

Highlights from the 2019/2020 Affirmative Action Plan

The DCF Office of Diversity and Equity (ODE) has drafted the 2019/2020 DCF Affirmative Action Plan (AAP) in accordance with CT Regulations and in partnership with the CHRO Reviewer. The AAP is the Agency’s opportunity to holistically review the employment processes that transpired during the previous year. Additionally, it allows the agency to identify areas within these employment processes that may impede the fair and equal participation of protected group members.

On September 11, 2019, the DCF Affirmative Action Plan was approved by the Commission on Human Rights and Opportunities.

Below, you will find key highlights from the drafted 2019/2020 AAP:

(a) Agency Workforce (See Appendix A)

The agency workforce as a whole is not at parity with relevant labor markets. As such, the agency has established goals to address any race/sex group that is underutilized in the workforce. See subsection (f) of this document.

(b) Hiring and Promotional Summary (March 1, 2018 – February 28, 2019)

Titles	Hires	Promotions	Percent White	Percent of Color	Percent Male	Percent Female
Program Director	1	4	80%	20%	20%	80%
Program Supervisor	0	8	87.5%	12.5%	25%	75%
EEO 1 – All Remaining Titles	10	0	50%	50%	20%	80%
Children Services Consultant	0	2	0%	100%	0%	100%
Clinical Social Worker Associate	10	3	61.5%	38.5%	7.7%	92.3%
Head Nurse	2	3	80%	20%	20%	80%
Social Work Supervisor	1	38	43.6%	56.4%	20.5%	79.5%
Social Worker Trainee	171	1	34.3%	65.7%	15.7%	74.3%
State School Teacher	2	0	100%	0%	0%	100%
EEO 2 – All Remaining Titles	31	5	38.9%	61.1%	19.4%	80.6%
Region 1 – Paraprofessional – All Titles	1	0	100%	0%	0%	100%
Region 1 – Clerical – All Titles	2	0	0%	100%	0%	100%
Region 2 – Technicians – All Titles	0	0				
Region 2 – Paraprofessional – Children Svcs Workers	6	0	33.3%	66.7%	66.7%	33.3%
Region 2 – Paraprofessional – All Remaining Titles	0	0				
Region 2 – Clerical – All Titles	0	0				
Region 2 – Skilled Craft – All Titles	1	0	100%	0%	0%	100%
Region 2 – Service Maintenance – All Titles	2	0	50%	50%	50%	50%
Region 3 – Paraprofessional – All Titles	0	0				
Region 3 – Clerical	0	0				
Region 4 – Technicians – All Titles	1	0	0%	100%	100%	0%

Titles	Hires	Promotions	Percent White	Percent of Color	Percent Male	Percent Female
Region 4 – Paraprofessional – Children Svcs Workers	1	0	0%	100%	100%	0%
Region 4 – Paraprofessional – Social Work Case Aide	1	0	0%	100%	0%	100%
Region 4 – Paraprofessional – All Remaining Titles	1	1	0%	100%	0%	100%
Region 4 – Clerical – Office Assistant	5	0	40%	60%	0%	100%
Region 4 – Clerical – All Titles	6	2	12.5%	87.5%	12.5%	87.5%
Region 4 – Skilled Craft – All Titles	2	0	50%	50%	100%	0%
Region 4 – Service Maintenance – All Titles	1	0	100%	0%	0%	100%
Region 5 – Paraprofessional – All Titles	0	0				
Region 5 – Clerical – All Titles	6	0	100%	0%	0%	100%
Total	264	67	41.4%	58.6%	18.4%	81.6%

(c) 2018/2019 Affirmative Action Goal Achievement:

Goals Established	Hires/Promotions	Opportunities	Goals Met	Goal Achievement
390	331	331	117	35.3%

The agency’s overall goal achievement is 36.1% when you compare goals met to actual opportunities to achieve the goals. An analysis of each recruitment and associated goal candidate was conducted in the Goals Analysis section of the AA plan (see Appendix B).

The agency substantially met the previously established programmatic goals (see Appendix C attached).

(d) During its review, the ODE identified the following problem areas:

1. The DCF Interview Panel members change frequently and may include members who lack experience with the DCF application flow and goals analysis process. As a result, justifications for hires and promotions are sometimes incomplete and/or does not include pertinent or supporting documentation. Additionally, an analysis of the Interview Panels’ final determinations reveal some inconsistencies which may adversely impact a candidates’ opportunity for hire or promotion.

Lastly, with a heavy emphasis on the individual interview leading to hiring/promotional decisions, the Agency recognizes this as a potential barrier to the selection process.
2. During the reporting period, it was identified that some of the ODE investigations significantly exceeded the 90-day timeframe for completion. This can have a negative impact on the individuals involved as well as the broader agency employee population. It is integral to the Agency, that employees expect a prompt and thorough review of their concerns. A goal is established in this Affirmative Action Plan to address this problem area. Please refer to section 46a-68-87 Program Goals and Time Tables.

(e) The following program goals are recommended to address employment practices which may adversely impact protected groups as identified in section 46-68-87(a) (1)-(11).

- (1) In an effort to enhance career mobility from sub-professional positions into professional positions, the agency will explore the viability of having a formal mentoring program for clerical & paraprofessional employees. If viable, the Agency shall develop a plan for implementation. The Agency will utilize the already established mentoring program for social work staff as a foundation for this project.

Timetable for completion: February 29, 2020

Person(s) responsible: The Director of the DCF Academy for Workforce Development and The Director of the Office of Diversity and Equity are responsible for ensuring the implementation of this goal.

- (2) In an effort to remove barriers in the selection process for internal DCF applicants seeking promotion, the agency seeks to establish identify key elements of the recruitment and selection process where barriers may exist. To that end, the Agency:
 - a. shall develop strategies to support employees who apply repeatedly and have not been promoted. Such strategies will include interviewing and career counseling for identified individuals.
 - b. shall establish a Mock Interview process/program for non-professional staff. The Agency will utilize the already established mock interview process in place for professional staff.
 - c. shall develop training designed for supervisory staff on how to provide job/career coaching in their supervisory capacity. The Agency is committed to supporting all staff in their career goals and believes career/job coaching should be a part of the supervisory process.
 - d. consider the feasibility of purchasing and online interview preparation program for employees seeking promotion.

Timetable for completion: February 29, 2020

Person(s) responsible: The Director of the Office of Diversity and Equity, the Director of the DCF Academy for Workforce Development and the Director of Human Resources are responsible for ensuring the implementation of this goal.

- (3) In an effort to address employee turnover, primarily at the social worker level, the Agency sets a goal to develop a strategy for conducting Stay Interviews¹

Timetable for completion: February 29, 2020

Person(s) responsible: The Director of the Office of Diversity and Equity and **the Diversity Action Teams** are responsible for ensuring the implementation of this goal.

- (4) In early 2019, the Agency strengthened its Stipend Internship Program. After successful completion of the internship, the intern will be offered a position as a social worker trainee. As

¹ Stay interviews are conducted to help managers understand why employees stay and what might cause them to leave. In an effective stay interview, managers ask standard, structured questions in a casual and conversational manner. Most stay interviews take less than half an hour. Source – SHRM.ORG

a result of this change, the agency sets a goal to establish a more formalized on-boarding process for stipend intern candidates that includes a formal AA/EEO review.

Timetable for completion: February 29, 2020

Person(s) responsible: The Director of the Office of Diversity and Equity, the Director of HR, and the Director of the DCF Academy for Workforce Development are responsible for ensuring the implementation of this goal.

- (5) The Agency is committed to timely ODE investigations and recognizes the impact these matters have on the workforce and individual employees. In an effort to address the untimeliness of ODE investigations during this reporting period, the agency shall conduct an audit related to the timeframes of investigations and establish a plan to mitigate this issue in the future, e.g., ensuring adequate ODE staffing, research and implementing best practices on complaint procedures, and nationally recognized training for investigative staff.

Timetable for completion: February 29, 2020

Person(s) responsible: The Director of the Office of Diversity and Equity, the Equal Employment Opportunity Manager, and the Deputy Commissioner of Administration are responsible for ensuring the implementation of this goal.

- (6) The Agency recognizes the inherent challenges related to the recruitment of protected groups in various job series, e.g., males in social work. The Agency shall ask the Statewide Diversity Action Team and the Workforce Development subgroup of Racial Justice to partner in developing a strategic plan to identify and on-board protected group members in identified positions, e.g., social workers.

Timetable for completion: February 29, 2020

Person(s) responsible: The Director of the Office of Diversity and Equity, the Statewide DAT workgroup, and the Workforce Development Subcommittee on Racial Justice are responsible for ensuring the implementation of this goal.

- (7) The Agency recognizes that EEO and Affirmative Action are responsibilities for all employees, especially managers, supervisors, EEO staff, and Human Resources employees. To that end, the Agency, through its Office of Diversity and Equity, shall develop and implement training for all HR professionals and hiring managers, supervisors and search chairs to address EEO/AA and the potential impact of bias in the interview process. Such training shall include, but not be limited to, CT Affirmative Action Regulations and goal setting, equal employment opportunity, explicit and implicit bias and how to avoid them, and the applicant flow process.

Timetable for completion: February 29, 2020

Person(s) responsible: The Director of the Office of Diversity and Equity, and the EEO Manager, are responsible for ensuring the implementation of this goal, as deemed appropriate.

(f) Hires and Promotions Data Analysis

March 1, 2018 - February 28, 2019 HIRES REPORT			
	Total	Caucasian	Employees of Color
Statewide Data	267	105	162
%		39.30%	60.70%
EEO 1 - Officials	12	7	5
%		58.30%	41.70%
EEO 2 - Professionals	220	83	137
%		37.70%	62.30%
EEO 2 - Social Workers	173	59	114
%		34.10%	65.90%
Sub-Professional	35	15	20
%		42.90%	57.10%
EEO 6 - Clerical (all)	18	8	10
%		44.40%	55.60%
EEO 5 - ParaProfs. (all)	10	3	7
%		30.00%	70.00%

March 1, 2018 - February 28, 2019 PROMOTIONS REPORT			
	Total	Caucasian	Employees of Color
Statewide Data	107	66	41
%		61.70%	38.30%
EEO 1 - Officials	14	10	4
%		71.40%	28.60%
Program Director	4	3	1
%		75.00%	25.00%
Program Supervisor	8	7	1
%		87.50%	12.50%
EEO 2 - Professionals	52	21	31
%		40.40%	59.60%
EEO 2 - SW Supervisor	38	16	22
%		42.10%	57.90%
Sub-Professional	41	2	6
%		4.90%	14.60%

(g) CPS FT Workforce as of 2/28/2019

DCF - Workforce 02/29/18	Total			White		Black		Hispanic		AAIANHNP I	
	Total	M	F	M	F	M	F	M	F	M	F
Program Director	36	10	26	7	18	0	4	3	4	0	0
	100.0 %	27.8 %	72.2 %	19.4 %	50.0 %	0.0%	11.1 %	8.3 %	11.1 %	0.0 %	0.0 %
				69.4%		30.6%					
Program Supervisor	102	28	74	19	40	3	20	4	13	2	1
	100.0 %	27.5 %	72.5 %	18.6 %	39.2 %	2.9 %	19.6 %	3.9 %	12.7 %	2.0 %	1.0 %
				57.8%		42.2%					
Social Work Supervisor	360	87	273	45	143	27	81	13	44	2	5
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0 %	0.0%	0.0 %	0.0 %
				52.2%		47.8%					
Children Services Consultant	38	9	29	4	13	2	8	2	7	1	1
	100.0 %	23.7 %	76.3 %	10.5 %	34.2 %	5.3%	21.1 %	5.3 %	18.4 %	2.6 %	2.6 %
				44.7%		55.3%					
Social Wkr/Trainee	1410	287	1123	142	474	92	386	48	230	5	33
	100.0 %	20.4 %	79.6 %	10.1 %	33.6 %	6.5%	27.4 %	3.4 %	16.3 %	0.4 %	2.3 %
				43.7%		56.3%					
Social Worker Case Aide	101	35	66	9	22	17	23	9	20	0	1
	100.0 %	34.7 %	65.3 %	8.9%	21.8 %	16.8 %	22.8 %	8.9 %	19.8 %	0.0 %	1.0 %
				30.7%		69.3%					
Total CPS Workforce	2047	456	1591	226	710	141	522	79	318	10	41
	100.0 %	22.3 %	77.7 %	11.0 %	34.7 %	6.9%	25.5 %	3.9 %	15.5 %	0.5 %	2.0 %
				45.7%		54.3%					