

**Legislative Black and Latino Caucus
Informational Forum on
“Discrimination, Diversity and Disparity Issues Within the
Departments of Public Safety and Correction”**

**January 29, 2008
Legislative Office Building, Room 2D, 2:00 p.m.**

**Theresa C. Lantz, Commissioner
Department of Correction**

Dan Callahan, Human Resources Director

Robert Jackson, Equal Employment Opportunity Director

Michael Lajoie, Security Division Director

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***The Department of Correction’s Administrative Directives can be found on the Department’s website at:

<http://www.ct.gov/doc> - then click on “Administrative Directives

Command Focus: Organizational Model

- **Leadership**
- **Policies and Procedures**
- **Training**
- **Supervisors and Managers**
- **Investigations**
- **Evaluate and Assess Policies, Procedures and Process**

 State of Connecticut Department of Correction ADMINISTRATIVE DIRECTIVE	Directive Number 2.1	Effective Date 10/31/2007	Page 1 of 7
	Supersedes Equal Employment Opportunity and Affirmative Action, dated 8/15/2006		
Approved By <i>Thomas C. Lantz</i>	Title Equal Employment Opportunity and Affirmative Action		

1. Policy. The Department of Correction shall achieve equal employment opportunity through affirmative action. The Department shall also be committed to providing its employees with a workplace that is free from both discrimination and harassment based upon race, color, sex, age, religion, national origin, ancestry, disability, marital status, sexual orientation, or any legally protected status; and retaliatory actions against those individuals who have submitted a complaint of such behavior. Violations of this nature shall be dealt with in a timely fashion, with discipline rendered as appropriate.

2. Authority and Reference.

- A. United States Code, 29 USC 621 et seq., 29 USC 701 et seq., 29 USC 791 et seq., 42 USC 1981, 42 USC 1983, 42 USC 2000d et seq., 42 USC 2000e et seq., 42 USC 3601 et seq., and 42 USC 6101.
- B. Presidential Executive Orders.
1. Executive Order 11141.
 2. Executive Order 11246, as amended by Executive Orders 11375, 11478 and 12086.
 3. Executive Order 11625.
 4. Executive Order 12138, as amended by Executive Order 12608.
 5. Executive Order 12336, as amended by Executive Order 12355.
- C. Americans with Disabilities Act of 1990.
- D. Code of Federal Regulations, 29 CFR 32, 29 CFR 1604 through 29 CFR 1607, 29 CFR 1620, 29 CFR 1625, 29 CFR 1630, and 41 CFR 60.741.
- E. Connecticut General Statutes, Sections 4-60u, 4a-60, 4a-61, 4a-60g, 5-227, 10a-11, 18-81, 31-51d, 31-75, 46a-51, 46a-58(a), 46a-60, 46a-64, 46a-68 through 46a-72, 46a-74 through 46a-77, and 46a-81c through 46a-81q.
- F. Governor's Executive Orders.
1. Executive Order No. 18, Governor Meskill
 2. Executive Order Nos. 11 and 12, Governor Grasso
 3. Executive Order No. 9, Governor O'Neill
- G. Regulations of Connecticut State Agencies, Sections 46a-68-1 through 46a-68-17 and 46a-68-31 through 46a-68-74.
- H. American Correctional Association, Standards for the Administration of Correctional Agencies, Second Edition, April 1993, Standard 2-CO-1C-09.
- I. American Correctional Association, Standards for Adult Correctional Institutions, Fourth Edition, January 2003, Standard 4-4053.
- J. American Correctional Association, Performance-Based Standards for Adult Local Detention Facilities, Fourth Edition, June 2004, Standard 4-ALDF-7E-01.

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- K. American Correctional Association, Standards for Adult Probation and Parole Field Services, Third Edition, August 1998, Standard 3-3052.
- L. American Correctional Association, Standards for Correctional Training Academies, First Edition, May 1993, Standard 1-CTA-1C-03.
- M. Administrative Directives 1.3, Administrative Directives, Manuals, Forms Management and Post Orders; 1.6, Monthly and Annual Reports; and 2.2, Sexual Harassment.

3. Definitions. For the purposes stated herein, the following definitions apply:

- A. Adverse Impact. A selection device that results in a substantially lower rate of selection for any protected class, generally four fifths (4/5) the rate for the group most favored by the selection device.
- B. Affirmative Action. Proactive efforts, undertaken to correct the present effects of past practices, policies and barriers to achieve the full and fair participation of any protected class within the Department's workforce.
- C. Affirmative Action Plan. A written, detailed set of objectives prepared by the Department and approved by the Commission on Human Rights and Opportunities, designed to ensure a diverse workforce.
- D. Availability. The number of persons in a labor market possessing the skills, abilities, and qualifications necessary for the performance of a job or capable of acquiring the requisite skills in a reasonable period of time.
- E. Bonafide Occupational Qualification (BFOQ). A job qualification which precludes consideration of a protected class based upon specific job requirements.
- F. Disability/Handicap. A physical or mental impairment that substantially limits one or more major life activities; a record of such impairment or being regarded as having such an impairment or any chronic physical handicap, infirmity or impairment.
- G. Discrimination. Any act, practice or policy which serves as a barrier with respect to the terms, conditions, or privileges of employment based solely on an individual's race, color, sex, religious creed, age, marital status, national origin or ancestry, physical disability (including blindness), present or past history of mental disorder, learning disability, mental retardation or sexual orientation, unless the provisions of state statutes are controlling.
- H. Equal Employment Opportunity. Employment of an individual without regard to race, color, sex, religious creed, age, marital status, national origin or ancestry, physical disability (including blindness), present or past history of mental disorder, learning disability, mental retardation or sexual orientation, unless the provisions of state statutes are controlling except for bona fide occupational qualification.
- I. Good Faith Effort. All reasonable efforts to achieve compliance with Affirmative Action/Equal Employment Opportunity goals; additional efforts undertaken when initial efforts fail and documentation of any effort undertaken to achieve compliance.

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J. Harassment. Any unwelcome verbal or physical conduct based on a legally protected class when such conduct has the effect of creating an intimidating, hostile or offensive working environment that effects the terms and conditions of employment. Actions which may be considered harassment under this Directive include, but are not limited to:

1. Use of racially derogatory words, phrases, epithets;
2. Demonstrations of a racial or ethnic nature such as a use of gestures, pictures or drawings which would offend a particular racial or ethnic group;
3. Comments about an individual's skin color or other racial/ethnic characteristics;
4. Making disparaging remarks about an individual's gender and/or sexual orientation not covered by Administrative Directive 2.2, Sexual Harassment;
5. Making disparaging comments about an employee's religious beliefs (or lack of religious beliefs);
6. Expressing disparaging stereotypes regarding an employee's birthplace, national origin or ancestry;
7. Making disparaging comments regarding an employee's age; and,
8. Derogatory or intimidating references to an employee's mental or physical impairment.

K. Labor Market Area. A geographical area from which recruitment can be conducted.

L. Occupational Category. A grouping of jobs by job contact and/or primary occupational activity.

M. Parity. A condition where the representation of a protected class equals the percentage of such persons in the available workforce.

N. Protected Class. Those classes or groups of persons specified in Sections 3(C) and 3(H) of this Directive.

4. General Principles of Affirmative Action and Equal Employment Opportunity.

- A. The Department's Affirmative Action Plan shall establish goals to achieve representation reflective of the applicable labor market.
- B. Affirmative Action shall apply to all aspects of the employer/employee relationship including, but not limited to, recruitment, hiring, training, upgrading, promotions, benefits, compensation, discipline, layoff and termination. All such decisions shall be made on the basis of qualifications, performance and other pertinent work-related factors, and without discrimination against any person on the basis of race, color, sex, religion, national origin, ancestry, disability, marital status, sexual orientation, or any legally protected status.
- C. Preventing harassment and other offensive conduct requires awareness by every employee, supervisor and manager at the Department of the impact that one's actions may have on others. In determining whether harassment or other offensive conduct has occurred, the standard to be applied is the perspective of a reasonable person.
- D. No employee shall be intimidated, threatened, coerced, discriminated, harassed or otherwise restrained or retaliated against because of filing a complaint, opposing any

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discriminating practice, or testifying or participating in any manner in an investigation or proceeding. Any violation of this provision shall be reported immediately in writing to the investigating unit. If there is a conflict with reporting a violation to the investigating unit, it shall be reported to the Office of the Commissioner.

5. Affirmative Action Unit Duties and Responsibilities. The duties and responsibilities of the Affirmative Action Unit shall include but not be limited to:
- A. Develop the Department's Affirmative Action Plan;
 - B. Monitor the Affirmative Action Plan, programs, and policies;
 - C. Communicate the Department's Policy of Equal Employment Opportunity and Affirmative Action;
 - D. Mitigate any discriminatory conduct within the Department;
 - E. Investigate all complaints that are referred to the Affirmative Action Unit;
 - F. Report all findings and recommendations upon the conclusion of the investigation to the Commissioner for proper action;
 - G. Monitor Department programs and services for compliance with equal employment opportunity laws and regulations;
 - H. Serve as liaison to various community groups and agencies;
 - I. Provide training to all employees concerning equal employment opportunity, affirmative action and sexual harassment;
 - J. Advise Department management regarding reasonable accommodations for disabled employees covered under the Americans with Disabilities Act of 1990 and the Connecticut Fair Employment Practices Act;
 - K. Advise and consult with Department management on relevant Equal Employment Opportunity and Affirmative Action program issues;
 - L. Review interview questions to ensure they are related to successful job performance and do not result in adverse impact on protected classes;
 - M. Assess the effect of either expansions or reductions in the workforce on protected class members; and,
 - N. Review annually personnel actions to determine if there has been an adverse impact, and recommend appropriate steps to alleviate any identified disparity.
6. Human Resources Affirmative Action Responsibilities. The Human Resources Unit shall in consultation with the Affirmative Action Unit:
- A. Identify and utilize recruitment sources which reach a diverse population.
 - B. Use best efforts to ensure that applicant pools and eligibility lists for hire and promotion include a diverse population.
 - C. Inform new hires and transfers into the Department during orientation of the Department's commitment to Affirmative Action and give each new employee a copy of this Directive.
 - D. Review all interview questions to ensure that they are in compliance with this Directive.
 - E. Document good faith efforts to achieve affirmative action goals and submit documentation to the Affirmative Action Unit.

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7. Unit Administrator Responsibility. Each Unit Administrator shall in consultation with the Affirmative Action Unit:
- A. Consider Affirmative Action goals when recruiting, selecting, assigning, promoting and training employees.
 - B. Monitor and report the unit's progress regarding affirmative action as required in Administrative Directive 1.6, Monthly and Annual Reports.
 - C. Consult with the Affirmative Action Unit on issues regarding reasonable accommodations for disabled employees covered under the Americans with Disabilities Act of 1990 and the Connecticut Fair Employment Practices Act.
 - D. Document good faith efforts to achieve affirmative action goals and submit documentation to the Affirmative Action Unit.
 - E. Communicate to all subordinates the Department's Equal Employment Opportunity and Affirmative Action Policy and make them aware of the Affirmative Action Plan.
 - F. Notify Affirmative Action Unit of any allegation of discrimination or sexual harassment.
 - G. Post all federal and state mandated signage regarding the Americans with Disabilities Act of 1990, sexual harassment and discrimination.
8. Manager/Supervisor Responsibility.
- A. Each manager and supervisor shall become familiar with the provisions of this Directive, complying with all requirements of this policy and cooperating with any inquiry under this Directive.
 - B. Each manager and supervisor has a responsibility to maintain the workplace free of any form of discrimination or harassment (based on a protected class status), to monitor working conditions in order to detect violations of this Directive, and to take prompt action to correct and report any violation through the chain of command.
 - C. Any manager or supervisor who witnesses conduct that violates this Directive or receives a report of conduct that is alleged to violate this Directive shall immediately report such conduct to a senior manager or the Unit Administrator, who shall advise the Director of Affirmative Action of any violation or alleged violation as soon as feasible.
 - D. Each manager and supervisor shall communicate to all subordinates the Department's Equal Employment Opportunity and Affirmative Action Policy and make them aware of the Affirmative Action Plan.
9. Employee Responsibility. An employee shall not engage in discrimination or harassment (based on a protected class status). The Department shall not tolerate violations of this Directive and strongly encourages victims of discrimination or harassment to report instances of such behavior as soon as feasible after it occurs. Any employee who witnesses discrimination or harassment or who becomes aware that an employee has been subjected to discrimination or harassment shall report same to a supervisor, manager, the Unit Administrator or the Affirmative Action Unit as soon as feasible and must do so immediately if the conduct jeopardizes the safety or security of staff or the orderly operation of the facility.

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10. Complaint Procedure. Any person, applying for employment or currently employed by the Department, who believes that he/she has been discriminated against, may file an Affirmative Action complaint utilizing CN 2101, Affirmative Action Complaint Form regardless of the person's status or classification, within 60 days of the occurrence. The person shall file the complaint with a member of the Affirmative Action Unit. The complaint shall be processed as follows:
- A. Informal Process. Upon receipt of CN 2101, Affirmative Action Complaint Form, the Affirmative Action Unit shall interview the complainant to determine the facts of the complaint and assess whether or not the issue is grievable under the jurisdiction of the Affirmative Action Unit. If it is not, the Affirmative Action Unit shall offer the complainant suggestions to appropriately address the matter.
 - B. Internal Process. In addition to investigating a complaint of alleged discrimination, the Affirmative Action Unit shall attempt to resolve the complaint through an informal process. The informal process shall attempt to reconcile the matter at the lowest possible level. The Affirmative Action Unit shall act in an effort to mediate, mitigate or conciliate a complaint. The process shall be completed within 75 days of the filing date of the affirmative action complaint.
 - C. Internal Decision. If, after the investigation of the complaint, the Affirmative Action Unit concludes that the complaint is not valid or no discriminatory act has occurred or cannot be substantiated, the complaint may be dismissed. If, after the investigation of the complaint, the Affirmative Action Unit finds reason to believe that an employment discrimination violation may have occurred, the Affirmative Action Unit shall then initiate attempts to cause reconciliation of the parties. If the parties to the complaint agree on a resolution by way of conciliation, the terms of such resolution shall be set forth in a written agreement signed by both parties.
 - D. Appeal. If the Affirmative Action Unit concludes that the complaint is not valid or a discriminatory act has not occurred or is unsubstantiated and dismisses the complaint, and the complainant is not satisfied with the finding(s), the complainant may appeal the decision within 15 calendar days, after the internal determination is made, to the Commissioner of Correction.
 - E. Compliance. If either the Department or the employee fails to comply with any obligation or requirement which forms part of any resolution or conciliation agreement, said decision may be enforced by an order from the Commissioner of Correction.
 - F. Ability to Use Formal Process. The use of the internal process shall not preclude the complainant from exercising any rights in using the processes provided by federal or state law, including those provided in Sections 10(G) and 10(H) of this Directive.
 - G. Connecticut Commission on Human Rights and Opportunities (CHRO). Any person who claims to be aggrieved by an alleged discriminatory practice may file a complaint with CHRO. Such complaints must generally be filed within 180 days of the date of the alleged act of discrimination or within 180 days of the date that the claimant became aware of the act. Further information on filing a CHRO complaint can be found on CHRO's website: <http://www.state.ct.us/chro/>.

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- H. Equal Employment Opportunities Commission (EEOC). Any individual who believes that his or her employment rights have been violated may file a charge of discrimination with EEOC. A charge may be filed by mail or in person at the nearest EEOC office and must be filed within 300 days of the date of the alleged act of discrimination. Further information on filing an EEOC complaint can be found on EEOC's website: <http://www.eeoc.gov>.
11. Distribution of Complaint Procedure. To ensure that employees are aware of the right to file an affirmative action complaint, the Commissioner's policy statement and complaint process shall be conspicuously posted and staff shall have access to this policy in accordance with Administrative Directive 1.3, Administrative Directives, Manuals, Forms Management and Post Orders. A copy of the procedure shall also be included in the Employee Handbook and on the Department's website: <http://www.ct.gov/doc>.
12. Protection from Adverse Action. No person employed by the Department shall be intimidated, threatened, coerced, discriminated, harassed or otherwise restrained or retaliated against because of filing a complaint, opposing any discriminating practice, testifying or participating in any manner in an investigation or proceeding. Any violation of this provision shall be reported immediately in writing to the investigating unit. If there is a conflict with reporting a violation to the investigating unit, it shall be reported to the Office of the Commissioner.
13. Confidentiality. The identity of a complainant and the facts and circumstances of a complaint and investigation shall, to the extent possible (considering the requirements of applicable state and federal laws, collective bargaining agreements and court orders), be kept confidential and shared only on a need-to-know basis.
14. Forms and Attachments. The following form is applicable to this Administrative Directive and shall be utilized for its intended function:
- A. CN 2101, Affirmative Action Complaint Form.
15. Exceptions. Any exceptions to the procedures in this Administrative Directive shall require prior written approval from the Commissioner.



**State of Connecticut
Department of Correction**

Theresa C. Lantz

Commissioner

24 Wolcott Hill Road
Wethersfield, CT 06109
(860) 692-7482
Fax: (860) 692-7483

To: *All Division Heads*
From: *Theresa C. Lantz, Commissioner*
Date: *March 28, 2007*

Subject: *Zero Tolerance Policy*

As a national model in the field of corrections, our agency and its staff are dedicated to the highest standards of ethical behavior.

Completely contrary to what we stand for, there have been recent reported incidents of a racist and discriminatory nature, which remain under investigation.

Please be reminded, per Administrative Directive 2.1, Equal Employment Opportunity and Affirmative Action, that the Connecticut Department of Correction will not tolerate acts of discrimination, harassment or insulting behavior. We demand and expect a workplace free of any form of bigotry, racism or intolerance.

As you have been instructed since the first days in the training academy, per Administrative Directive 2.17, Employee Conduct, we are to treat the public, staff and offenders with respect and dignity. This is not only our policy, but it is also what is expected of decent and professional men and women.

The Department of Correction will strictly enforce a zero tolerance policy towards this inappropriate, derogatory and extremely hurtful behavior, and violators will incur appropriate discipline.

TCL/cab

c: *DC B. Murphy, Operations*
D/C C. Salsbury, Administration
Director R. Braren, Parole and Community Services
Director B. Garnett, External Affairs
Director Robert Jackson, Affirmative Action
Director D. Jones, Security Division
Director M. Marcial, Treatment and Programs
Director S. Sharr, Legal Affairs
D/A W. Choinski, North District
D/A M. Strange, South District
File

**Department of Correction - Workforce Analysis
By Employment Type, Occupational Category, Race and Sex
Data As of 12/31/2007**

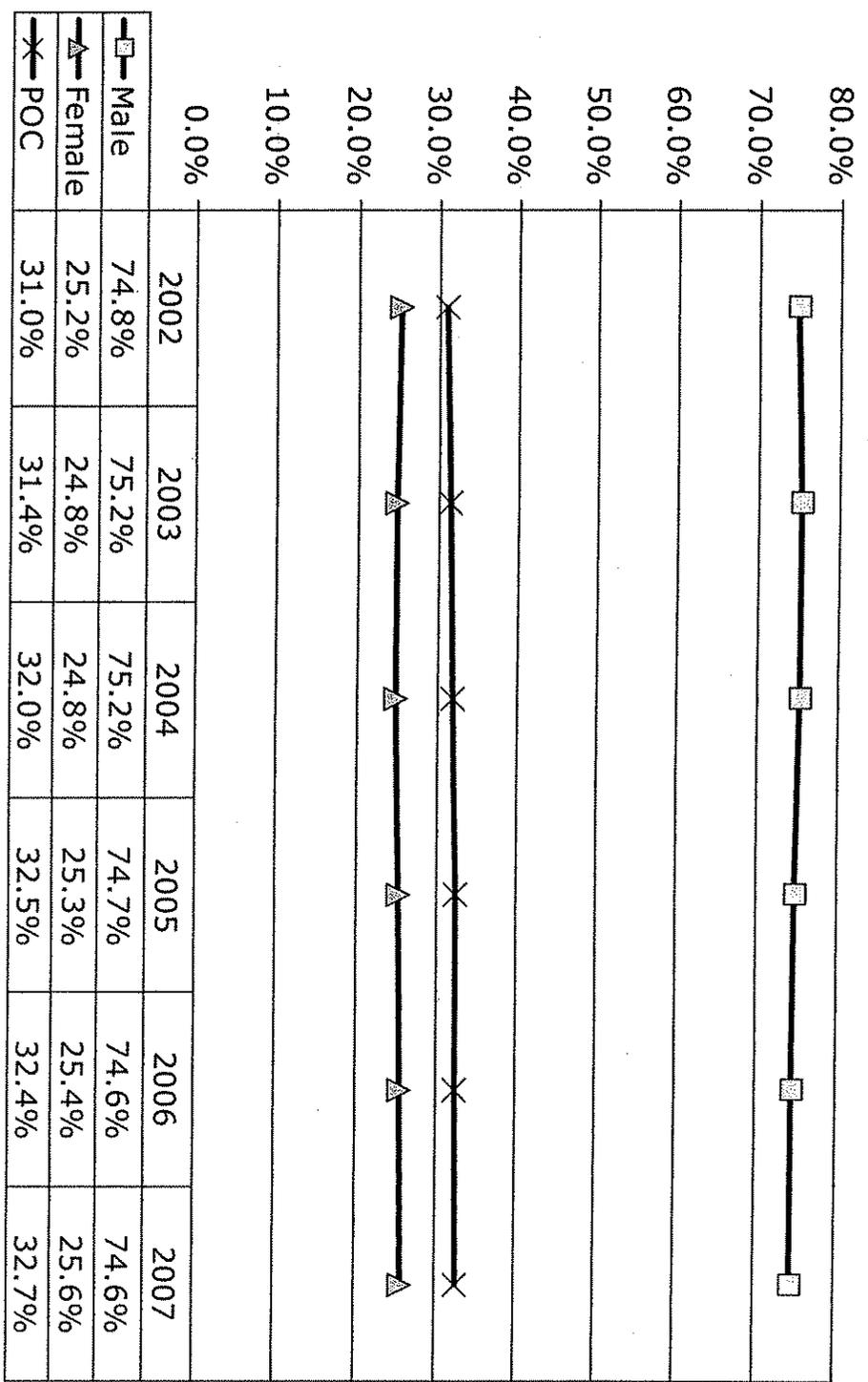
Full-Time	Category	Total		White		Black		Hispanic		Other	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Administrator	142	88	54	71	39	12	10	4	3	1	2
Professional	1375	826	549	624	385	125	122	72	36	5	6
Technical	79	50	29	41	20	7	8	1	1	1	0
Protective	4269	3572	697	2330	331	745	271	471	89	26	6
Paraprofessional	34	6	28	3	21	2	5	0	1	1	1
Clerical	368	31	337	19	248	10	59	1	25	1	5
Skilled Craft	216	208	8	179	6	20	2	8	0	1	0
Service	299	263	36	215	32	32	3	10	1	6	0
Full-Time Total:	6782	5044	1738	3482	1082	953	480	567	156	42	20
Part-Time	Category	Total	Total	White	White	Black	Black	Hispanic	Hispanic	Other	Other
Professional		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Paraprofessional	55	37	18	26	14	10	2	0	1	1	1
Clerical	2	0	2	0	2	0	0	0	0	0	0
Part-Time Total:	73	39	34	28	25	10	3	0	3	1	3
Grand Total:	6855	5083	1772	3510	1107	963	483	567	159	43	23

Overview of Workplace Diversity

Department of Correction

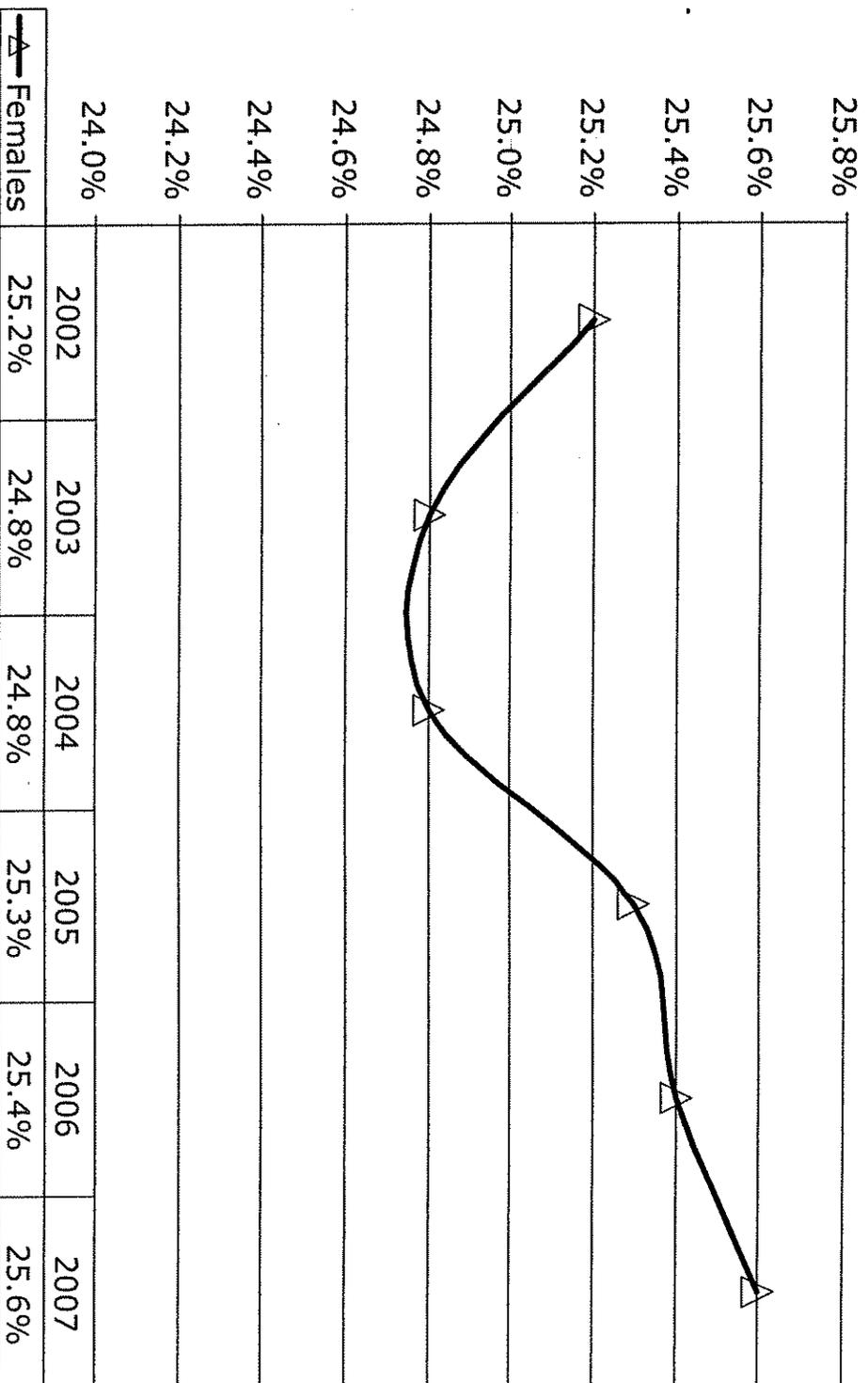
January 2008

DOC Workforce Diversity



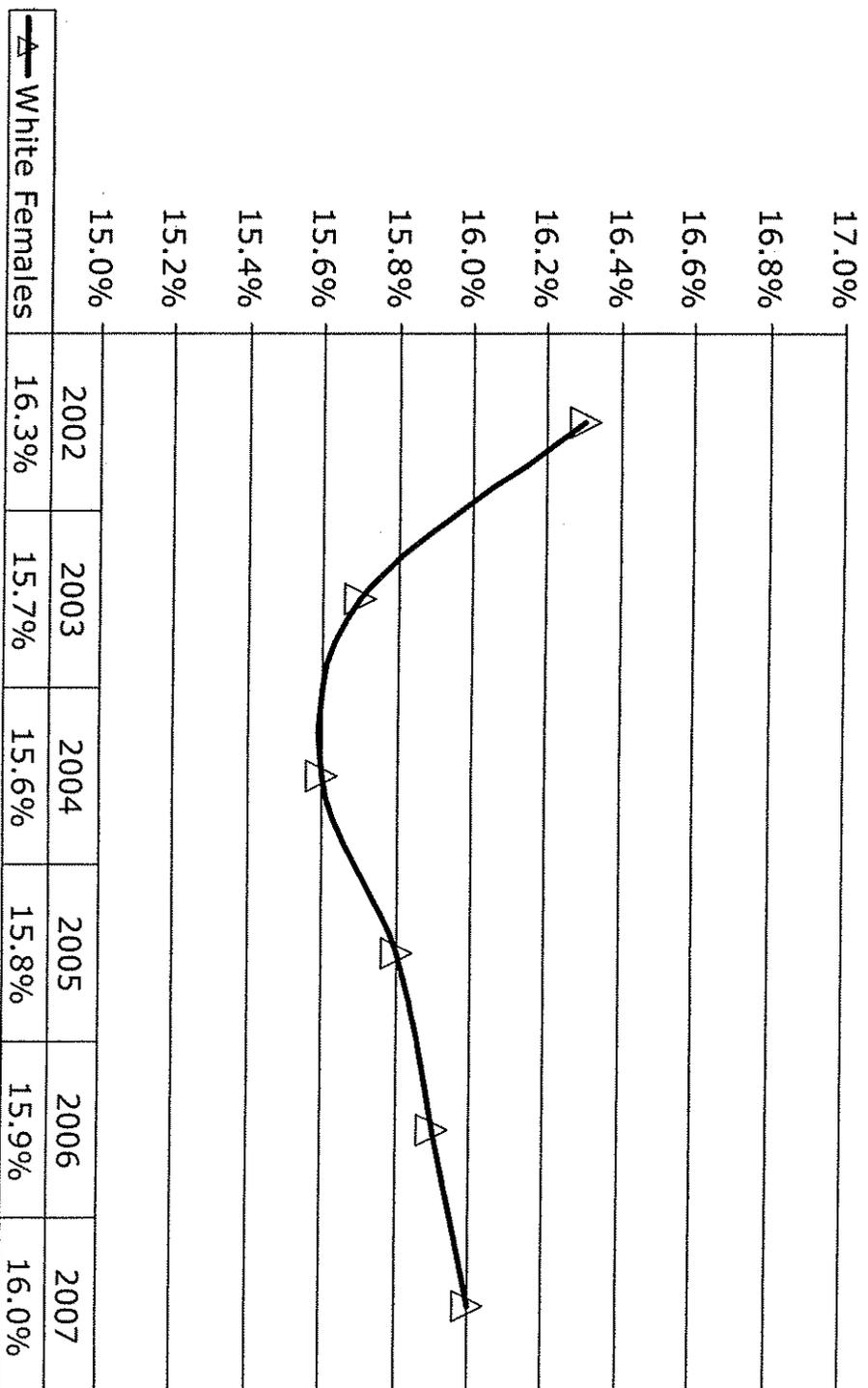
As of December 31, 2007

Total - Females



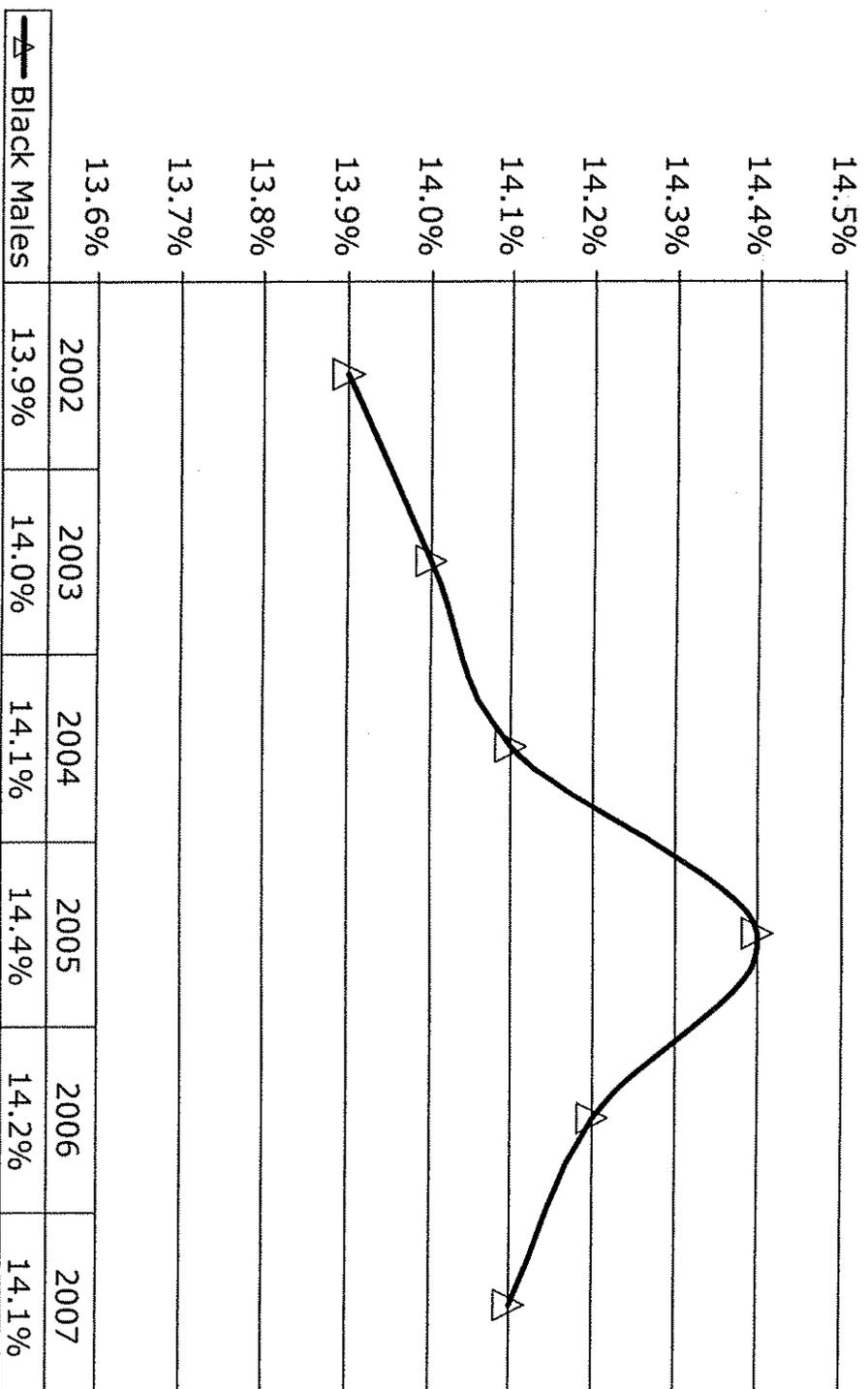
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Total - White Females



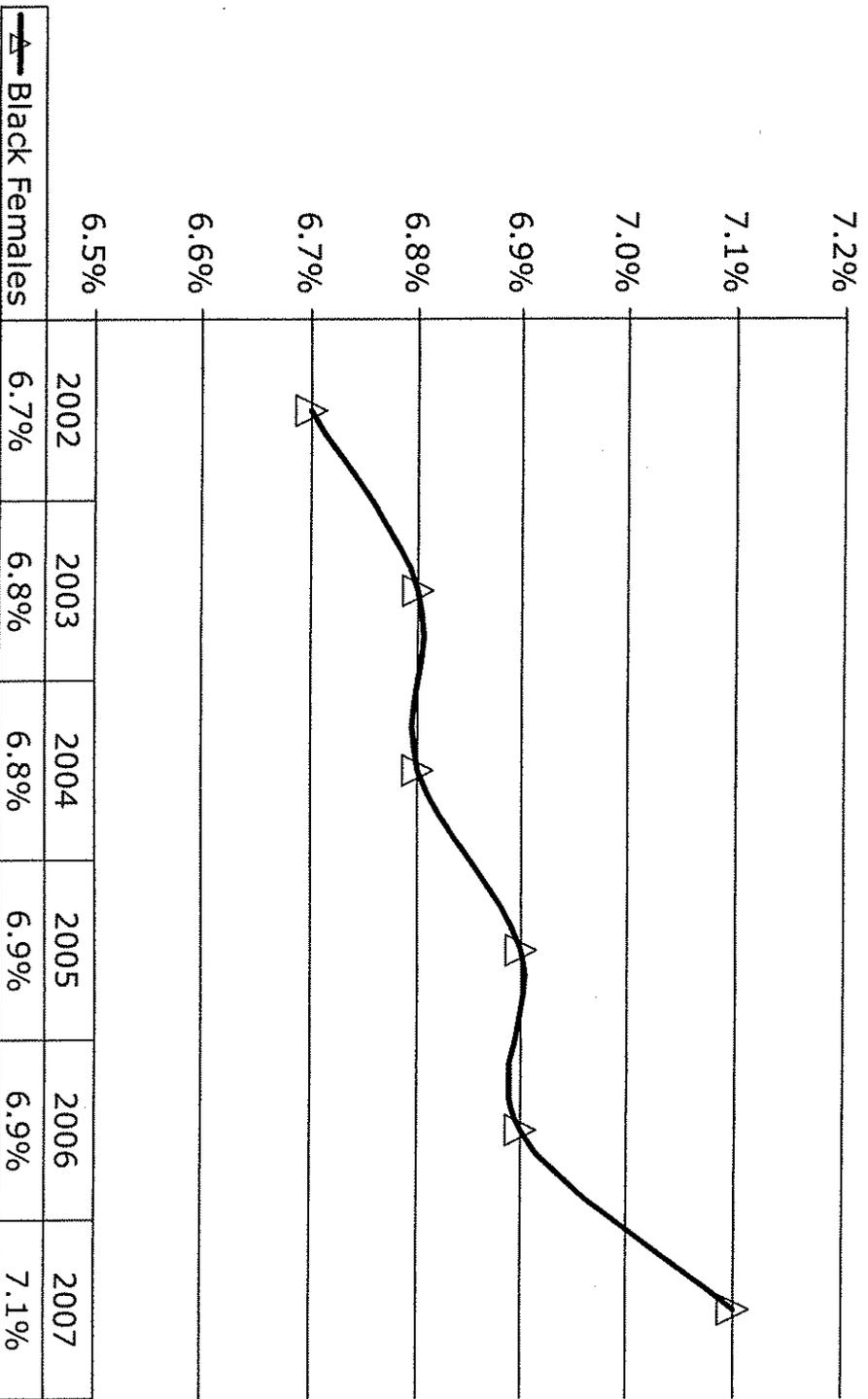
As of December 31, 2007

Total - Black Males



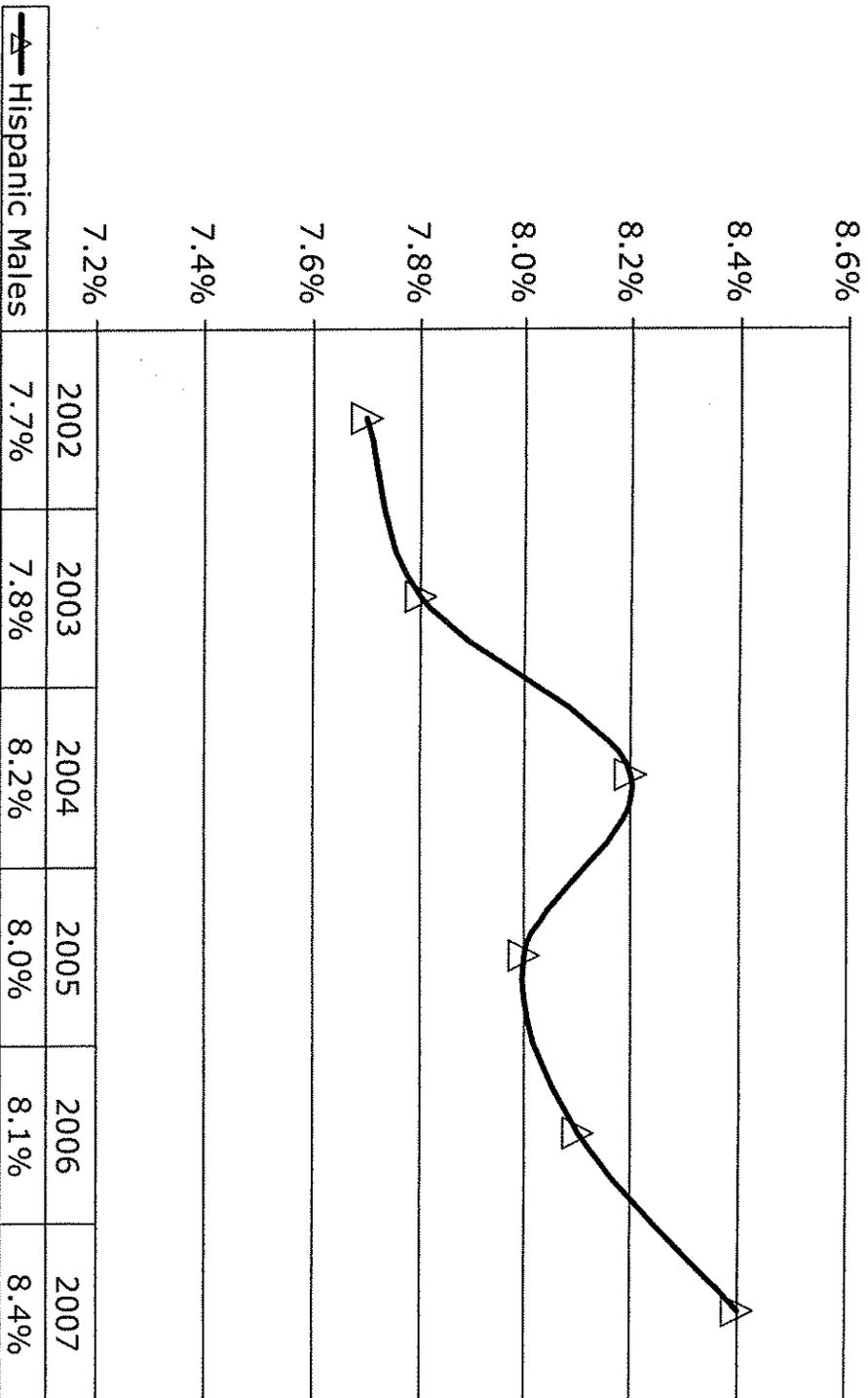
As of December 31, 2007

Total - Black Females



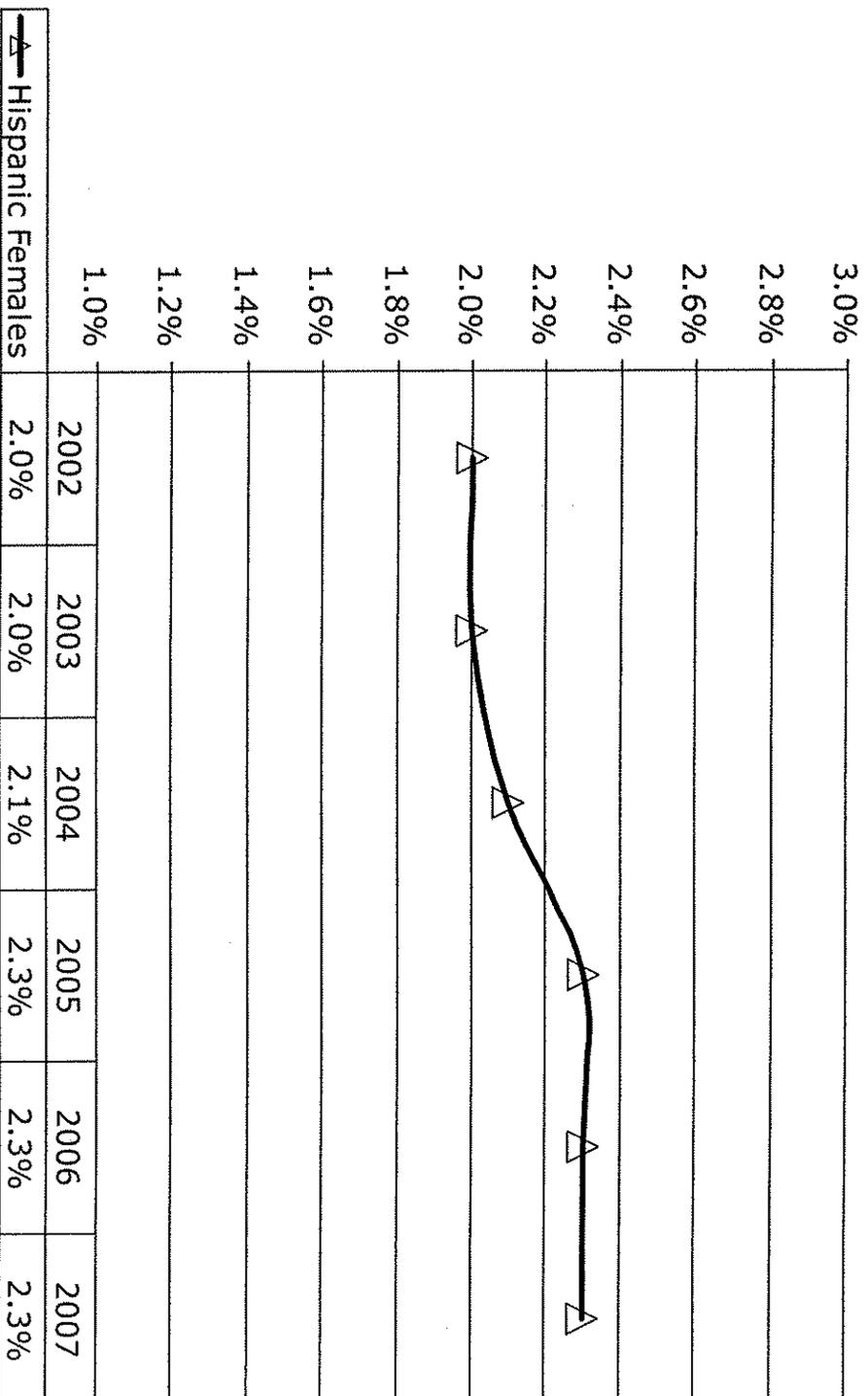
As of December 31, 2007

Total - Hispanic Males



As of December 31, 2007

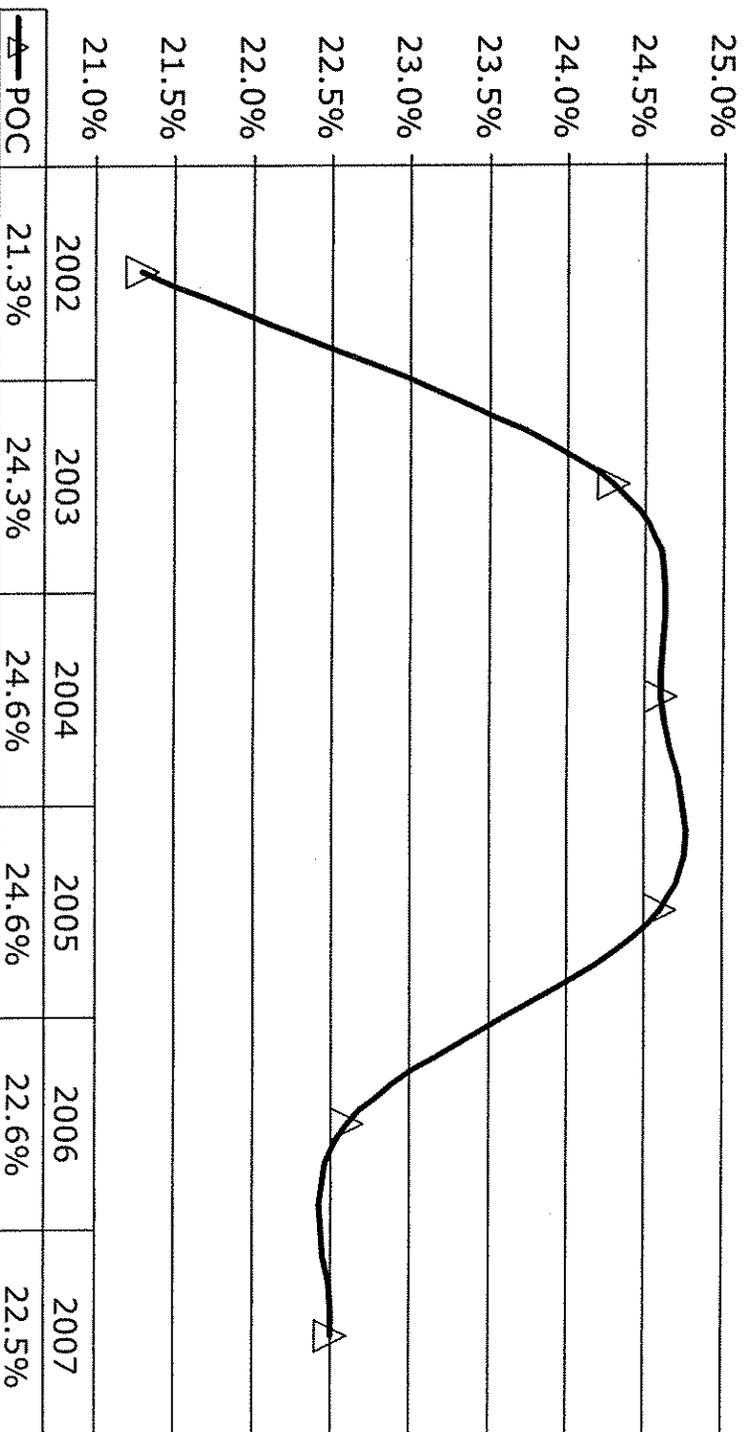
Total - Hispanic Females



As of December 31, 2007

Administrator - Job Category

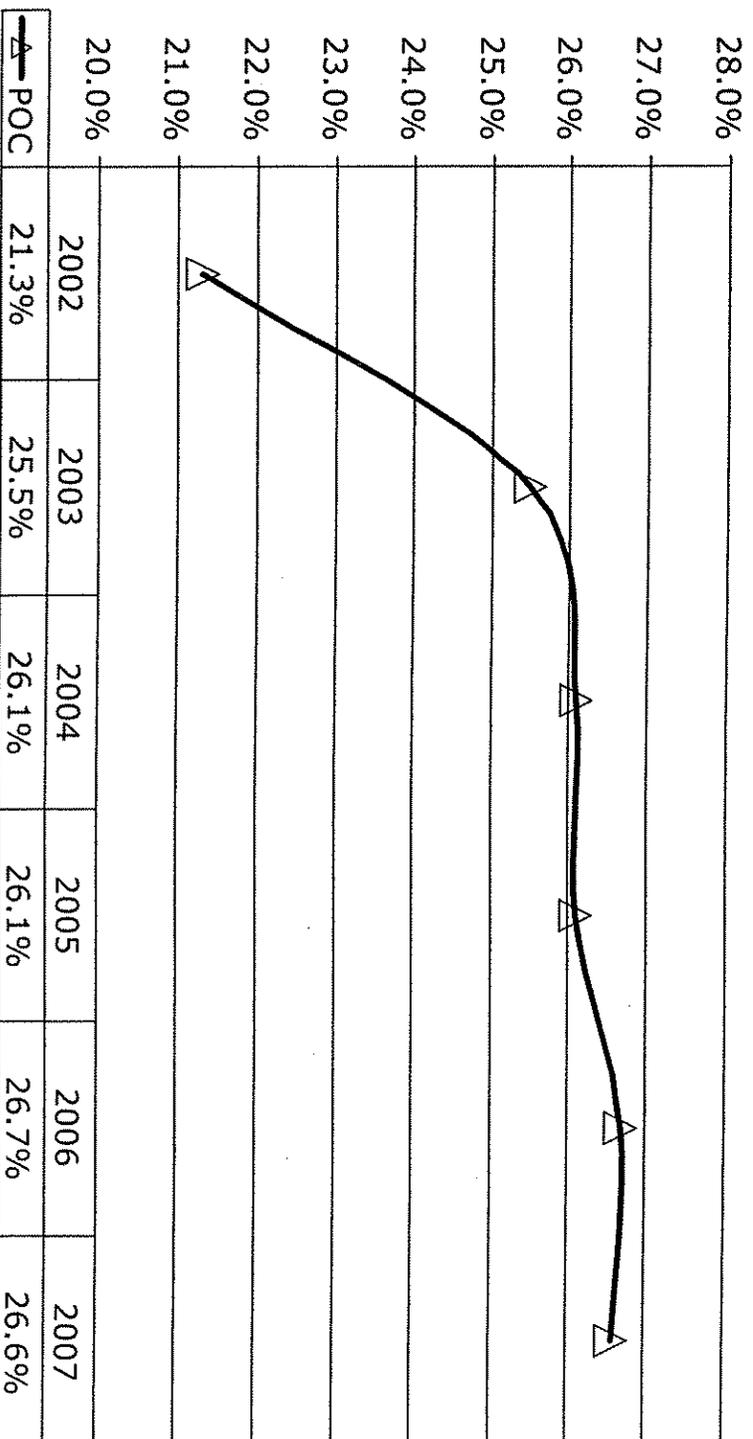
People of Color



As of December 31, 2007

Professional - Job Category

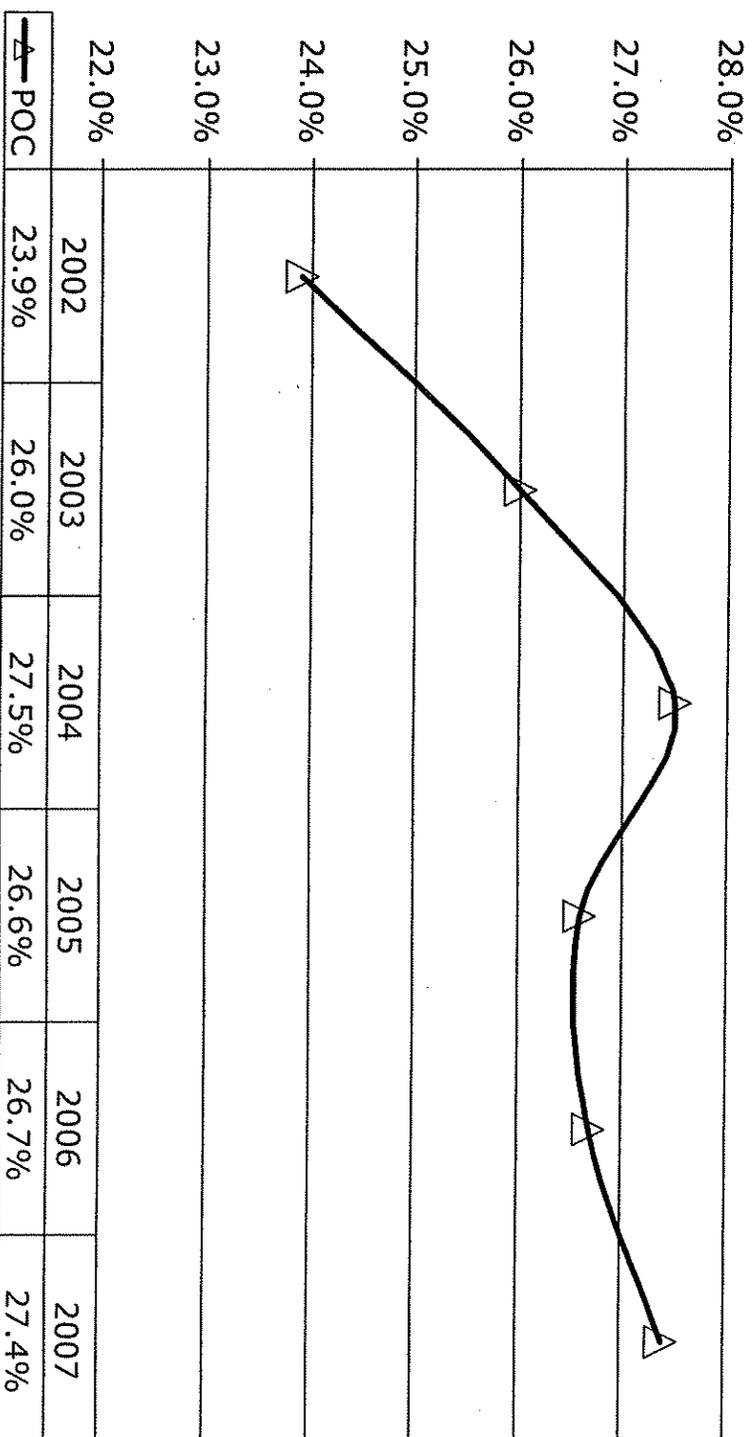
People of Color



As of December 31, 2007

Clerical - Job Category

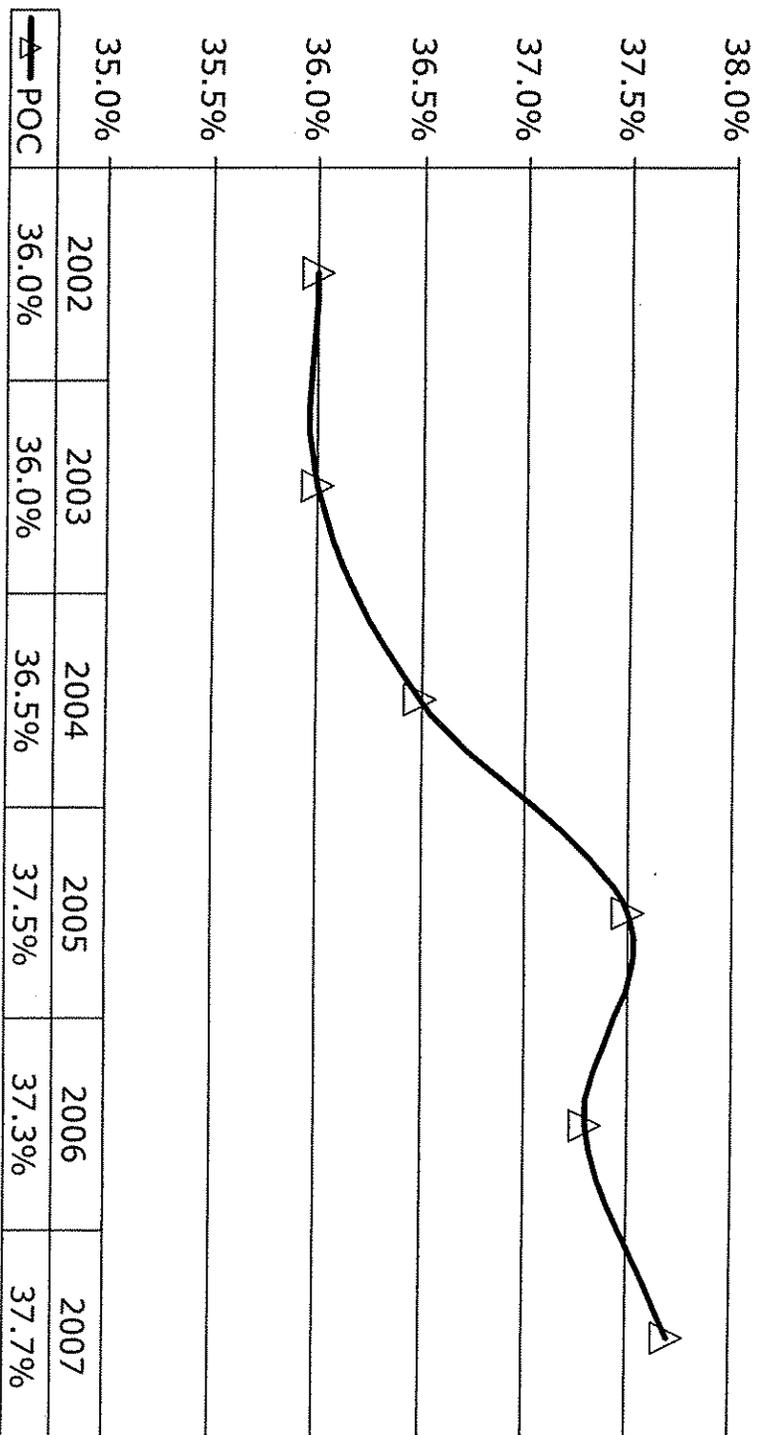
People of Color



As of December 31, 2007

Protective - Job Category

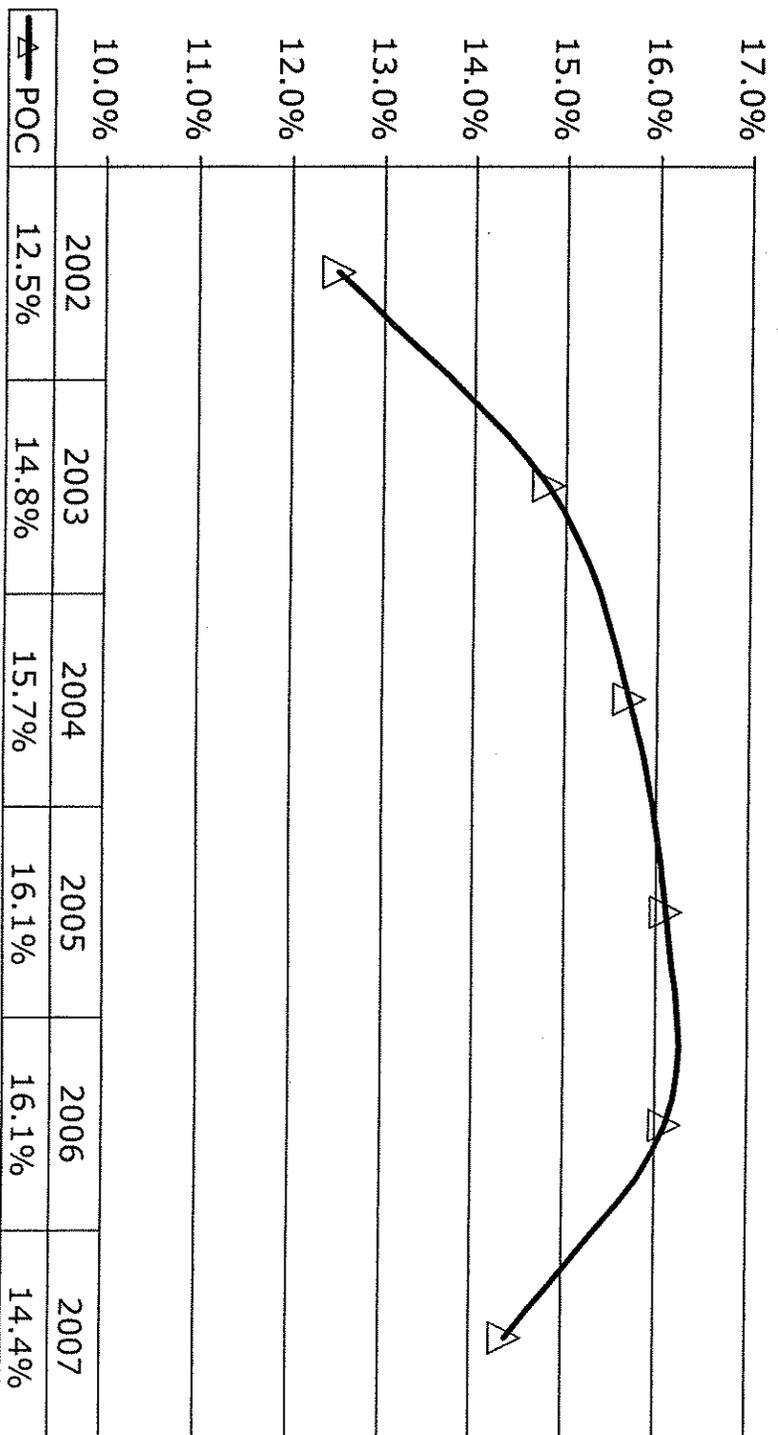
People of Color



As of December 31, 2007

Skilled Craft - Job Category

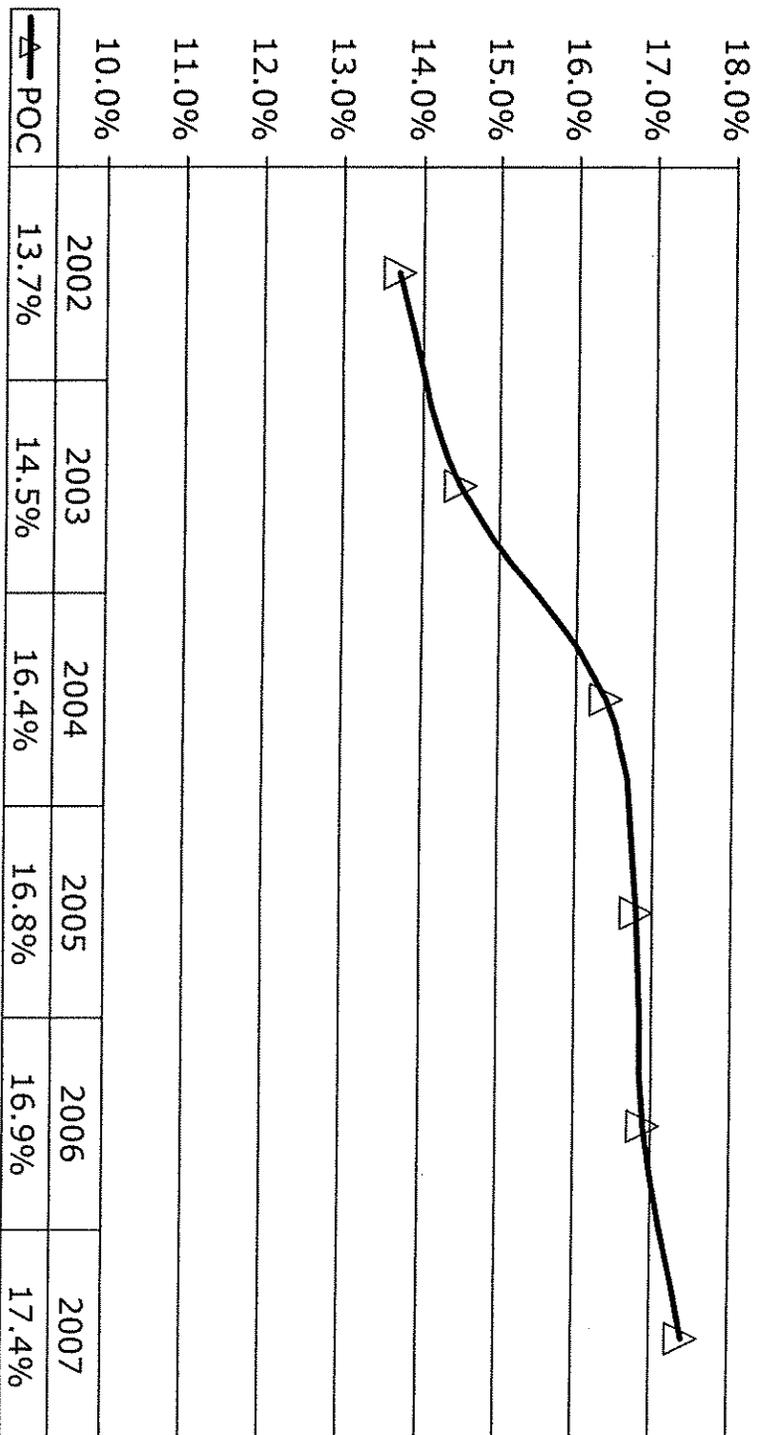
People of Color



As of December 31, 2007

Service - Job Category

People of Color



As of December 31, 2007

BEST**IN THE****BUSINESS**

By Philip Comey

DOC and Diversity: Connecticut's Solution

While the 1990s buzz word diversity often hovered in office hallways and fluttered in the air of meetings, the Connecticut Department of Corrections saw its effects first hand. Between 1992 and 2004, the Connecticut DOC saw a 38 percent increase in female staff, and at the start of 2005, 32 percent of the work force was comprised of minorities. With this change, the inevitable need to prepare executive, management and line staff to properly handle this shift soon followed. That is where the Equal Opportunity Assurance Unit came in.

With the sudden influx of female workers into corrections during the past decade came a less fortunate increase in sexual harassment issues. So the Connecticut DOC responded by hiring Robert C. Jackson Jr., now the current director of Equal Opportunity Assurance, in December of 2002. Jackson's background of human resources and diversity management made him well versed in the art of instituting a culture change. And he knew just where to start: with top management. "Top management support on an idea like this is definitely critical," Jackson said. Jackson's plan also included properly educating Connecticut DOC employees about the benefits of diversity and the clear-cut difference between the cousin issue of affirmative action. "Affirmative action is basically a legal component ... The concept of managing diversity is more of a business need, and not of a legal remedy, so to speak," Jackson said.

After training his eight-person staff, Jackson and the Equal Opportunity Assurance Unit began creating the cornerstone to Connecticut's diversity adjustment: diversity councils. There is now a diversity council at each of Connecticut's 18 facilities that includes the warden, Affirmative Action Unit representative, personnel officer and volunteers. Volunteers range from correctional officers and counselors, to teachers and doctors. The councils gather for meetings approximately once a month to discuss issues and policies relevant to diversity. These meetings also provide a forum for those wanting to voice concerns or ideas regarding diversity. The councils have also proved to be conducive to ideas that shine a spotlight on cultural differences. Facilities now hold potluck lunches, which may feature food or music from different ethnic backgrounds. The councils also sponsor minority speakers who come in to discuss issues relevant to their heritage such as being Native-American or speaking about the holocaust. Also, many facilities now produce newsletters, which keep employees up to date on certain cultural topics and spread awareness of upcoming diversity events.

To help offer guidance and consolidate the efforts of the various diversity councils, an executive diversity council meets every six weeks, according to Jackson. The executive council includes the commissioner, deputy commissioner, director of equal opportunity assurance, director of person-

nel, external consultant, and a representative from each of the facility's diversity councils. These meetings enable DOC personnel to gather ideas from other facilities and executive management as to how to solve particular diversity issues at their respective locations. Jackson also re-enforces the mission of the diversity councils at each meeting to ensure focus is maintained. He often assigns attendees small "homework" assignments, such as reading books that delve into diversity and watching movies that make a point of cultural differences.

Despite what Jackson has noted are huge advances in diversity management, he reminds DOC personnel that cultural change is a slow process. "You can't just develop this idea of diversity councils and start addressing issues, you have to get them [employees] to go through a team-building process, understanding what the missions are and understanding awareness." Jackson says there is a need to recognize that this shift in conscience in the work force will not happen overnight.

The Connecticut DOC has seen tremendous benefits from the diversity councils, according to Jackson. For example, before the diversity councils were put in place, employees who had an issue with diversity often felt the need to resort to outside resources because they did not know where to go to express concerns. But the diversity councils have allowed many employees to handle problems internally, saving DOC resources and potential cash. According to Jackson, there has also been a marked decrease in sexual harassment and discrimination complaints, be it regarding race, gender or age.

Connecticut corrections has also been able to adjust certain policies that some employees felt did not adequately address the differences among the work force. Specifically, there was a shift in the "five and two post assignment" policy, which determines where employees will be stationed in facilities. Recruiting has also seen a reformation, with the DOC now reaching out to neighborhoods and parts of Connecticut that can provide a more diverse applicant pool.

While Jackson feels that tremendous gains have been made, he thinks there is room for even more. "I don't that we are at the point where we can just say this is it. I think we have been so successful in the first couple of years, I think that we are now looking to go further than that."

Jackson expressed optimism that Connecticut will be able to continue on a path of expanded acceptance and increased awareness of diversity. "But I can see now in the three years that we have been doing this, people have seen change, and I think it is going to get better over a period of time, it is only going to improve."

Philip Comey is assistant editor of Corrections Today.

Mission of Diversity Councils

- Identify policies, programs and practices that need to be revised to meet the needs of the diverse workforce.
- Identify strategies and tactics that can create and ensure:
 - Individual and cultural diversity is accepted and valued.
 - Open lines of communication with all employees.
 - Opportunities exist for all employees to achieve their career potential.
 - Systems, structure, culture and leadership that exist to foster communication of diversity.



Connecticut Department of Correction
CENTER FOR TRAINING & STAFF DEVELOPMENT
LESSON PLAN

TOPIC: Administrative Directives 2.1

Trainer Notes	Presentation Guide
	<p style="text-align: center;">ADMINISTRATIVE DIRECTIVE 2.1.</p> <p>LESSON PLAN</p> <p><u>Performance Objectives</u></p> <p>By the end of the session, you will be able to:</p> <ol style="list-style-type: none">1. Explain the Department's expectations for achieving a work environment of equal employment opportunity under Administrative Directive 2.1. and actions which may violate these expectations.2. Understand what is "Zero tolerance" as it applies to Administrative Directive 2.1.3. Provide examples of what types of harassment are covered within Administrative Directive 2.1.4. Know what are your responsibilities as an employee and supervisor within Administrative Directive 2.1.5. Understand the impact of stereotypes and biased statements, even when casually said.6. Identify the most common reasons people sit silent in the face of bias and stereotypes.7. Enhance skills for speaking up against stereotypes without blame or guilt.



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	<p style="text-align: center;">Ground Rules</p> <ol style="list-style-type: none">1. Respect each other at all times. Listen to each other without interrupting.2. Be tolerant and understanding of other employees.3. Be thoughtful and respectful when voicing individual opinions.4. Workplace Diversity and issues relative to discrimination is a sensitive subject and people have different opinions about it. This training is not a forum to discuss these differences. Our purpose today is to examine what Administrative Directive 2.1. requires of all employees relative to conduct that violates this directive. <p style="text-align: center;">Equal Employment Opportunity and Affirmative Action</p> <p>Policy Statement as defined by Administrative Directive 2.1.:</p> <p>The Department of Correction shall achieve equal employment opportunity through affirmative action. The Department shall also be committed to providing its employees with a workplace that is free from both discrimination and harassment based upon race, color, sex, age, religion, national origin, ancestry, disability, marital status, sexual orientation, or any legally protected status; and retaliatory actions against those individuals who have submitted a complaint of such behavior. Violations of this nature shall be dealt with in a timely fashion, with discipline rendered as appropriate.</p>



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	<p><u>Specific Prohibitions of Harassment:</u></p> <p><u>Harassment.</u> Any unwelcome verbal or physical conduct based on a legally protected class when such conduct has the effect of creating an intimidating, hostile or offensive working environment that effects the terms and conditions of employment. Actions which may be considered harassment under this Directive include, but are not limited to:</p> <ol style="list-style-type: none">1. Use of racially derogatory words, phrases, epithets;2. Demonstrations of a racial or ethnic nature such as a use of gestures, pictures or drawings which would offend a particular racial or ethnic group;3. Comments about an individual's skin color or other racial/ethnic characteristics;4. Making disparaging remarks about an individual's gender and/or sexual orientation not covered by Administrative Directive 2.2, Sexual Harassment;5. Making disparaging comments about an employee's religious beliefs (or lack of religious beliefs);6. Expressing disparaging stereotypes regarding an employee's birthplace, national origin or ancestry;7. Making disparaging comments regarding an employee's age; and,8. Derogatory or intimidating references to an employee's mental or physical impairment.



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	<p data-bbox="873 550 1166 583" style="text-align: center;">Zero Tolerance Policy</p> <p data-bbox="522 625 1416 697">The Department of Correction has a Zero tolerance policy relative to discrimination and harassment conduct.</p> <ul data-bbox="522 739 1513 1171" style="list-style-type: none">- As a national model in the field of corrections, the Department of Correction and its staff are dedicated to the highest standards of ethical behavior. As per Administrative Directive 2.1., Equal Employment Opportunity and Affirmative Action, the Department of Correction will not tolerate acts of discrimination and harassment. We demand and expect a workplace free of any form of bigotry, racism or intolerance. As employees we are to treat the public, staff and offenders with respect and dignity. This is not only our policy, but it also is what is expected of decent and professional men and women. The Department will strictly enforce a Zero tolerance policy towards this inappropriate, derogatory and extremely hurtful behavior, and violators will incur appropriate discipline. <p data-bbox="831 1213 1182 1247" style="text-align: center;">Employee Responsibilities</p> <p data-bbox="506 1285 1481 1654">An employee shall not engage in discrimination or harassment (based on a protected class status). The Department shall not tolerate violations of this Directive and strongly encourages victims of discrimination or harassment to report instances of such behavior as soon as feasible after it occurs. Any employee who witnesses discrimination or harassment or who becomes aware that an employee has been subjected to discrimination or harassment shall report same to a supervisor, manager, the Unit Administrator or the Affirmative Action Unit as soon as feasible and must do so immediately if the conduct jeopardizes the safety or security of staff or the orderly operation of the facility.</p>



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	<p data-bbox="802 552 1284 583" style="text-align: center;">Manager/Supervisor Responsibilities</p> <ul style="list-style-type: none"><li data-bbox="548 625 1523 730">A. Each manager and supervisor shall become familiar with the provisions of this Directive, complying with all requirements of this policy and cooperating with any inquiry under this Directive.<li data-bbox="548 772 1523 951">B. Each manager and supervisor has a responsibility to maintain the workplace free of any form of discrimination or harassment (based on a protected class status), to monitor working conditions in order to detect violations of this Directive, and to take prompt action to correct and report any violation through the chain of command.<li data-bbox="548 993 1523 1171">C. Any manager or supervisor who witnesses conduct that violates this Directive or receives a report of conduct that is alleged to violate this Directive shall immediately report such conduct to a senior manager or the Unit Administrator, who shall advise the Director of Affirmative Action of any violation or alleged violation as soon as feasible.<li data-bbox="548 1213 1523 1318">D. Each manager and supervisor shall communicate to all subordinates the Department's Equal Employment Opportunity and Affirmative Action Policy and make them aware of the Affirmative Action Plan. <p data-bbox="824 1392 1227 1423" style="text-align: center;">OUCH! That Stereotype Hurts</p>



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	<p>Goal – Explore communication skills for promoting inclusion and respect in the workplace.</p> <p>Definitions –</p> <ul style="list-style-type: none">- Stereotypes; An oversimplified image or statement applied to a whole group of people, without regard for the individual.- Bias; Bias is a predisposition to see events, people or items in a positive or negative way. Bias is an attitude or belief.- Silent Collusion; To go along with through silence.- Ally; Someone who speaks up on behalf of someone else. <p style="text-align: center;">WATCH OUCH! VIEDO</p> <p style="text-align: center;">Discussion session</p> <ol style="list-style-type: none">1. How does this video relate to you? Do you see yourself reflected in any way?2. Which technique(s) do you personally prefer? In what types of situations would you use these techniques?3. Which situations are most difficult for you? How do you respond? What is the impact of sitting silent?4. How can you increase your comfort, confidence and skill in speaking up in these situations?



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	<p data-bbox="544 541 982 583"><u>Speaking Up: Six Techniques</u></p> <ol data-bbox="544 619 1120 1018" style="list-style-type: none">1. Assume Good Intent and Explain Impact2. Ask a Question3. Interrupt and Redirect4. Broaden to Universal Human Behavior5. Make It Individual6. Say Ouch! <p data-bbox="857 1060 1198 1092" style="text-align: center;">Key Points To Remember</p> <ol data-bbox="527 1134 1526 1606" style="list-style-type: none">1. Zero tolerance will be strictly enforced towards inappropriate, derogatory and extremely hurtful behavior, and violators will incur appropriate discipline.2. Harassment as it pertains to A.D. 2.1. is any unwelcome verbal or physical conduct based on a legally protected class when such conduct has the effect of creating an intimidating, hostile or offensive working environment that effects the terms and conditions of employment.3. An employee shall not engage in discrimination or harassment (based on a protected class status).4. Say "Ouch!"