

EEO Utilization Report

Organization Information

Name: Connecticut Department Of Correction

City: Wethersfield

State: CT

Zip: 06109

Type: State Correctional Department and/or Institution

Step 1: Introductory Information

Policy Statement:

AFFIRMATIVE ACTION POLICY STATEMENT

The Department of Correction is committed to a consistent and comprehensive equal opportunity and affirmative action program to assure equal opportunity to all, and to ensure we provide all of our services and programs in a fair and culturally competent manner. Affirmative action is an immediate and necessary agency objective.

Purpose

Discrimination is embedded in our nations history and unless consciously addressed, the present effects of past discriminatory practices will continue to exist. We recognize that to overcome past discrimination and achieve equal employment opportunity for everyone, there must be a specific program and action plan that addresses and measures our efforts and success. Federal and State equal employment opportunity and affirmative action laws have been enacted in response to this history of discrimination. In accordance with these applicable laws and regulations and as an essential part of our fundamental operating policy we have developed an affirmative action plan.

Definitions

Equal employment opportunity is the employment of individuals without any consideration of race, color, religious creed, age, sex (including pregnancy and sexual harassment), sexual orientation, marital status, national origin, ancestry, mental disability, or history thereof, intellectual disability, learning disability, physical disability, (including but not limited to blindness), gender identity or expression, previous opposition, and genetic information, unless the provisions of Sections 46a-60(b), 46a-80(b), or 46a-81c of the Connecticut General Statutes are controlling or there is a bona fide occupational qualification excluding persons in one of the above protected groups, such as the exemption granted by the Commission on Human Rights and Opportunities to this agency as a law enforcement entity. Equal Opportunity is the purpose and goal of Affirmative Action.

See hard copy attached.

Following File has been uploaded:affirmativeactionpolicystmt_11.16.2016_10.09.07.pdf

Step 4b: Narrative of Interpretation

The Equal Employment Opportunity Director reviewed the Utilization Analysis (comparing the Departments workforce to the relevant labor market) and noted the following:

1. White males were significantly underutilized in the following categories: Protective Sworn (-14%); Administrative Support job category (-23%).
2. Hispanic or Latino males were significantly underutilized in the following job categories: Administrative Support (-2%); Skilled Craft (-8%); and Service/Maintenance (-5%).
3. Asian Males were significantly underutilized in the Professionals job category (-3%).
4. White Females were significantly underutilized in the following job categories: Professionals (-18%); and Service/Maintenance (-14%).
5. Hispanic Females were significantly underutilized in the Service/Maintenance job category (-8%).
6. Black Females were significantly underutilized in the Service/Maintenance job category (-5%).
7. Asian Females were significantly underutilized in the Professionals job category (-2%).

See document attached hard copy document.

Following File has been uploaded:EEOP Narrative.pdf

Step 5: Objectives and Steps

1. White Males. The Connecticut Department of Correction's (CTDOC) objective is to provide equal employment opportunities for White males when filling vacancies that become available in the Protective Sworn, and Administrative Support job categories.

- a. The Affirmative Action Unit will continue to monitor all hiring and promotions for CTDOC. The Affirmative Action Unit reviews and approves all recruitment packages for each selection which includes the interview panel, job posting, interview questions, applicant pool, and reasons for selection and non-selection of all candidates in the pool.
- b. The Affirmative Action Unit in collaboration with Human Resources will target recruitment for non-minority men in an effort to ensure that the CTDOCs practices offer full equal opportunity.
- c. Continue outreach and recruitment efforts by attending college job fairs, career fairs offered by high schools, private businesses, and the Connecticut Department of Labor, as well as conducting presentations to high schools, colleges, and special interest organizations.
- d. Continue to post promotional announcements at every facility and present them at roll call.
- e. Continue to post job and promotional opportunities on the State of Connecticut Internet Website www.das.ct.gov as well as the DOC Website and Intranet.
- f. The Affirmative Action Unit in coordination with the Recruitment Unit will continue to foster recruitment relationships with various state agencies and community organizations to target specific positions and job categories. This will include review and update of present community contacts, including religious, social services, fraternal, educational and organizations to target specific positions and job categories.
- g. As vacancies or new positions arise the Directors of Equal Employment Opportunity and Human Resources shall instruct the appropriate Human Resource Specialists and Equal Employment Opportunity Specialists to contact organizations on the recruitment resource list so that applicants from the affected group(s) will have an opportunity to apply.
- h. The Affirmative Action Unit will continue to review monthly demographic statistical reports.

2. Hispanic Males. The objective of the CTDOC is to provide equal employment opportunities for Hispanic Males when filling vacancies that become available in the Administrative Support, Skilled Craft, and Service Maintenance job categories.

- a. The Affirmative Action Unit in collaboration with Human Resources will target recruitment for minority men in an effort to ensure that the CTDOCs practices offer full equal opportunity.
- b. The Affirmative Action Unit will continue to monitor all hiring and promotions for CTDOC. The Affirmative Action Unit reviews and approves all recruitment packages for each selection which includes the interview panel, job posting, interview questions, applicant pool, and reasons for selection and non-selection of all candidates in the pool.
- c. Continue outreach and recruitment efforts by attending college job fairs, career fairs offered by high schools, private businesses, and the Connecticut Department of Labor, as well as conducting presentations to high schools, colleges, and special interest organizations.
- d. Continue to post promotional announcements at every facility and present them at roll call.
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- g. As vacancies or new positions arise the Directors of Equal Employment Opportunity and Human Resources shall instruct the appropriate Human Resource Specialists and Equal Employment Opportunity Specialists to contact organizations on the recruitment resource list so that applicants from the affected group(s) will have an opportunity to apply.
- h. The Affirmative Action Unit will continue to review monthly demographic statistical reports.

3. Asian Males. The objective of the CTDOC is to provide equal employment opportunities for Asian Males when filling vacancies that become available in the Professional job category.

- a. The Affirmative Action Unit will continue to monitor all hiring and promotions for CTDOC. The Affirmative Action Unit reviews and approves all recruitment packages for each selection which includes the interview panel, job posting, interview questions, applicant pool, and reasons for selection and non-selection of all candidates in the pool.
- b. The Affirmative Action Unit in collaboration with Human Resources will target recruitment for minority men in an effort to ensure that the CTDOCs practices offer full equal opportunity.
- c. Continue outreach and recruitment efforts by attending college job fairs, career fairs offered by high schools, private businesses, and the Connecticut Department of Labor, as well as conducting presentations to high schools, colleges, and special interest organizations.
- d. Continue to post promotional announcements at every facility and present them at roll call.
- e. Continue to post job and promotional opportunities on the State of Connecticut Internet Website www.das.ct.gov as well as the DOC Website and Intranet.
- f. The Affirmative Action Unit in coordination with the Recruitment Unit will continue to foster recruitment relationships with various state agencies and community organizations to target specific positions and job categories. This will include review and update of present community contacts, including religious, social services, fraternal, educational and organizations to target specific positions and job categories.
- g. As vacancies or new positions arise the Directors of Equal Employment Opportunity and Human Resources shall instruct the appropriate Human Resource Specialists and Equal Employment Opportunity Specialists to contact organizations on the recruitment resource list so that applicants from the affected group(s) will have an opportunity to apply.
- h. The Affirmative Action Unit will continue to review monthly demographic statistical reports.

4. White Females. The objective of the CTDOC is to provide equal employment opportunities for White Females when filling vacancies that become available in the Professional and Service Maintenance job categories.

- a. The Affirmative Action Unit will continue to monitor all hiring and promotions for CTDOC. The Affirmative Action Unit reviews and approves all recruitment packages for each selection which includes the interview panel, job

posting, interview questions, applicant pool, and reasons for selection and non-selection of all candidates in the pool.

b. The Affirmative Action Unit in collaboration with Human Resources will target recruitment for women in an effort to ensure that the CTDOCs practices offer full equal opportunity.

c. Continue outreach and recruitment efforts by attending college job fairs, career fairs offered by high schools, private businesses, and the Connecticut Department of Labor, as well as conducting presentations to high schools, colleges, and special interest organizations.

d. Continue to post promotional announcements at every facility and present them at roll call.

e. Continue to post job and promotional opportunities on the State of Connecticut Internet Website www.das.ct.gov as well as the DOC Website and Intranet.

f. The Affirmative Action Unit in coordination with the Recruitment Unit will continue to foster recruitment relationships with various state agencies and community organizations to target specific positions and job categories. This will include review and update of present community contacts, including religious, social services, fraternal, educational and organizations to target specific positions and job categories.

g. As vacancies or new positions arise the Directors of Equal Employment Opportunity and Human Resources shall instruct the appropriate Human Resource Specialists and Equal Employment Opportunity Specialists to contact organizations on the recruitment resource list so that applicants from the affected group(s) will have an opportunity to apply.

h. The Affirmative Action Unit will continue to review monthly demographic statistical reports.

5. Hispanic Females. The objective of the CTDOC is to provide equal employment opportunities for Hispanic Females when filling vacancies that become available in the Service Maintenance job category.

a. Continue outreach and recruitment efforts by attending college job fairs, career fairs offered by high schools, private businesses, and the Connecticut Department of Labor, as well as conducting presentations to high schools, colleges, and special interest organizations.

b. The Affirmative Action Unit will continue to monitor all hiring and promotions for CTDOC. The Affirmative Action Unit reviews and approves all recruitment packages for each selection which includes the interview panel, job posting, interview questions, applicant pool, and reasons for selection and non-selection of all candidates in the pool.

c. The Affirmative Action Unit in collaboration with Human Resources will target recruitment for minority women in an effort to ensure that the CTDOCs practices offer full equal opportunity.

d. Continue to post promotional announcements at every facility and present them at roll call.

e. Continue to post job and promotional opportunities on the State of Connecticut Internet Website www.das.ct.gov as well as the DOC Website and Intranet.

f. The Affirmative Action Unit in coordination with the Recruitment Unit will continue to foster recruitment relationships with various state agencies and community organizations to target specific positions and job categories. This will include review and update of present community contacts, including religious, social services, fraternal, educational and organizations to target specific positions and job categories.

g. As vacancies or new positions arise the Directors of Equal Employment Opportunity and Human Resources shall instruct the appropriate Human Resource Specialists and Equal Employment Opportunity Specialists to contact organizations on the recruitment resource list so that applicants from the affected group(s) will have an opportunity to apply.

h. The Affirmative Action Unit will continue to review monthly demographic statistical reports.

6. Black Females. The objective of the CTDOC is to provide equal employment opportunities for Black Females when filling vacancies that become available in the Service Maintenance job category.

a. The Affirmative Action Unit will continue to monitor all hiring and promotions for CTDOC. The Affirmative Action Unit reviews and approves all recruitment packages for each selection which includes the interview panel, job posting, interview questions, applicant pool, and reasons for selection and non-selection of all candidates in the pool.

b. The Affirmative Action Unit in collaboration with Human Resources will target recruitment for minority women in an effort to ensure that the CTDOCs practices offer full equal opportunity.

c. Continue outreach and recruitment efforts by attending college job fairs, career fairs offered by high schools, private businesses, and the Connecticut Department of Labor, as well as conducting presentations to high schools, colleges, and special interest organizations.

- d. Continue to post promotional announcements at every facility and present them at roll call.
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- h. The Affirmative Action Unit will continue to review monthly demographic statistical reports.

7. Asian Females. The objective of the CTDOC is to provide equal employment opportunities for Asian Females when filling vacancies that become available in the Professional job category.

- a. The Affirmative Action Unit will continue to monitor all hiring and promotions for CTDOC. The Affirmative Action Unit reviews and approves all recruitment packages for each selection which includes the interview panel, job posting, interview questions, applicant pool, and reasons for selection and non-selection of all candidates in the pool.
- b. The Affirmative Action Unit in collaboration with Human Resources will target recruitment for minority women in an effort to ensure that the CTDOCs practices offer full equal opportunity.
- c. Continue outreach and recruitment efforts by attending college job fairs, career fairs offered by high schools, private businesses, and the Connecticut Department of Labor, as well as conducting presentations to high schools, colleges, and special interest organizations.
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- g. As vacancies or new positions arise the Directors of Equal Employment Opportunity and Human Resources shall instruct the appropriate Human Resource Specialists and Equal Employment Opportunity Specialists to contact organizations on the recruitment resource list so that applicants from the affected group(s) will have an opportunity to apply.
- h. The Affirmative Action Unit will continue to review monthly demographic statistical reports.

Step 6: Internal Dissemination

The following are ways we plan to disseminate our EEO Utilization Report Internally:

1. Place a copy of the EEOP Utilization Report in the Grant Award file.
2. Post information on bulletin boards in the Departments Affirmative Action Division, Human Resources Division and Best Practices (Grants) Unit about how to obtain a copy of the EEOP Utilization Report.
3. Send electronic memorandum to employees stating that a copy of the EEOP Utilization Report is available on request in the Departments Affirmative Action Division.
4. Post information on bulletin boards at each DOC facility with instructions for obtaining a copy of the EEOP Utilization Report.

5. Post the EEOP Utilization Report on the DOC Website and Intranet communication system.

Step 7: External Dissemination

The following are ways we plan to disseminate our EEO Utilization Report externally:

1. Notify applicants, vendors, and contractors in writing that the Department has developed an EEOP Utilization Report and that it is available on request to review.
2. Written notice of available employment opportunities to recruiting sources and organizations that are capable of referring qualified applicants for employment.
3. Post a copy of the EEOP Utilization Report on the DOC Website.
4. Copies of the EEOP Utilization Report will be made available upon request in the Department's Affirmative Action Division.

Utilization Analysis Chart
Relevant Labor Market: Connecticut

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators																
Workforce #/%	49/46%	10/9%	5/5%	0/0%	1/1%	0/0%	0/0%	0/0%	33/31%	1/1%	7/7%	1/1%	0/0%	0/0%	0/0%	0/0%
CLS #/%	119,050/52%	5,590/2%	5,360/2%	110/0%	5,830/3%	0/0%	690/0%	465/0%	78,985/34%	4,800/2%	5,495/2%	130/0%	3,235/1%	50/0%	725/0%	520/0%
Utilization #/%	-6%	7%	2%	-0%	-2%	0%	-0%	-0%	-3%	-1%	4%	1%	-1%	-0%	-0%	-0%
Professionals																
Workforce #/%	408/40%	87/8%	96/9%	3/0%	7/1%	1/0%	0/0%	0/0%	277/27%	47/5%	91/9%	0/0%	7/1%	2/0%	0/0%	0/0%
CLS #/%	135,175/37%	6,860/2%	9,190/2%	180/0%	12,835/3%	0/0%	1,045/0%	765/0%	166,995/45%	10,340/3%	12,755/3%	145/0%	9,590/3%	65/0%	1,520/0%	745/0%
Utilization #/%	3%	7%	7%	0%	-3%	0%	-0%	-0%	-18%	2%	5%	-0%	-2%	0%	-0%	-0%
Technicians																
Workforce #/%	15/52%	1/3%	2/7%	0/0%	0/0%	0/0%	0/0%	0/0%	5/17%	0/0%	6/21%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	16,680/34%	1,365/3%	1,350/3%	45/0%	1,565/3%	0/0%	145/0%	75/0%	21,360/43%	1,850/4%	3,000/6%	35/0%	1,100/2%	100/0%	260/1%	185/0%
Utilization #/%	18%	1%	4%	-0%	-3%	0%	-0%	-0%	-26%	-4%	15%	-0%	-2%	-0%	-1%	-0%
Protective Services: Sworn																
Workforce #/%	1878/51%	494/13%	575/16%	10/0%	27/1%	3/0%	0/0%	0/0%	308/8%	119/3%	244/7%	1/0%	2/0%	1/0%	0/0%	0/0%
CLS #/%	19,910/66%	2,665/9%	2,915/10%	75/0%	175/1%	0/0%	185/1%	70/0%	2,555/8%	535/2%	1,035/3%	25/0%	25/0%	0/0%	100/0%	15/0%
Utilization #/%	-14%	5%	6%	0%	0%	0%	-1%	-0%	-0%	1%	3%	-0%	-0%	0%	-0%	-0%
Protective Services: Non-sworn																
Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
Civilian Labor Force #/%	1,535/38%	235/6%	215/5%	4/0%	0/0%	0/0%	45/1%	15/0%	1,390/35%	145/4%	300/8%	0/0%	10/0%	30/1%	49/1%	20/1%
Utilization #/%																
Administrative Support																
Workforce #/%	12/5%	2/1%	9/4%	0/0%	1/0%	0/0%	0/0%	0/0%	151/62%	23/9%	46/19%	0/0%	1/0%	0/0%	0/0%	0/0%

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
CLS #/%	124,890/27%	15,080/3%	14,090/3%	395/0%	5,380/1%	80/0%	1,040/0%	910/0%	224,165/49%	29,515/6%	27,710/6%	340/0%	6,375/1%	215/0%	2,945/1%	1,605/0%
Utilization #/%	-23%	-2%	1%	-0%	-1%	-0%	-0%	-0%	12%	3%	13%	-0%	-1%	-0%	-1%	-0%
Skilled Craft																
Workforce #/%	124/82%	8/5%	9/6%	1/1%	1/1%	0/0%	0/0%	0/0%	6/4%	2/1%	1/1%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	106,105/74%	18,950/13%	6,420/4%	265/0%	1,775/1%	0/0%	900/1%	1,285/1%	5,500/4%	1,385/1%	595/0%	0/0%	355/0%	20/0%	50/0%	30/0%
Utilization #/%	8%	-8%	1%	0%	-1%	0%	-1%	-1%	0%	0%	0%	0%	-0%	-0%	-0%	-0%
Service/Maintenance																
Workforce #/%	135/66%	13/6%	17/8%	1/0%	4/2%	2/1%	0/0%	0/0%	26/13%	1/0%	4/2%	0/0%	1/0%	0/0%	0/0%	0/0%
CLS #/%	143,040/34%	49,865/12%	25,755/6%	415/0%	8,155/2%	45/0%	1,835/0%	2,020/0%	114,260/27%	37,010/9%	28,070/7%	295/0%	8,430/2%	160/0%	2,115/0%	2,160/1%
Utilization #/%	32%	-5%	2%	0%	0%	1%	-0%	-0%	-14%	-8%	-5%	-0%	-1%	-0%	-0%	-1%

Significant Underutilization Chart

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Professionals					✓				✓				✓		✓	
Protective Services: Sworn	✓						✓	✓							✓	
Administrative Support	✓	✓														
Skilled Craft		✓														
Service/Maintenance		✓							✓	✓	✓					

I understand the regulatory obligation under 28 C.F.R. ~ 42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEO Utilization Report.

I have reviewed the foregoing EEO Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

Certified As Final By: Holly Darin

Equal Employment Opportunity Director

04-24-2017

[signature]

[title]

[date]



Scott Semple
Commissioner

STATE OF CONNECTICUT~ DEPARTMENT OF CORRECTION
46a-68-78

AFFIRMATIVE ACTION POLICY STATEMENT

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Purpose

Discrimination is embedded in our nation's history and unless consciously addressed, the present effects of past discriminatory practices will continue to exist. We recognize that to overcome past discrimination and achieve equal employment opportunity for everyone, there must be a specific program and action plan that addresses and measures our efforts and success. Federal and State equal employment opportunity and affirmative action laws have been enacted in response to this history of discrimination. In accordance with these applicable laws and regulations and as an essential part of our fundamental operating policy we have developed an affirmative action plan.

Definitions

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Affirmative action is a policy or a program that seeks to redress past discrimination while taking positive steps designed to eliminate existing and continuing discrimination, and to create systems and procedures to prevent future discrimination. It identifies and eliminates policies or barriers to equal employment opportunity and the achievement of full and fair utilization of all protected class persons we find to be underutilized in the workforce or to be adversely affected by any department policy or practice. The plan identifies imbalances and establishes programs, hiring and promotion goals and good faith actions to eliminate discrimination and attain full and non-discriminatory participation in all our programs and hiring and promotional activity.

Internal Complaint Process

The Department of Correction has established internal complaint procedures to be utilized in the investigation of internal complaints of alleged discrimination. These procedures are set forth in

Administrative Directive 2.1 and Administrative Directive 2.2 which are available on the Department's website.

Employment Process

Affirmative Action plays an important and necessary role in all stages of the employment process, including but not limited to, the areas of recruitment and selection, training, promotion and upgrading benefits, compensation, counseling, personnel policies, grievance investigation, evaluation, layoff, termination and all other vital areas to assure, promote and protect equal opportunity. The role of affirmative action is to provide an environment for the application of equal opportunity principles and to monitor the employment process to prevent illegal discrimination from arising or existing.

The Department also identifies sexual harassment as a form of sex discrimination and reiterates to all employees that unwelcome sexual advances, requests for sexual favors, or other verbal and/or physical conduct used either as a condition of employment or which has the effect of creating an intimidating, hostile or offensive work environment will not be tolerated.

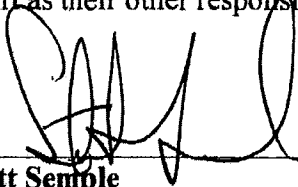
We also recognize the hiring difficulties experienced by the physically disabled and by many older persons. In order to ensure the full and fair utilization of these persons in our workforce, we will set program goals for action as necessary.

The Department of Correction Affirmative Action Office will use viable affirmative action measures in all stages of the employment process. A list of federal and state constitutional provisions, laws, regulations, guidelines and executive orders that prohibit or outlaw discrimination are posted on the Department's intranet <http://docweb/> under the Affirmative Action link.

Our policy is posted and distributed annually to all employees of the Department. Each employee has the right to review and comment upon the Affirmative Action Plan. Holly Quackenbush Darin, Equal Employment Opportunity Director, has been assigned Affirmative Action duties. She may be reached at the Department's Central Office, 24 Wolcott Hill Road, Wethersfield, Connecticut. The telephone number is (860) 692-7633.

Commitment

As Commissioner of the Department of Correction, I pledge that services and programs of this agency will be provided in a fair and impartial manner consistent with Affirmative Action. All education and training programs conducted by this agency will be open to qualified persons. Each contractor, supplier, union, or other cooperative agency with which we do business shall support this policy by complying with applicable State and Federal Equal Opportunity laws, regulations, guidelines and executive orders prohibiting discrimination. The Department of Correction shall not be a party to any agreement or contract which has the effect of sanctioning discriminatory practices. I expect all supervisory personnel to adhere to this mandate by carrying out their affirmative action responsibilities, as set forth in this plan, with the same effort as their other responsibilities.



Scott Semple
Commissioner, Department of Correction

11/9/16

Date

Attachment for Step 4b: Narrative Underutilization Analysis

The Equal Employment Opportunity Director reviewed the Utilization Analysis (comparing the Department's workforce to the relevant labor market) and noted the following:

1. White males were significantly underutilized in the following categories: Protective Sworn (-14%); Administrative Support job category (-23%).
2. Hispanic or Latino males were significantly underutilized in the following job categories: Administrative Support (-2%); Skilled Craft (-8%); and Service/Maintenance (-5%).
3. Asian Males were significantly underutilized in the Professionals job category (-3%).
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6. Black Females were significantly underutilized in the Service/Maintenance job category (-5%).
7. Asian Females were significantly underutilized in the Professionals job category (-2%).

The agency workforce data currently does not reflect Two or More Races (male or female) in its workforce. However, this is due to the fact that the data is derived from a centralized state employee record system (CORE) which does not utilize this race/sex category. In addition, state exams and the state employment application used by the Department for purposes of recruitment and selection of candidates currently do not utilize this race/sex group.

A review of the EEOP Utilization Report that was filed two years ago reflects significant improvements in the recruitment and retention of females as well as Hispanic and Asian Males in the Protective Services Sworn category. This was largely the result of aggressive recruitment efforts when the last Correction Officer exam was held. The Department held its own Career Fair, conducted presentations and educational seminars at libraries, colleges, churches, and community organizations throughout the state and sent flyers and related information to the Permanent Commission of the Status of Women, Asian Pacific American Affairs Commission, Urban League, Connecticut Job Center, colleges, and community groups.