org	MN Teen Challenge	218-740-5500
Doug Bandli	dbandli@hotmail.com	UDAC	218-722-5867
Wendy Bergfalk	wendyb@dbumn.edu	Duluth Business University	218-722-4000
Brian Brunelle	bbrunelle@mnchippewatribe.org	Minnesota Chippewa Tribe	
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Lisa Clarke	lclarke@choiceunlimited.org	Choice Unlimited	218-724-5869
Glory Mitchell	glory.mitchell@aeoa.org	AEOA-Lake County	218-834-2280
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Susan Jordan	sjordan@duluthhousing.com	Duluth Housing	218-529-6300
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Arrowhead Regional Corrections
NERCC

Exhibit III

Workforce Analysis May 25, 2012

Job Title	Job Type	Salary Range	Total Employees		Ethnic		Males						Females						
			Male	Female	Non Minority	Minority	AI/AN	Asian	Black	Hsp	NH/OP	Multi	AI/AN	Asian	Black	Hsp	NH/OP	Multi	Dis abled
Institutional Supervisor	Mngr/Admin	3935 - 5976	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior Supervisor	Mngr/Admin	4091 - 6208	2	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Corr Agent Institutional	Professionals	3031 - 4580	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Corr Agent Sr Institutional	Professionals	3261 - 4944	2	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Corr Agent Career	Professionals	3516 - 5332	3	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Guidance Counselor	Professionals	3516 - 5332	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Registered Nurse	Professionals	3516 - 5332	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Teacher II	Professionals	3516 - 5332	3	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Specialist III	Office/Clerical	2821 - 4249	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Teacher's Aide III	Office/Clerical	2115 - 3148	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Specialist III	Office/Clerical	2440 - 3651	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Lead Information Specialist	Office/Clerical	2535 - 3790	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Building Maint Worker I	Skilled Crafts	2724 - 4091	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Mechanic I	Skilled Crafts	2724 - 4091	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Building Maint Worker II	Skilled Crafts	2821 - 4249	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Building Maint Worker III	Skilled Crafts	2925 - 4411	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Meatcutter III	Operatives	2925 - 4411	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Crew Leader I	Laborers	2724 - 4091	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Crew Leader III	Laborers	2925 - 4411	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Corr Counselor I-Adult	Service Wrkrs	2927 - 4353	8	6	2	7	1	0	0	1	0	0	0	0	0	0	0	0	0
Corr Counselor II-Adult	Service Wrkrs	3027 - 4518	4	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
Cook/Counselor III-Adult	Service Wrkrs	3137 - 4686	4	2	2	3	1	0	0	0	0	0	0	0	0	1	0	0	0
Corr Counselor III-Adult	Service Wrkrs	3137 - 4686	8	5	3	7	1	1	0	0	0	0	0	0	0	0	0	0	0
Shift Coordinator	Service Wrkrs	3369 - 5050	6	6	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0
			59	36	23	56	3	1	0	1	0	0	0	0	0	1	0	0	0

Arrowhead Regional Corrections
Court and Field

Workforce Analysis May 25, 2012

Job Title	Job Type	Salary Range	Total Employees		Ethnic		Males					Females					Dis abled		
			Total	Female	Non Minority	Minority	AI/ AN	Asian	Black	Hsp	NH/ OP	Multi	AI/ AN	Asian	Black	Hsp		NH/ OP	Multi
Court & Field Services Spvr	Mngr/Admin	3935 - 5976	4	3	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior Supervisor	Mngrs/Admin	4091 - 6208	2	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Group Facilitator	Professionals	3031 - 4580	1	1	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0
Probation Officer I	Professionals	3031 - 4580	4	3	1	2	2	0	0	2	0	0	0	0	0	0	0	0	0
Probation Officer II	Professionals	3261 - 4944	24	10	14	21	3	0	0	0	1	0	0	0	1	1	0	0	0
Probation Officer III	Professionals	3516 - 5332	46	27	19	45	1	1	0	0	0	0	0	0	0	0	0	0	0
Administrative Assistant I	Office/Clerical	3033 - 4580	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Specialist I	Office/Clerical	2190 - 3261	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Specialist II	Office/Clerical	2351 - 3516	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Specialist III	Office/Clerical	2440 - 3651	11	0	11	11	0	0	0	0	0	0	0	0	0	0	0	0	0
Lead Information Specialist	Office/Clerical	2535 - 3790	7	0	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Specialist III	Office/Clerical	2819 - 4249	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Work Crew Facilitator III	Service Wrkrs	2925 - 4411	3	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0
			108	47	61	101	7	1	1	2	1	0	0	1	1	0	0	1	0

Composite Availability Worksheet

Exhibit IV

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

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 Probation Officer	043	1	33.05	33.05	2.44	2.44
Court & Field Services Super	043	4	33.05	132.20	2.44	9.76
Executive Director ARC	043	1	33.05	33.05	2.44	2.44
Institutional Supervisor	043	1	33.05	33.05	2.44	2.44
Senior Supervisor	043	6	33.05	198.30	2.44	14.64
Superintendent - AJC	043	1	33.05	33.05	2.44	2.44
Superintendent - NERCC	043	1	33.05	33.05	2.44	2.44
		15		495.75		36.60

F

G

H

Labor Area (county, metropolitan area, state, or other source of statistics)
 Carlton, Cook, Koochiching, Lake, and St. Louis Counties, Census 2000 EEO Data Packet

Job Group Availability		
Women (G ÷ F)		Minorities (H ÷ F)
33.05		2.44

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 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 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From census information, type in the availability of minorities corresponding to the occupation codes you've assigned to each job title.

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

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)
Corrections Agent Career	202	4	66.07	264.28	9.82	39.28
Corr Agent Inst	202	2	66.07	132.14	9.82	19.64
Corr Agent Sr Instiit.	202	3	66.07	198.21	9.82	29.46
Info Tech Analyst II	104	1	52.35	52.35	2.35	2.35
Group Facilitator	200	1	57.97	57.97	6.18	6.18
Guidance Counselor	200	1	57.97	57.97	6.18	6.18
Probation Officer I	202	4	66.07	264.28	9.82	39.28
Probation Officer II	202	24	66.07	1585.68	9.82	235.68
Probation Officer III	202	46	66.07	3039.22	9.82	451.72
Registered Nurse	313	4	91.33	365.32	2.40	9.60
Research Analyst	122	1	37.50	37.50	0.00	0.00
Teacher II	234	3	72.24	216.72	2.45	7.35
Totals		94		6271.64		846.72

F

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Labor Area (county, metropolitan area, state, or other source of statistics)
 Carlton, Cook, Koochiching, Lake, St. Louis Counties, Census 2000 EEO Data Packet

Job Group Availability		
Women (G ÷ F)		Minorities (H ÷ F)
66.72		9.01

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 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From census information, type in the availability of minorities corresponding to the occupation codes you've assigned to each job title.

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 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)
Administrative Assistant I	570	1	98.03	98.03	3.09	3.09
Administrative Assistant III	570	1	98.03	98.03	3.09	3.09
Administrative Specialist III	570	3	98.03	294.09	3.09	9.27
Information Specialist I	586	1	82.57	82.57	4.12	4.12
Information Specialist II	586	3	82.57	247.71	4.12	12.36
Information Specialist III	586	16	82.57	1321.12	4.12	65.92
Teacher's Aide III	254	2	87.72	175.44	7.01	14.02
Lead Information Specialist	570	9	98.03	882.27	3.09	27.81
Totals		36		3199.26		139.68

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Labor Area (county, metropolitan area, state, or other source of statistics)
 Carlton, Cook, Koochiching, Lake, and St. Louis Counties, Census 2000 EEO Data Packet

Job Group Availability		
Women (G ÷ F)		Minorities (H ÷ F)
88.87		3.88

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 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From census information, type in the availability of minorities corresponding to the occupation codes you've assigned to each job title.

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

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)
Building Maintenance Worker I	734	1	4.76	4.76	6.48	6.48
Building Maintenance Worker II	734	1	4.76	4.76	6.48	6.48
Building Maintenance Worker III	734	2	4.76	9.52	6.48	12.96
Mechanic I	720	1	1.03	1.03	1.85	1.85
Totals		5		20.07		27.77

F

G

H

Labor Area (county, metropolitan area, state, or other source of statistics)
 Carlton, Cook, Koochiching, Lake, and St. Louis Counties, Census 2000 EEO Data Packet

Job Group Availability		
Women (G ÷ F)		Minorities (H ÷ F)
4.01		5.55

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 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From census information, type in the availability of minorities corresponding to the

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 Job Titles	B Occupation Code Used	C Number of employees in job title	D		E	
			% Available (census data)	Weighted % (C x D)	% Available (census data)	Weighted % (C x E)
Meatcutter III	781	1	10.34	10.34	12.76	12.76
Totals		1		10.34		12.76

Labor Area (county, metropolitan area, state, or other source of statistics)
 Carlton, Cook, Koochiching, Lake, and St. Louis Counties, Census 2000 EEO Data Packet

Job Group Availability		
Women (G ÷ F)		Minorities (H ÷ F)
10.34		12.76

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 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From census information, type in the availability of minorities corresponding to the occupation codes you've assigned to each job title.

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/Counselor III - Adult	402	4	49.74	198.96	7.37	29.48
Cook/Counselor III - Juvenile	402	2	49.74	99.48	7.37	14.74
Corrections Couns I - Adult	380	8	20.97	167.76	2.58	20.64
Corrections Couns I - Juvenile	380	7	20.97	146.79	2.58	18.06
Corrections Couns II - Adult	380	4	20.97	83.88	2.58	10.32
Corrections Couns II - Juvenile	380	4	20.97	83.88	2.58	10.32
Corrections Couns III - Adult	380	8	20.97	167.76	2.58	20.64
Corrections Couns III - Juvenile	380	17	20.97	356.49	2.58	43.86
Shift Coordinator	370	9	6.15	55.35	0.00	0.00
Work Crew Facilitator III	395	3	54.40	163.20	9.60	28.80
Transportation Officer	914	1	23.45	23.45	12.41	12.41
Totals		67		1547.00		209.27

F

G

H

Labor Area (county, metropolitan area, state, or other source of statistics)
 Carlton, Cook, Koochiching, Lake, and St. Louis Counties, Census 2000 EEO Data Packet

Job Group Availability		
Women (G ÷ F)		Minorities (H ÷ F)
23.09		3.12

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 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From census information, type in the availability of minorities corresponding to the occupation codes you've assigned to each job title.

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 Job Titles	B Occupation Code Used	C Number of employees in job title	D		E	
			% Available (census data)	Weighted % (C x D)	% Available (census data)	Weighted % (C x E)
Crew Leader I	605	1	37.30	37.30	5.95	5.95
Crew Leader III	605	1	37.30	37.30	5.95	5.95
Totals		F 2		G 37.30		H 5.95

Labor Area (county, metropolitan area, state, or other source of statistics)
 Carlton, Cook, Koochiching, Lake, and St. Louis Counties, Census 2000 EEO Data Packet

Job Group Availability		
Women (G ÷ F)		Minorities (H ÷ F)
18.65		2.98

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 census information, type in the availability of women corresponding to the occupation codes you've assigned to each job title.
- E** From census information, type in the availability of minorities corresponding to the occupation codes you've assigned to each job title.

**ARROWHEAD REGIONAL CORRECTIONS BOARD
POLICIES & PROCEDURES**

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

CROSS REFERENCE: MINNESOTA STATUTE 363
SECTION 703 OF TITLE VII OF THE CIVIL RIGHTS ACT

SECTION: EMPLOYEE **EFFECTIVE DATE:** 7-1-1976

Revised: 2/2002	Approved by: STEVE RAUKAR Board Chair
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I. Policy

Arrowhead Regional Corrections (ARC) is committed to providing equal employment opportunities as well as equal access to ARC facilities, programs, and services. Arrowhead Regional Corrections will comply with all applicable laws which prohibit discrimination.

Arrowhead Regional Corrections prohibits discrimination based on gender, race, color, creed, religion, national origin, marital status, age, sexual orientation, status with regard to public assistance, or disability in all terms, conditions, and privileges of employment.

Discrimination is illegal and will not be tolerated in ARC. A violation of this policy is grounds for discipline, which may include termination of employment.

II. Responsibilities

This policy applies to all employees of Arrowhead Regional Corrections. This policy applies on all ARC property and any location which may be reasonably regarded as an extension of the workplace.

III. Definitions

Discrimination

Although discrimination may take many forms, it generally results in different treatment because of an applicant or employee's gender, race, color, creed, religion, national origin, marital status, age, sexual orientation, status with regard to public assistance, or disability.

Discrimination can occur in any term, condition, or privilege of employment. Employment actions and decisions that are based on legitimate, non-discriminatory reasons are not unlawful and do not violate this policy.

Harassment

Harassment is a form of discrimination. "Harassment" is unwelcome conduct by any employee, customer, or supplier, which directly or indirectly threatens or adversely affects an employee's

- safety
- wages and benefits
- working conditions
- other privileges of employment

Harassment can be communicated in person, in writing, by telephone, by electronic mail, or by voice mail.

Examples of Sexual Harassment

Sexual harassment may occur between members of the opposite sex or members of the same sex. Examples of sexual harassment include, but are not limited to:

Unwanted Contact

Sexual harassment may include making unwanted contact of a sexual nature, whether the contact is:

- written contact including: suggestive or obscene letters; electronic mail messages; notes; or invitations;
- verbal contact communicated in person, by telephone or by voice mail including: sexual advances or propositions; derogatory comments, slurs, or jokes of a sexual nature; comments about an individual's body or appearance; or sexually degrading words to describe an individual;
- physical contact including: assault; sexually suggestive touching or body contact; or impeding or blocking movement;
- visual contact including: sexual gestures; leering; or inappropriate display of sexually explicit objects, pictures, cartoons, or posters.

Coercive Behavior - Sexual harassment may include engaging in implicit or explicit sexual behavior which is used to control, influence, or affect the career, compensation, or work environment of another employee.

Conditional Benefits - Sexual harassment may include offering employment benefits in exchange for sexual favors. In the alternative, sexual harassment may include withholding benefits if an employee resists providing sexual favors. Such benefits may include:

- promotions
- favorable performance evaluations
- favorable assigned duties or shifts
- other benefits such as recommendations or reclassifications.

IV. Procedures

Complaint Procedure

Arrowhead Regional Corrections will provide a work environment free of discrimination and/or harassment, including sexual harassment. In turn, ARC requires cooperation from all employees in complying with the Complaint Procedure set forth in this policy.

Arrowhead Regional Corrections will resolve complaints of discrimination and/or harassment in a manner that is prompt and as minimally disruptive as possible. ARC protects employees from retaliation for making a complaint or exercising other rights protected by law.

To Whom Should a Complaint Be Made

As an employee of the ARC, it is your responsibility to report harassing or discriminatory behavior. You have an obligation to report such behavior whether it is directed toward you, or it is something that you have seen or heard directed toward someone else.

An employee, who believes that they have been subjected to employment discrimination under state or federal laws or ARC policies, may file a Complaint of Discrimination with their supervisor, Department Head, Personnel Officer, or the Affirmative Action Officer. Complaints must be filed within 30 days after the initial occurrence of the alleged violation, unless the alleged violation is of an ongoing nature to the time of the filing of the Complaint.

A Complaint in which the Executive Director (the "Director") is the Responding Party must be filed with the Affirmative Action Officer or Chair of the Arrowhead Regional Corrections Board. In either case the Arrowhead Regional Corrections Board will determine the appropriate resolution of such a complaint after receiving recommendations from the Affirmative Action Officer and ARC's legal counsel.

Making false complaints, or providing false information during an investigation, is prohibited and may be grounds for disciplinary action, including termination. Complaints which are made in good faith, even if they are unsubstantiated, are not a violation of this policy.

Any supervisor who sees or receives a complaint of harassment or discriminatory behavior must report the existence of the complaint, and any informal resolution thereof, to ARC's Affirmative Action Officer, the Executive Director, or the Personnel Officer.

What Happens After a Complaint has been Made

Upon receipt of a complaint, the Affirmative Action Officer will gather information from the Complaining Party and will conduct an initial review of the facts to determine whether the allegations fall within the parameters of prohibited discriminatory conduct as defined by state and federal laws or County policies. If the allegations do not fit within the definitions of unlawful discrimination, the complaining party will be so informed and the matter will be

dismissed.

If, however, the Affirmative Action Officer determines that the allegations fall within the parameters of prohibited discriminatory conduct, the matter will be promptly investigated. If witnesses are unavailable or other circumstances relating to the Complaint prevent prompt commencement of an investigation, the Complaining Party will be informed of the delay and given a proposed schedule for the investigation. The Affirmative Action Officer will request assistance from the appropriate law enforcement agency if it appears that criminal conduct may be involved.

The Affirmative Action Officer will conduct an interview with the Complaining Party to obtain a full statement of the allegations.

Interviews will thereafter be held with any witnesses having information pertinent to the alleged violation. The Affirmative Action Officer may also obtain written statements from these witnesses.

The Responding Party shall be interviewed concerning the allegations. Prior to scheduling an interview, the Responding Party shall be advised of the purpose of the interview and that he/she may have union representation or legal counsel in attendance. If the Responding Party declines to be interviewed, such response shall be noted in the file and the Responding Party shall be informed that failure to cooperate with the investigation may result in the statement of the Complaining Party being accepted as true, and may result in a recommendation to the Department Head that specific action be taken based upon the un rebutted statements of the Complaining Party.

Employees must cooperate fully during an investigation of discrimination or harassment conducted by ARC. Employees must provide honest and complete information. All interviews will be scheduled and conducted in a manner to minimize disruption in the workplace. The Affirmative Action Officer shall comply with all applicable laws when conducting the investigation.

If a Complaining Party files formal charges with the Minnesota Department of Human Rights or the Equal Employment Opportunity Commission, files a private lawsuit during the pendency of an investigation, or if the matter is determined to be criminal in nature, the Affirmative Action Officer may cease their investigation and refer the Complaint to the St. Louis County Attorney's Office, as ARC's legal counsel, for further handling.

Resolution of Complaints

Upon completion of an investigation, the Affirmative Action Officer shall submit a summary of the information obtained and recommendations for resolution to the Director. The Director shall notify the Department Head of the results of the investigation and any recommendations for resolution.

The Department Head shall proceed with the recommended corrective or disciplinary action, and

shall notify the Director of the action taken within 10 days. If the Department Head disagrees with or does not follow the recommendations of the Director, the Department Head shall notify the Director within 10 days. Such notification will be forwarded to the Chair of the Arrowhead Regional Corrections Board for review and resolution.

The Director will periodically appraise the ARC Board Chair of the status of all complaints, investigations and resulting corrective action taken.

All those participating in an investigation will be notified of the provisions of the Minnesota Human Rights Act, the Americans With Disabilities Act, and ARC policy which prohibit reprisals against any party involved in a Complaint of Discrimination.

Confidentiality

All complaints of discrimination or harassment and information received during the course of the investigation of these complaints, 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.

Retaliation

Arrowhead Regional Corrections will not tolerate retaliation against any employee who reports an incident of alleged discrimination or provides information during an investigation. Engaging in retaliation is grounds for discipline, which may include termination of employment.

For More Information or Answers to Specific Questions

If you need more information about Arrowhead Regional Correction's harassment policy or complaint procedure, you may speak with your supervisor, Department Head or call the Affirmative Action Officer at 218-726-2422.

Employees also have the right to seek assistance from the U.S. Equal Employment Opportunity Commission and/or the Minnesota Department of Human Rights. These agencies are responsible for enforcing various laws prohibiting discrimination in employment.

FORMS & DOCUMENTATION

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	5	33.05	0	0.00	5	33.05	0	0.00	0	0.00	0	2.44	0	0.00	0	0.00	0	0.00
Professionals	94	46	48.94	63	66.72	17	66.72%	63	66.72	17	66.72%	7	7.45	9.01	9.01	8	8.51	8	8.51	1	1.06
Office/Clerical	36	36	100.00	32	88.87	0	0.00	32	88.87	0	0.00	0	0.00	3.88	3.88	1	1.11	3.88	3.88	1	1.11
Skilled Craft	5	0	0.00	0	4.01	0	0.00	0	4.01	0	0.00	0	0.00	5.55	5.55	0	0.00	5.55	5.55	0	0.00
Operatives	1	0	0.00	0	10.34	0	0.00	0	10.34	0	0.00	0	0.00	12.76	12.76	0	0.00	12.76	12.76	0	0.00
Service Workers	67	20	29.85	15	23.09	0	0.00	15	23.09	0	0.00	8	11.94	3.12	3.12	2	2.54	3.12	3.12	2	2.54
Laborers	2	0	0.00	0	18.65	0	0.00	0	18.65	0	0.00	0	0.00	2.98	2.98	0	0.00	2.98	2.98	0	0.00
Totals	220	108		115		17		115		17		15		11		2		11		2	

Job Group	Source of Availability Percentages
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

Follow the instructions below to complete this worksheet

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.