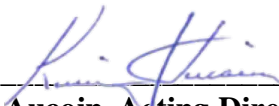




**STATE OF RHODE ISLAND
AFFIRMATIVE ACTION PLAN
JULY 1, 2022 TO JUNE 30, 2023
FOR
The Department of Children, Youth and Families**

Kevin Aucoin, Acting Director
101 Friendship Street, Providence, RI 02903
Phone: (401) 528-3540 Fax: (401) 528-3580



Kevin Aucoin, Acting Director
Department of Children Youth and Families

3/17/23

Date

ODEO/State Equal Opportunity Office

Date



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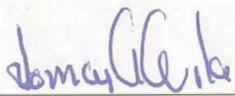
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Department of Children Youth and Families

3/17/23

Date



ODEO/State Equal Opportunity Office

04/05/23

Date

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I. AGENCY ORGANIZATION AND STRUCTURE

The Rhode Island Department of Children, Youth and Families, an agency within the Executive Office of Health and Human Services, is the unified state agency with combined responsibility for child welfare, children's behavioral health and juvenile corrections. The Department is statutorily designated (Rhode Island General Laws (RIGL) §42-72-5) as "the principal agency of the state to mobilize the human, physical, and financial resources available to plan, develop, and evaluate a comprehensive and integrated statewide program of services designed to ensure the opportunity for children to reach their full potential. Such services shall include prevention, early intervention, outreach, placement, care and treatment and aftercare programs."

The Department's mission is to "Partner with families and communities to raise safe and healthy children and youth in a caring environment," and its vision is "Healthy Children and Youth, Strong Families, Diverse Caring Communities." To this end, DCYF has defined the following goals:

- Provide the right service, at the right time, at the right cost to our children and families.
- Ensure competence, accountability, and professionalism at all levels of the agency.
- Improve employee engagement to raise morale and productivity.
- Utilize data to inform decision-making.
- Reduce the number of children and youth being placed in congregate care settings.
- Increase the number of children and youth placed in kinship care with sibling placement priority.
- Increase the number of children and youth placed in family-based settings.
- Reduce placement disruptions.
- Reduce the length of stay of youth in congregate care; and,
- Safely increase the number of youths returning home.

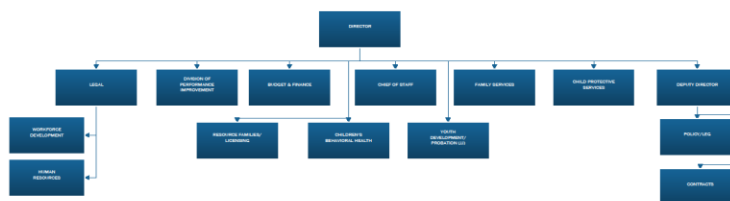
Through partnerships and contracts with multiple service providers, and to help meet its established goals, DCYF provides services to and for Rhode Island children and families, to include (but not limited to):

- Assessment and Stabilization
- Disruptive Behavior Management
- Family Care Community Partnerships (FCCPs)
- Family Stabilization Programs
- Foster Care and Kinship Care Support
- Group Care
- Independent Living Programs
- Mental Health Treatment Services
- Parent Training and Skill Building Programs

- Residential Treatment
- Semi-Independent-Living Programs
- Specialized Foster Care
- Specialty Populations and Services
- Supervised Visitation Services
- Wayward and Disobedient Programs
- Youth Diversionary Programs

The Department of Children, Youth and Families is organized as a Department under the Executive Office of Health & Human Services.

Figure 1: Organization of the Department of Children, Youth and Families



Child Protective Services

The Child Protective Services (CPS) Division is charged with protecting Rhode Island children from maltreatment. Through the State Central Registry (1-800-RICHILD), CPS receives and screens all reports of alleged child maltreatment in accordance with RIGL §40-11-7 to assess and determine an appropriate response by DCYF or our community partners. The division also

refers families for community-based treatment and preventive services as needed in situations where there is no identified present danger or safety threat.

Family Services Division

The Family Services Division consists of 4 regional offices throughout the state: Providence; East Bay; Northern and Northwestern Rhode Island; and Kent and Washington Counties, the Screening and Response Unit, the Administrative Review Unit and the Voluntary Extension of Care Unit. A Chief of Practice Standards oversees each regional office, and an Administrator of Child and Family Services oversees the other auxiliary units and our other auxiliary units and managed by 2 Regional Directors. There are several paths that a family may be referred to the Family Service Division (FSU) of the Department; through a Child Protective Services (CPS) investigation where a determination is made that ongoing case management services are needed to address abuse, neglect, or dependency within the family. Through the Screening and Response Unit where families with no legal status with the Department and the community are requesting assistance. Many of the families receiving case management from FSU are involved with the RI Family Court on a related abuse or neglect petition as the result of an indicated CPS investigation. The Division also works with families of youth who are involved with the RI Family Court on juvenile justice matters.

Licensing/Resource Families

Kinship caregivers, traditional and therapeutic foster families, and pre-adoptive families are collectively known as “resource families.” Resource families are critical partners to DCYF because they provide care for RI children and youth who cannot safely live with their parents, and they can play a supportive role in reunification. The Division of Resource Families is responsible for the statewide recruitment, development/training, licensing, matching/placement, support, and additional permanency supports for all resource families.

Community Services and Behavioral Health

Community Services & Behavioral Health (CSBH) is responsible for developing a continuum of care for children's behavioral health services that supports children to live in family settings. CSBH encourages services to prevent hospitalization and reviews services to ensure proper matching of services to needs and to improve the quality of and access to services. CSBH oversees all children's behavior health service delivery for the state, not just services for children involved with the child welfare system.

Division of Youth Development

The Division of Youth Development consists of the Rhode Island Training School and the Office of Juvenile Probation. The Division of Juvenile Justice promotes the rehabilitation of youth through a continuum of flexible, innovative, and effective programs for male and female youth.

The Division of Juvenile Justice strives to promote positive outcomes for youth and to reduce recidivism for youth within the juvenile and criminal justice systems.

The Rhode Island Training School

The Rhode Island Training School (RITS) is a secure youth development program for male and female youth who are detained and/or sentenced to the facility by order of the Rhode Island Family Court. The RITS provides for the rehabilitation of youth through a comprehensive continuum of services provided in partnership with families, the community and the Department. Supervision, security, education, behavioral health, health and transition services are provided to all youth incarcerated at the RITS in an individualized, culturally and gender sensitive manner.

All youth incarcerated at the RITS receive educational services in accordance with their academic level and/or specific individual education plan. The RITS educational program is approved as an alternative educational program and adheres to Rhode Island Department of Education regulations. Goals and objectives consistent with this mission are developed annually to measure effectiveness of programming for residents.

The Office of Juvenile Probation

The office of Juvenile Probation provides supervision in the community for youth who have been adjudicated wayward or delinquent by the Rhode Island Family Court and are sentenced to a term of probation, or who are sentenced to the Rhode Island Training School (RITS) but can serve their sentence in a residential treatment program (temporary community placement). Adherence to court ordered conditions of probation is monitored. Probation Officers assist in coordinating needed services. They provide ongoing support to youth and families with the goal of maintaining youth safely in the community and reducing recidivism.

While the primary goals of Juvenile Correctional Services are to reduce the instances of youth who re-offend and maintain community safety, the office of Juvenile Probation seeks to promote positive youth outcomes such as educational attainment, meaningful employment, and stable housing.

Management and Budget

The Office of Management and Budget provides timely, accurate analysis and reporting in support of efficient management of financial resources and to ensure proper accountability for

the use of these resources. The office aims to maximize federal and third-party reimbursement to reduce state general revenue costs. Key functions include budget development and monitoring, financial management & accountability, and federal reimbursement functions. The core finance team is responsible for processing vendor, foster parent, adoption, and guardianship payrolls, and accounts payable/receivable. This team performs reconciliation and on-going maintenance of federal claiming. This team is also responsible for the annual budget submission. Federal Benefits Unit staff complete Medicaid and Title IV-E eligibility determinations. All oversight of existing grant opportunities as well as pursuit of new opportunities is housed within Federal Grants Unit.

Operations Support

The DCYF Operations Division is organizationally separated into the Technology Operations Section, the Capital Asset Management Section, and the Services and Support Section. The Technology Section is responsible for the operation and maintenance of DCYF's Statewide Automated Child Welfare Information System (SACWIS), the Rhode Island Child Information System (RICHIST). This section also provides the Department with network system service and support, and hardware, software and telecommunications licensing support. The Capital Asset Management Section maintains approximately 450,000 square feet of leases and state-owned properties. The Services and Support Section manages the daily operations of the Department to include supply management and Department internal and external mail distribution.

Human Resources and Management Support

This Division coordinates the department's human resources and personnel systems, including monitoring, and administering established standards and procedures and identifying opportunities for improvement. The Division develops human resources goals, objectives, and systems, and executes oversight of all contracted personnel. This division also executes oversight of the Department's Record Center as well as Front Desk operations.

Division of Performance Improvement, Research and Data Analytics (DPI)

The Division of Performance Improvement, Research and Data Analytics (DPI) is comprised of three sub-units: data analytics and evaluation, change management, and case review system. Collectively, DPI's units engage in System-wide strategic planning, research, program implementation, evaluation and continuous quality. Highlights include ongoing monitoring and surveillance system on numerous practice and impact outcomes on child, family and system levels; advanced statistical analysis to evaluate program impacts; mixed method and program evaluation; program design, planning, implementation and qualitative case reviews. Development of logic models and theory of change; selection of interventions based on data analytics and root cause analysis; implementation of change management principles for system-wide strategic planning and intervention implementation.

Workforce Development

The mission of the Workforce Development Division is to support DCYF initiatives and empower employees to reach their fullest potential in furtherance of DCYF goals. This Division represents DCYF's primary training source for child welfare and child welfare support employees. The Workforce Development Unit also provides leadership development training and operational integration and sustainment, and advises senior leadership on the selection, implementation and sustainment of organizational support programs which ensure career broadening and advancement opportunities.

Legal

The DCYF Office of Legal Counsel represents the interest of DCYF in legal proceedings filed in Federal and State courts. The DCYF staff attorneys have the primary responsibility to advise and consult on child protective and juvenile justice matters. The DCYF attorneys prosecute civil child protective/child welfare cases filed within the Family Court. These petitions include but are not limited to litigation relating to child abuse and neglect and termination of parental rights. The Office of Educational and Constituent Support Services is also a part of the Legal Division. The functions of this division include educational support and consultation for DCYF staff, constituent affairs support and serving as the Department's Prison Rape Elimination Act (PREA) Coordinator and the Department's American with Disabilities (ADA) and Section 504 of the Rehabilitation Act of 1973 Coordinator.

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II. PLAN ADMINISTRATION

A. POLICY ON SEXUAL HARASSMENT



STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
DEPARTMENT OF ADMINISTRATION
Enterprise Policy

Human Resources 2018

Sexual Harassment Policy

04-02-18

Kyle Adamonis
401-222-5664
Kyle.Adamonis@hr.ri.gov

1. Scope

This policy applies to all State Executive Branch agencies and employees whether permanent, non-permanent, temporary, seasonal, full or part-time. Employees are also required to familiarize themselves with agency-specific sexual harassment policies.

2. Introduction

The State of Rhode Island promotes a workplace that is free of sexual harassment. Sexual harassment of employees occurring in the workplace or in other settings related to their employment is unlawful and will not be tolerated. Any retaliation against an individual who has complained about sexual harassment or retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is similarly unlawful and will not be tolerated. To achieve a workplace free from sexual harassment, there are procedures by which inappropriate conduct will be dealt.

The State of Rhode Island takes allegations of sexual harassment seriously, and will promptly respond to complaints of sexual harassment. Where it is determined that such inappropriate conduct has occurred, action shall be taken to prevent further offending conduct and impose timely corrective action as is necessary, up to and including disciplinary action where appropriate.

Please note that while this policy sets forth goals of promoting a workplace that is free of sexual harassment, the policy is not designed or intended to limit the authority to immediately impose discipline or take remedial action for workplace conduct deemed unacceptable, regardless of whether that conduct satisfies the definition of sexual harassment.

3. Definition of Sexual Harassment

In Rhode Island, "sexual harassment" means any unwelcome sexual advances or requests for sexual favors or any other verbal or physical conduct of a sexual nature when:

- (1) Submission to that conduct or those advances or requests is made either explicitly or implicitly a term or condition of an individual's employment; or
- (2) Submission to or rejection of the conduct or advances or requests by an individual is used as the basis for employment decisions affecting the individual; or

(3) The conduct or advances or requests have the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. (*R.I Gen. Laws Section 28-51-1 and Title VII, Civil Rights Act of 1964*).

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual, promised or implied job benefits, such as favorable reviews, salary increases, job opportunities and promotions, increased benefits, or continued employment constitutes sexual harassment.

The legal definition of sexual harassment is broad and in addition to the above examples, other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a work place environment that is hostile, offensive, intimidating, or humiliating to male or female workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct, which if unwelcome, *may* constitute sexual harassment depending upon the totality of the circumstances, including the frequency and/or severity of the conduct and its pervasiveness:

- unwelcome sexual advances, whether they involve physical touching or not;
- sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life; comment on an individual's body, comment about an individual's sexual activity, deficiencies, or prowess;
- displaying sexually suggestive objects, pictures, cartoons;
- unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments;
- inquiries into one's sexual experiences; and
- discussion of one's sexual activities or those of another person.

The complainant does not have to be the person at whom the unwelcome sexual conduct is directed. For example, the complainant can be an employee who is denied an employment opportunity or benefit where employment opportunities or benefits are granted because of another individual's submission to the employer's sexual advances or requests for sexual favors. The complainant, regardless of gender, may be a witness to and personally offended by such conduct.

All employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment, or retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is unlawful and will not be tolerated by the State of Rhode Island. Retaliation includes threats, intimidation, reprisals, and/or adverse employment actions against 1) a person in response to a complaint that employee has made about discrimination or harassment; 2) a person who assists in filing a complaint about discrimination or harassment; and/or 3) a person who has testified about discrimination or harassment.

4. Supervisor's Responsibilities

Supervisors who observe, witness, or are informed of inappropriate behavior of a sexual nature or incidents of sexual harassment must immediately report such behavior or incidents to the Division of Human Resources. The supervisor is required to report the behavior or incident regardless of whether a complaint is made or the conduct appears to be unwelcome, and even if the person providing information requests that no action be taken.

5. Complaints of Sexual Harassment

If any State employee believes that he or she has been subjected to sexual harassment, the employee has the right to file a complaint. This may be done in writing or orally.

Complaints may be filed by contacting your supervisor or the agency Human Resources liaison listed on the attached Agency Liaison Contact List and posted on the State of Rhode Island Division of Human Resources website at www.hr.ri.gov.

6. Complaint Process

When a state agency receives a complaint, it will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted by Human Resources in such a way as to maintain confidentiality to the extent practicable under the circumstances. The investigation will include a private interview with the person filing the complaint and with witnesses. Human Resources will also interview the person alleged to have committed sexual harassment.

When a person who has presented an internal complaint requests the status of the complaint, Human Resources will provide a timely answer in writing to the complainant.

When the investigation is completed, the agency will, to the extent appropriate, inform in writing the person who filed the complaint and the person alleged to have committed the conduct of the results of that investigation.

7. Additional Remedy

In addition to filing a complaint with Human Resources, employees also may file complaints with the Associate Director for the Office of Diversity Equity and Opportunity (ODEO) in the Department of Administration or a member of staff within the ODEO/State Equal Opportunity Office (www.odeo.ri.gov). ODEO will investigate the complaint and also maintain confidentiality to the extent practicable (other than notification to the Agency Director, when appropriate):

If ODEO makes a determination that there is probable cause of discrimination, it will try to conciliate the complaint. If ODEO is unable to conciliate the complaint, ODEO will schedule a formal hearing. If, after a hearing, the Hearing Officer determines that sexual harassment occurred, the ODEO will present its findings and recommend corrective action. (Please note that if a

complainant files a charge with either or both agencies specified in Section 8 below, the ODEO will defer to the Rhode Island Commission for Human Rights (RICHR) or Equal Employment Opportunity Commission (EEOC) for investigation and/or resolution of the complaint).

8. State and Federal Remedies

In addition to the above, if an employee of the State of Rhode Island believes he or she has been subjected to sexual harassment, he or she may file a formal complaint with either or both government agencies set forth below in accordance with applicable time limits. Using the State of Rhode Island's complaint filing process does not prohibit an employee from filing a complaint with these agencies.

The United States Equal Employment Opportunity Commission (EEOC)
www.eeoc.gov
John F. Kennedy Federal Building
475 Government Center, Boston, MA 02203
Phone: 1-800-669-4000
TTY: 1-800-669-6820

The Rhode Island Commission for Human Rights (RICHR)
www.richr.ri.gov
180 Westminster Street, 3d Floor
Providence, RI 02903
Phone: 401-222-2661
TTY: 7-1-1

Where it is determined that inappropriate conduct has occurred, the agency will act promptly to prevent further offending conduct and impose corrective action as is necessary, including disciplinary action where appropriate.

9. Disciplinary Action

If it is determined that an employee has engaged in inappropriate conduct, the state agency will take action as is appropriate under the circumstances. Such action may range from counseling and training to disciplinary actions, including termination from employment.

10. Legal References

This policy is administered in accordance with the following:

Federal Law:

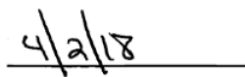
Title VII of the Civil Rights Act of 1964, as amended.

Rhode Island General Laws:

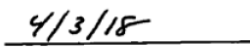
Title 28, Chapters 5, 5.1, 6 and 51.

11. Signatures


Division Director


Date


Director of Administration


Date

B. STATEMENT OF POLICY ON EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

DEPARTMENT OF CHILDREN, YOUTH AND FAMILIES STATEMENT OF POLICY ON EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

It is the policy of this department to promote fair and equitable treatment of all employees and applicants, and to fully comply with federal and state legislation and executive orders. Therefore, the Department will strive to ensure that all employees adhere to the following directives.

The Department of Children, Youth and Families supports affirmative action and equal opportunity. The Department of Children, Youth and Families pledges that it will post all vacancies, including transfers, and will recruit, hire, train, and promote persons in all job classifications without regard to race, color, sex, religion, sexual orientation, gender identity or expression, age, national origin, disability, or veteran status.

All employees and applicants have a right to equal opportunity in all terms, conditions, or privileges of employment, including but not limited to recruitment, hiring, certification, appointments, working conditions, work assignments, promotions, benefits, compensation, training, transfers, layoffs, recall from layoffs, disciplinary actions, terminations, demotions, or requests for leave. The Department will not discriminate on the basis of race, color, religion, age, sex, national origin, disability, veteran status, sexual orientation, or gender identity or expression. The Department is committed to employ qualified members of both protected and non-protected groups.

All employees have a right to a workplace free from harassment by supervisors or co-workers based on race, color, sex, sexual orientation, gender identity or expression, religion, national origin, age, disability, or any other protected status. Harassment is defined as verbal or physical conduct, interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment includes unwanted verbal or physical conduct of a sexual nature as well as sexual advances or requests for sexual favors. Any form of harassment is unlawful, lowers the morale and efficiency of the employees and will not be tolerated.

Employees and applicants have a right to reasonable accommodations based on disability. Such accommodations include but are not limited to, making facilities accessible, job restructuring, and acquisition of special equipment.

The Americans with Disabilities Act/504 Coordinator for the Department is Michael Burk, Administrator, Family & Children's Services.

DCYF Affirmative Action Plan

The Department is committed to identifying and eliminating past and present effects of discrimination in employment. To achieve this, we will identify those classes of individuals which are underrepresented in our workforce, set goals and timetables for increasing our employment of those underrepresented groups, and implement an Affirmative Action Plan of outreach, recruitment, training, and other similarly designed programs.

The Human Resources Administrator is responsible for ensuring that the program is coordinated within the Department of Children, Youth and Families.

As the Director of the Department of Children, Youth and Families, I assume the responsibility for ensuring that this equal opportunity policy will be carried out within the Department.


_____,
Kevin Aucoin, Acting Director, DCYF

Date: 3/17/23

C. APPOINTMENT OF EQUAL OPPORTUNITY ADVISORY COMMITTEE (EOAC)

DCYF established an EOAC in 2018 in accordance with *Appendix L: Equal Opportunity Advisory Committee Guidelines*.

The duties of the DCYF Equal Opportunity Advisory Committee are as follows:

1. Advise – not perform
2. Develop short-term objectives
3. Identify areas of possible discrimination
4. Assist the designee of the agency head with preparing the affirmative action plan
5. Monitor the progress of the action goals and programs, if necessary, make recommendations to improve
6. Review monthly progress reports
7. Issue a progress report to agency head quarterly

The responsibility of the Equal Opportunity Advisory Committee is to monitor any issues or concerns as it relates to the Affirmative Action Plan of the Department of Children, Youth and Families to promote equal opportunity for all DCYF staff as well as ensuring equity in benefits and incentives.

The DCYF Equal Opportunity Advisory Committee has been identified and our first meeting was held on November 27, 2019. The committee meets twice a year.

Schedule of Meetings July 1, 2022 through June 30, 2023

January 23, 2023

The members of the DCYF Equal Opportunity Advisory Committee (EOAC) are as follows:

NAME	TITLE	ETHNICITY	GENDER
Patricia Hessler	Administrative and Legal Support Services Administrator	White	Female
Sarah St. Jacques	Interdepartmental Project Manager	White	Female
Colleen Walters	Interdepartmental Project Manager	White	Female
Jennifer Lee	Probation & Parole Supervisor	White	Female
Zenaida Martinez	Casework Supervisor II	Hispanic	Female
Brandi Didino	Administrator, Family & Children's Services	White	Female
Winsome Stone	Assistant Director, DCYF	Black	Female
Dennis Lassiter	Shift Coordinator	Black	Male
Ben Copple	Chief of Legal Services	White	Male

Equal Opportunity Advisory Committee Minutes
January 23, 2023
2:00pm

Attendance: Patricia Hessler, Colleen Walters, Winsome Stone, Brandi Didino, Chavon Perry, Zenaida Martinez

I. Call to Order: Meeting called to order at 2:00pm

II. Introductions: An introduction of all members in attendance was conducted.

III. Review of the Current Civil Rights Policy:

The EOAC's responsibility is to ensure that the policy is followed and there is no discrimination regarding individuals we hire as well as all promotional or workforce development opportunities. Colleen stated that the Department of Administration is currently working on revising a complaint/discrimination process. Once DOA has completed, we can all review their process and that will help us to finalize our civil rights policy. The committee agreed to review all recommended changes and come prepared for our next meeting to finalize this new policy. When filing a discrimination complaint, an individual has several options. We may want to change to having an individual file a complaint internally with the Department first.

IV. Open seat for the secretary position was offered out to members.

V. Pat Hessler would like Ben Copple to join this committee

VI. Action Items:

- Pat Hessler confirmed that Mike Burk is fulfilling both roles as a Title VI Coordinator and the Section 504 Coordinator
- Colleen to send draft policy to all committee members including Mike Burk for any updates

The Committee will meet in 3 months to finalize policy.

Meeting adjourned at 2:30pm.

D. DIVISION HEADS, SUPERVISORS, HUMAN RESOURCES LIAISON

This section of the plan codifies the responsibilities of DCYF employees.

1. The Director is responsible for ensuring that the Equal Opportunity Policy and Program is implemented within the Department of Children, Youth and Families.
2. Division Heads have the responsibility to read and be familiar with this Affirmative Action Plan. They will ensure that employees are aware of the existence of this plan, and how it can be obtained. Division Heads will work to establish procedures to ensure compliance with the provisions of this plan and will actively encourage employees to attend career-enhancing training programs (as funding permits). Division Heads will take positive actions to ensure that all qualified individuals are encouraged to apply for employment, promotion, and training. When serving on interview panels, Division Heads will ensure that positive steps are taken to ensure fairness and equality in all hiring decisions. Division Heads are responsible for maintaining a work environment that is free from discrimination and / or harassment.
3. Supervisors have the responsibility to read and be familiar with this Affirmative Action Plan. As the “first line” of Department leadership, supervisors will ensure that all employees act in accordance with the policies and procedures promulgated herein. Supervisors will take positive actions to ensure that all qualified individuals are encouraged to apply for employment, promotion and training. When serving on interview panels, Supervisors will ensure that positive steps are taken to ensure fairness and equality in all hiring decisions. Supervisory personnel are responsible for maintaining a work environment that is free from discrimination and / or harassment. Supervisors are responsible to ensure that all newly hired personnel attend, at the earliest opportunity, the Orientation and the Equal Employment Opportunity (EEO) / Sexual Harassment and Diversity Training.
4. The Human Resources administrator is the designation of DCYF’s Human Resources and Management Support Division. The Human Resources administrator will coordinate with the Department’s Equal Opportunity Advisory Committee, Race Equity Council and Diversity Advisory Committee to refine these goals and develop additional ones as new needs and opportunities emerge. The Human Resources administrator will track, and report data related to employment, appointments, hiring, and promotions.

E. DIVERSITY LIAISON

The DCYF Diversity Liaison is currently Silas Copeland. Silas serves as the liaison between DCYF senior leadership and the Diversity Advisory Committee (DAC). The Diversity Liaison also serves as the liaison between DCYF and the state Diversity Council. The DCYF Diversity Liaison serves and an Ex-officio member of the DAC. Adam Williams also serves as a Diversity Liaison and has been proactive in ensuring diversity throughout the Department.

F. RACE EQUITY COUNCIL

In addition to the Equal Opportunity Advisory Committee, (EOAC) the agency chartered the state's first executive branch Diversity Advisory Committee (DAC) in 2015. The Department has also recently created a Race Equity Council. All include volunteers from across DCYF that aims to help promote diversity and inclusion. The Affirmative Action Plan is a team effort amongst human resources and all of our committee members who are dedicated to diversifying the department for improved outcomes.

The committee has recently helped to:

5. Recommend new policies and procedures for hiring and the agency's affirmative action plan
6. Create educational and social opportunities to encourage empathy and culturally competent thinking
7. Take part in critical planning, including prevention efforts and equitable outcomes in out-of-home placement of children and youth

Larome Myrick leads the Race Equity Advisory Group. The intent of the Race Equity Advisory is to ensure there is a diverse and representative dedicated group of DCYF staff collaborating to examine, identify, and address racial and ethnic disproportionalities that may exist within the department, and to monitor and report the Department's progress towards achieving its race equity and diversity goals. Listed below is a our newly created Race Equity Charter.

Executive Summary

This charter establishes a Race Equity Advisory (REA) for the Rhode Island Department of Children, Youth & Families (DCYF). The intent of the Race Equity Advisory is to ensure there is a diverse and representative dedicated group of DCYF staff collaborating to examine, identify, and address racial and ethnic disproportionalities that may exist within the department, and to monitor and report the Department's progress towards achieving its race equity and diversity goals.

This charter creates a clear and mutually agreeable definition of Racial Equity and the REA's role in carrying out its mission to ensure racial equity is at the forefront of the Department. The Race Equity Advisory reviews this charter annually and revises it as appropriate or when there are significant changes to the group's structure or function.

RACIAL EQUITY

A FOCUSED EFFORT TO ADDRESS DISPARITIES AND DISPROPORTIONALITIES TO ENSURE THAT IDENTITY OF RACE OR ETHNICITY HAVE NO DETRIMENTAL EFFECT ON THE DISTRIBUTION OF RESOURCES, OPPORTUNITIES, AND OUTCOMES.

Purpose

The purpose of this charter is to provide strategic recommendations for the REA members regarding racial and ethnic disparities and disproportionalities with the Department to:

- Examine existing conditions,
- Identify and prioritize greatest areas of need,
- Suggest sustainable solutions, and
- Monitor and report the Department's progress toward achieving both its race equity and diversity goals.



In addition, the advisory group provides advice to the agency Director on achieving racial equity.

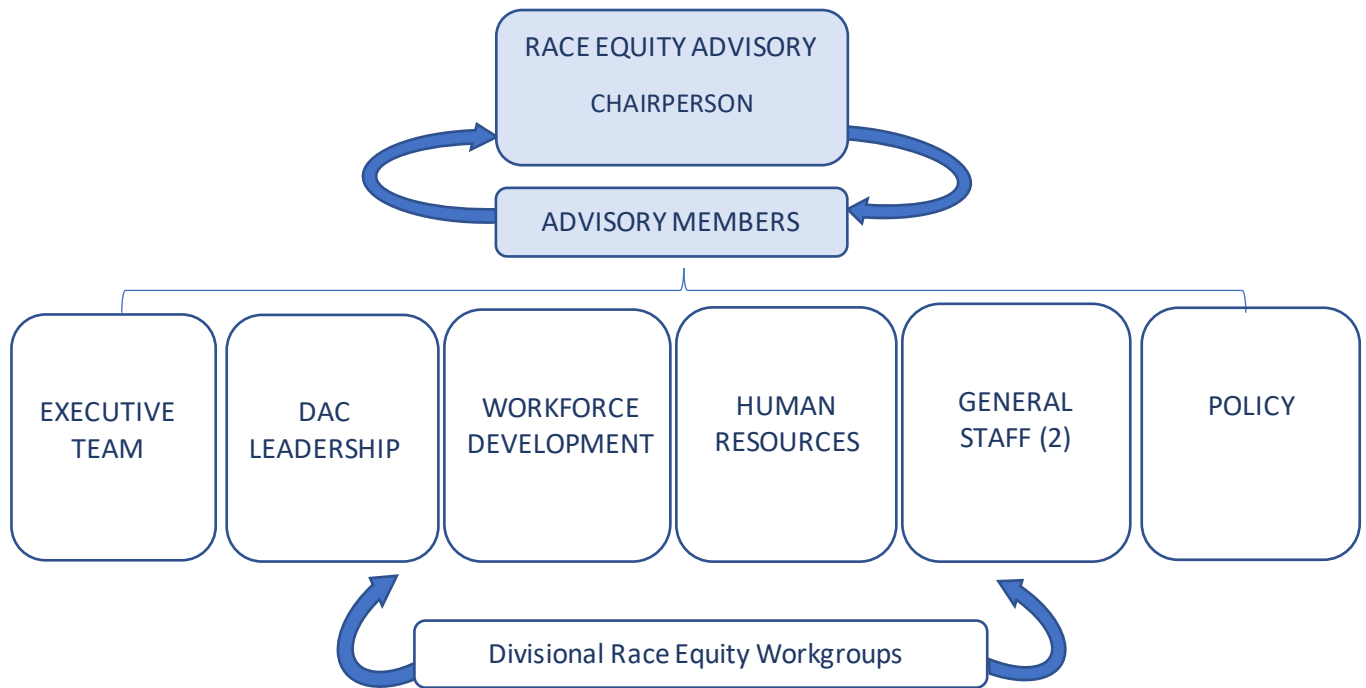
Structure

The REA may include members from the following Divisions of DCYF with the following roles and membership structure to ensure diverse representation throughout the Department:

- Representatives of the DCYF Executive Team
- Representatives from the Diversity Advisory Committee (DAC)

- Representatives from agency staff
- A representative from Workforce Development
- Policy designee (1)
- Human Resources designee (1)

The REA will invite project leads and workgroup liasons, who are designated members, as attendees on an as needed basis. Project leads will be responsible for providing updates to the REA, and workgroup liasons, who are designated members, are to report learnings and resources to the REA.



Membership

The REA leadership and membership roles shall be decided through appointment. The Executive Team shall vet all applicants and submit selected members to the Race Equity Advisory for approval.

The Chairperson shall serve a 12-month tenure and can be reappointed to a 2nd and 3rd term.

The REA consists of 12 members across all the DCYF Divisions. This cross-functional approach to membership allows multiple perspectives and experiences to be included in the overall advancement of the agency's Race Equity goals. The REA is staffed with a chairperson.

The REA shall select the Chairperson, its leader, at the first meeting. This will be done via nomination, the person accepting the nomination, and the committee members voting on and accepting the person to serve as the Chairperson. The Chairperson must be approved by the Director of DCYF.

Process for Adding New Advisory Members

Advisory membership should reflect a diverse mix of employees, taking into consideration factors such as race/ethnicity, gender identity or expression, language, sexual orientation, age, disability, veteran status, etc.

- Membership will be limited to a 12-month term, with the option for reappointment for a 2nd and 3rd term subject to reappointment by the DCYF Executive Team. Exceptions to this rule shall be allowed if approved by the Director.
- The DCYF Executive Team shall move to fill vacancies in case of REA member departure from the agency.
- Existing Advisory members can re-apply every year to be a part of the REA.
- If at any time, a new member is interested in joining the REA, they can do so by expressing their interest via email, which will thereafter follow the normal vetting process as with other Advisory members.

Norms of Advisory Members

Advisory members will be expected to:

- Attend the REA meetings
- Not fall behind with their regular work duties
- Keep the conversations in the meetings confidential
- Respect the comments made by other members
- Bring their ideas to the REA
- Partake in the work of the REA

The Chairperson shall:

- Preside at all Advisory meetings (unless there has been a designee selected).
- Review Advisory strategic goals and their implementation.
- Provide regular updates to the Director of DCYF.
- Assist with the selection of the Administrative Support (team) responsible for meeting scheduling, preparation, meeting facilitation, follow-up on action items, communication, and messaging.
- Remain current in primary work duties.
- Perform other duties as needed.

Advisory Members shall have:

- A connection with local historically marginalized communities.
- Experience/expertise in specific domains, including education, employment, health, housing, income, justice, and/or transportation.
- A commitment to race equity, social and environmental justice, and diversity and inclusion.
- Capacity and willingness to fully meet the requirements of Advisory membership.
- Remain current in primary work duties.
- The ability to work collaboratively with people of diverse perspectives and experiences.
- The ability to represent the geographic and demographic diversity of the communities that DCYF serves.

Role of REA Members:

- Make the Race Equity Advisory a department-level priority and hold themselves and others accountable for meeting the Advisory goals.
- Participate in all Advisory team meetings and activities, as well as committees and work teams.
- Champion, collaborate and build relationships with staff across Divisions while leveraging internal expertise to advance the goals of the Advisory.
- Represent the Department at leadership meetings and communicate messages from the Advisory to the Department.
- Provide leadership, facilitation, coaching, and technical assistance to internal departmental equity teams.
- Shall review existing plans and reports and provide/contribute additional feedback or data to DCYF Director.
- Continually learn and support department learning.
- Encourage employee-generated ideas and solutions.
- Inform and assist with implementing strategies and plans to advance race equity across all areas of work.
- Build personal and professional knowledge and skills, including the application of racial equity assessment tools for planning and decision-making, and in-depth analysis of racial equity.

Decision-Making

All members shall have equal status for input and decision-making. Whenever possible, decisions will be reached by consensus, whether members are present at a scheduled meeting or not. If consensus cannot be reached, decisions shall be made as follows:

- To vote on the charter, amendment, or fundamental change, there must be a $\frac{2}{3}$ vote of the entire membership
- A proponent of the decision shall make a proposal which shall be stated in a meeting agenda issued at least three business days in advance of a meeting.
- The proposal may be put to a vote at the meeting of the members who are present.
- A recommendation shall carry if a majority of the Advisory members present at the meeting vote in favor.

Meetings

Regular participation and attendance during Race Equity Advisory meetings are critical for the Department to move towards building a more comprehensive child welfare system with improved outcomes.

Participation

- Participation in meetings is encouraged.

- The expectation of attendance is a priority so long as it does not interfere with the employee's workload or other assignments. If this becomes an issue, the member will immediately notify their supervisor and the Chairperson.
- The Chairperson of the Advisory (or their designee) shall establish the agenda for each Advisory meeting.
- The Chairperson shall attend the REA meetings. In the event the Chairperson is unable to attend, the Chairperson may designate a REA member to serve as the Chairperson for that meeting as their designee.
- If a REA member misses a meeting, they should review the notes available after the meeting.
- A majority vote of the Advisory members in attendance at the meeting shall be required for any action taken by the REA.

Schedule and Process

- The Advisory will meet a minimum of once per quarter.
- An agenda shall be sent with the meeting notice along with the previous meetings minutes sent out for review and then approved by membership at the next meeting
- Members will be able to attend in person, join by phone, or virtually (via Zoom or Microsoft Teams) if the virtual capability is available.
- There will be minutes taken at each of these meetings. They will be shared with the team after the meeting and voted on to be approved at the following meetings.

Documentation

- Meetings:
 - The administrative support shall distribute and keep minutes and records of the meetings.
 - Meeting documentation, including notes, action items, and decisions, will be recorded and distributed to all members before each meeting.
 - Action items are followed up on by placing them on the next meeting's agenda. A meeting reminder shall be sent out before the meeting with materials attached so that members can come prepared.
- Charter Amendments shall be modified through REA consensus ($\frac{2}{3}$ vote of the entire membership), in writing, and approved by the DCYF Executive team.

Strategies

The Race Equity Advisory aims to eliminate disparity and disproportionality and advise stakeholders on DCYF's progress in achieving success.

- Assist in suggesting and reviewing the implementation of the departmental Racial Equity strategy.
- Perform Race Equity Impact Assessment of the Department's strategic and operational decisions.
- Review and select a Race Equity Tool Kit to consistently apply a race equity lens to the Department's practices.
- Review the quality of research data on racial equity and practice.

- Monitor the Department's goals and objectives that achieve the above.

Deliverables

The Advisory Shall:

- Recommend an overarching race equity strategy that supports the Department's vision for reducing and eventually eliminating racial and ethnic disparities and disproportionality.
- Foster strong leadership commitment, agency culture, training, and technical assistance for DCYF's race equity initiatives.
- Evaluate the race equity management and structure to determine where opportunities for increased equity can be applied.
- Evaluate existing research and perform a gap analysis of the effectiveness of divisional race equity strategies.
- Recommend race equity tool(s), monitor implementation, and track progress by each operational division.
- Provide feedback to the Director on the progress of race equity interventions.
- Complete an annual review of the work of the Race Equity Advisory and establish goals for the next year.
- Work with Human Resources to review and assist with the recruiting, retention, professional development, and promotion of staff to ensure a diverse workforce.

The Advisory uses available research, best practices, and data on effective equity strategies to focus on the following:

- Review race equity initiatives and make recommendations to the DCYF Director.
- Engage and support divisional directors and staff implementing effective race equity initiatives.
- Attend Advisory meetings to discuss, design, and implement race equity initiatives.
- Advisory commits to a minimum of once per quarter to the Race Equity Advisory's duties and activities.
- Actively contribute to the feedback report about DCYF's (Divisional) Race Equity opportunities for improvement, goals, and accomplishments.

Communication and Sustainability

The Race Equity Advisory will suggest a communication plan to provide guidelines on how to:

- To raise awareness and educate stakeholders about the value of adding a race equity lens in the decision-making process.
- To engage interest in, and support for, such an approach among those who review, work within, interact with, and/or are affected by existing race disparities.
- To engage stakeholders purposefully in the identification and implementation of race equity strategies that will support race equity.

Communication

The Race Equity Advisory's Communication Plan shall define the responsibility, goal, method, audience, and frequency of communicating progress, challenges, or other key information to internal and external stakeholders in coordination with the Department Public Information officer and the Director.

DCYF RACIAL EQUITY ADVISORY COMMUNICATION PLAN (DCYF-REC-COMM-PLN-001)				
GOAL/PURPOSE	COMMUNICATION TOOL	AUDIENCE	FREQUENCY	RESPONSIBLE (SOURCE)
(Assessment reports, Updates, Achievement, Bottlenecks, ...)	(Meeting, Virtual, Email, Memo, Phone call, Media, Town Halls, Department Meetings, Staff Meetings/Team Meetings, Email, Notice Board)	(, Advisory members, Directors, Project Leads, Workgroups, Minority groups, Internal staff, External stakeholders...)	(Milestone, Daily, Weekly, Monthly, Quarterly, As needed...)	(CEO, Chairperson, Advisory Member, Division Heads, Project Lead, Workgroup...)

Duration and Sustainability

Wide-scale race equity is an ongoing effort; therefore, the Advisory's role in recommending practices to eliminate racial disparities in DCYF's activities shall be continuous.

The Advisory's ongoing success shall be sustained by:

- Going for easy wins and then tackling more complex issues in due course.
- Maintaining a diverse, representative, passionate team leading the way forward.
- Well-coordinated work that will be tied to the Race Equity Action Plan.
- Checking authority and accountability to navigate through the obstacles to keep the Advisory's work on track.
- Incremental infrastructure development (Race Equity Tool Kit) to enable the Advisory's sustained and scaled success.
- Continually bringing more people aboard and moving towards a common goal.
- Ongoing learning and evaluation to continually improve the journey and expand the Advisory's impact.
- Turning successes into stories that will be widely shared so people can learn about the tangible benefits of the Race Equity Advisory's work.

REA Reference Documentation

- DCYF Race Equity Vision and Mission statement
- Race Equity Advisory Charter
- Race Equity Advisory Meeting Minutes Template
- Race Equity Advisory Strategy and Goals
- Race Equity Advisory Communication Plan
- Race Equity Tool Kit
- Race Equity Impact Assessment Report
- Race Equity Plans (Each Division)

G. DISSEMINATION OF PLAN AND POLICY

This Affirmative Action Plan for the Department of Children, Youth and Families will be disseminated both internally and externally.

Internal Dissemination

1. The Department posts the equal employment opportunity poster on all appropriate bulletin boards.
2. All policies relative to non-discrimination are posted on our DCYF website.
3. A copy of the Affirmative Action Plan is sent to all personnel and is available upon request.
4. The Affirmative Action Plan is posted on our website.

External Dissemination

1. The Plan will be submitted to the Office of Diversity, Equity and Opportunity (ODEO) State Equal Opportunity Office in the Department of Administration. This plan is also informed by review and feedback from the DCYF Diversity Advisory Committee and Equal Opportunity Committee.
2. The Department incorporates the equal opportunity clause in all contracts.

Executive, Associate, Assistant and Regional Directors are expected to become familiar with the contents of this plan. Through coordination with the DCYF Diversity Liaison, Department Leaders will be kept abreast of new developments related to diversity. The Human Resources administrator will maintain current statistics related to hiring, appointments, terminations, and transfers, and will make them available to the DAC, Race Equity Council, the EOAC and Department Leaders upon request.

H. POLICY STATEMENTS

Key policy statements associated with this Affirmative Action Plan are provided below:

RETALIATION OR COERCION

Any employee or agent of the Department of Children, Youth and Families who shall discriminate against an individual through the use of retaliation, coercion, intimidations, threats or other such action because such individual has filed a complaint, testified or participated in any way in any investigation proceeding or hearing regarding discrimination in employment or public service or because such individual has opposed any act made unlawful under the

Americans with Disabilities Act (AD) or Rhode Island Fair Employment Practices Act or any rules and regulations issued pursuant to either, shall be subject to disciplinary action. Said action may include suspension from employment or dismissal where the discrimination is found to be willful or repeated.

POLICY ON COMPLAINTS OF ALLEGED DISCRIMINATION

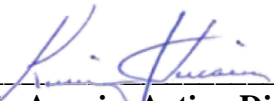
The Department of Children, Youth and Families fully endorses and cooperates with the State Equal Opportunity Office's grievance procedure which provides for prompt and fair resolution of complaints alleging discrimination in any area of employment based on race, color, sex, religion, age, national origin, sexual orientation, gender identity or expression or disability. You may contact the State Equal Opportunity Office for further information at 222-3090.


_____,
Kevin Aucoin, Acting Director, DCYF

Date: 3/17/23

POLICY ON SERVICE DELIVERY

The Department is committed to providing fair, courteous, and equitable service to the public. The Department will make every effort to provide interpretive services to the non-English speaking public. As per Rhode Island General Law 28-5.1 of the State of Rhode Island, all Divisions of the Department of Children, Youth and Families shall render services to all persons without discrimination based on race, color, religion, sex, age, national origin, sexual orientation, gender identity or expression, or disability. Each Division is further responsible for making sure that discrimination does not exist in any programs and activities it assists. This includes grants, contracts, and all areas where the State dollar is spent. If any person feels that he/she has been discriminated against, he/she may contact the Office of Personnel Administration/State Equal Opportunity Office, One Capitol Hill, Providence, Rhode Island 02908-5865. The telephone number is 222-3090.


_____,
Kevin Aucoin, Acting Director, DCYF

Date: 3/17/23

POLICY ON CONTRACTS

In accordance with Rhode Island General Law 28-5.1, the Department of Children, Youth and Families shall require that all contractors and suppliers of goods and services sign contracts containing an Equal Opportunity Clause. The clause shall state that the parties agree to adhere to the provisions of all applicable laws, rules, and regulations, both State and Federal, including, but not limited to Rhode Island General Law 28-5.1, Title VII of the Civil Rights Act of 1964, Rehabilitation Act of 1973 and Executive Orders 11246 and 11375. Every effort will be made to solicit bids from Minority Business Enterprises and Women's Business Enterprises. This policy is and will continue to be posted in conspicuous areas.


_____,
Kevin Aucoin, Acting Director, DCYF

Date: 3/17/23

POLICY STATEMENT FOR INDIVIDUALS WITH DISABILITIES AND VETERANS

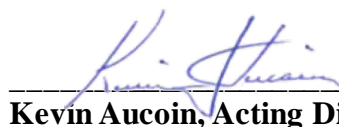
The Department of Department of Children, Youth and Families is fully committed to meet the specialized affirmative action requirements to employ and advance individuals with disabilities and veterans in accordance with the Americans with Disabilities Act of 1990, RI General Law 28-5.1, Executive Order 92-2, and Assistance for the Vietnam Era Veterans Readjustment Act of 1974.

It is the policy and practice of the Department of Children, Youth and Families to provide equal opportunity for every employee. The Department encourages qualified individuals with disabilities, disabled veterans, and qualified veterans to participate fully in all employment opportunities. This policy applies to all decisions about recruitment, hiring, compensation, benefits, transfers, promotions, layoffs, and other conditions of employment.

Accordingly, all employment decisions shall be consistent with the principles of equal employment opportunity. The Department will communicate to all employees and applicants its obligation to take affirmative action to employ qualified individuals with disabilities, and covered veterans, in such a way as to ensure understanding and acceptance.

The Department will contact recruiting sources such as Vocational Rehabilitation Services, the Department of Human Services and appropriate educational or training institutions to assist in recruiting qualified individuals with disabilities and covered veterans.

Michael Burk, Administrator, Family & Children's Services is designated as the 504 Coordinator for the Department of Children, Youth and Families. This entails coordination of all divisions in the implementation of all Federal rules and regulations affecting the Department in terms of compliance with the mandates of Section 504 of Title V of the Rehabilitation Act of 1973.

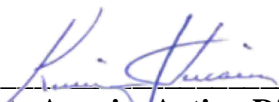

_____,
Kevin Aucoin, Acting Director, DCYF

Date: 3/17/23

COMPLIANCE WITH GUIDELINES ON DISCRIMINATION BECAUSE OF RELIGION OR NATIONAL ORIGIN

The Department will fully comply with all laws and executive orders. The Department will strive to fulfill requests for religious accommodation through voluntary substitutions, flexible work schedules, changes in job assignments, or transfers. The Department offers employees four “Personal days” of paid leave per year that may be used for accommodating religious holidays or obligations.

The Department does not discriminate against any qualified person in any facet of hiring or employment because of their religion or national origin.


_____,
Kevin Aucoin, Acting Director, DCYF

Date: 3/17/23

COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES

In our efforts to comply with federal law, state law, and executive orders on discrimination based on sex, the department will comply with the following procedures and practices:

1. Candidates from both sexes will be recruited for all jobs.
2. Advertisements will not express a preference for applicants of a particular sex when placed for recruitment of personnel.
3. Written personnel policies indicate that there will be no discrimination based on sex.
4. No distinction based on sex will be made in employment opportunities, wages, and hours of work, employee benefits, or any other condition of employment.
5. Mandatory or optional ages for retirement will be equal for both males and females.
6. Appropriate physical facilities will be provided for both sexes. Lack of facilities will not be used to reject applicants of either sex.
7. Pregnancy leaves of absence for female employees are granted on an individual basis, depending on an individual's physical condition, under the Department's leave of absence policy. Parental leave is afforded to all employees for child raising in accordance with Personnel Rule 5.0661 (d) and State and Federal FMLA provisions.
8. Where seniority lists or lines of progression are used, they shall not be based on an employee's sex.
9. Salaries and wage schedules will not be based on an employee's sex.
10. As openings occur, the department will take affirmative action to recruit and place women in those jobs in which we have determined that females are under-represented.
11. Women will have equal opportunity to participate in training programs sponsored by the department to the extent that they are under-represented. Special efforts will be made to include women in any management training programs that are offered.

12. The Department recognizes its obligation to provide a work atmosphere free of harassment and intimidation. Any forms of sexual harassment, such as unwelcome sexual advances, requests for sexual favors, and/or other verbal or physical conduct of a sexual nature, will not be tolerated. Violations of this policy will be handled appropriately as part of the department's disciplinary procedures and its posted policy letter in support of the federal guidelines on sexual harassment.


_____,
Kevin Aucoin, Acting Director, DCYF

Date: 3/17/23

I. AMERICANS WITH DISABILITIES ACT/504 COORDINATOR

DCYF has adopted an internal grievance procedure providing for prompt and equitable resolution of complaints alleging any action prohibited by the Americans with Disabilities Act of 1990 (ADA) and/or Section 504 of the Rehabilitation Act of 1973 (Section 504)."

Complaints should be addressed to: Michael Burk, Administrator, Family & Children's Services who has been designated to coordinate ADA/504 Compliance efforts.

A complaint may be filed in writing or verbally. They should contain the name and address of the person filing the complaint and a brief description of the alleged violations of the regulation. You can forward all complaints via email to: DCYF.ADAcoordinator@dcyf.ri.gov. You can also reach him at 401-228-6050.

A complaint should be filed as soon as possible after the complainant becomes aware of the alleged violation.

An investigation, as may be appropriate, will follow the filing of a complaint. The investigation will be conducted by Michael Burk or his designee. These rules contemplate informal but thorough investigations affording all interested persons and their representatives, if any, an opportunity to submit evidence relevant to a complaint. ADA coordinator to hold a meeting with the aggrieved party and others no more than 5 weeks following the formal filing of the complaint.

A written determination as to the validity of the complaint and a description of the resolution, if any, may be issued and a copy forwarded to the complainant.

The ADA/504 Coordinator will maintain the files and records relating to the

complaints filed.

In accordance with DCYF Policy 100.0140, [Civil Rights and Federal Laws and Regulations Regarding Nondiscrimination](#), DCYF employees and applicants for positions may file complaints alleging discrimination based on race, color, religion, age, sex, national origin, disability, veteran status, sexual orientation, or gender identity or expression:

1. A complaint must be filed formally on the "Complaint of Discrimination Form" available through the State Equal Opportunity Office within ten (10) working days from the knowledge of the alleged incident of discrimination unless it is an ongoing discrimination.
2. An Equal Opportunity Officer will be assigned to investigate the complaint.
3. The Agency Director (respondent) will be notified of the alleged charge.
4. Upon the completion of the investigation the State Equal Opportunity Office will decide as to probable cause based on the summary of facts.
5. When probable cause is not evident, the parties are so informed by the State Equal Opportunity Office.
6. When there is probable cause of discrimination, the State Equal Opportunity Office will try to conciliate the complaint.
7. If an agreement between both parties is not reached, a formal hearing will be scheduled, and a Hearing Officer will be assigned by the State Equal Opportunity Office.
8. When it has been determined by the Hearing Officer that discrimination exists, the Hearing Officer will advise the State Equal Opportunity Office in writing. The State Equal Opportunity Office will then by written notification present the findings and recommend corrective action to both parties; and
9. If the corrective action is not implemented within the specified period, the State Equal Opportunity Office will notify the Governor.

DCYF Policy 200.0075, [Sexual Harassment](#), is designed to ensure that employees work in an atmosphere free from distasteful behavior, undermining the integrity of the workplace. This policy prohibits repeated, unwarranted conduct or communication of a sexual nature that adversely affects a person's employment or working environment. The policy acknowledges that offenses may be committed by a person of either gender, and / or committed against a person of the same or opposite gender. This policy establishes the procedures by which persons believing themselves to be victims of sexual harassment may seek redress. Policy 200.0075 references the Equal Opportunity Commission policy and advises employees to contact the DCYF Equal Opportunity Officer or the DCYF Office of Human Resources to seek advice, counsel, or conciliation regarding sexual harassment situations.

III. PROGRAM STATISTICS

DCYF Affirmative Action Plan

1. APPLICANT DATA

	2 or more	ASIA AMERICAN	BLACK/AFRICAN AMERICAN	HISPANIC/LATINO	N/D	TWO OR MORE RACES	White	(blank)	Grand Total
New Hire Stats fiscal year 21/22									
<input checked="" type="checkbox"/> Administrator, Family & Children's Services				1			1		2
Officials and Administrators				1			1		2
<input checked="" type="checkbox"/> Assistant Administrator, Financial Management							1		1
Officials and Administrators							1		1
<input checked="" type="checkbox"/> Billing Specialist				1			1		2
Administrative Support				1			1		2
<input checked="" type="checkbox"/> Business Management Officer							1		1
Paraprofessionals							1		1
<input checked="" type="checkbox"/> Casework Supervisor II						1			1
Professionals						1			1
<input checked="" type="checkbox"/> Chief Implementation Aide							1		1
Paraprofessionals							1		1
<input checked="" type="checkbox"/> Chief Program Development							1		1
Paraprofessionals							1		1
<input checked="" type="checkbox"/> Child Protective Investigator		1	2	6	3		21		33
Professionals		1	2	6	3		21		33
<input checked="" type="checkbox"/> Clerk Secretary							1		1
Administrative Support							1		1
<input checked="" type="checkbox"/> Clinical Social Worker							2		2
Professionals							2		2
<input checked="" type="checkbox"/> Community Liaison/Relations Coordinator				1					1
Paraprofessionals				1					1
<input checked="" type="checkbox"/> Customer Service Specialist I				1					1
Administrative Support				1					1
<input checked="" type="checkbox"/> Data Control Clerk				1					1
Administrative Support				1					1
<input checked="" type="checkbox"/> Economic & Policy Analyst		1							1
Paraprofessionals		1							1
<input checked="" type="checkbox"/> Eligibility Technician							1		1
Administrative Support							1		1
<input checked="" type="checkbox"/> Executive Assistant				1					1
Administrative Support				1					1
<input checked="" type="checkbox"/> Implementation Aide			1				1		2
Administrative Support			1				1		2
<input checked="" type="checkbox"/> Information Services Tech I							1		1
Administrative Support							1		1
<input checked="" type="checkbox"/> Juvenile Program Worker			4	1			3		8
Protective Service Workers			4	1			3		8
<input checked="" type="checkbox"/> Paralegal Aide						1			1
Administrative Support						1			1
<input checked="" type="checkbox"/> Principal Human Services Policy & Systems Specialist				1					1
Paraprofessionals				1					1
<input checked="" type="checkbox"/> Probation & Parole Officer I							1		1
Professionals							1		1
<input checked="" type="checkbox"/> Social Caseworker II	2	1	17	9	2	1	27		59
Professionals	2	1	17	9	2	1	27		59
<input checked="" type="checkbox"/> Sr. Public Health Epidemiologist		1							1
Professionals		1							1
<input checked="" type="checkbox"/> Sr. Word Processing Typist				1					1
Administrative Support				1					1
<input checked="" type="checkbox"/> Storekeeper			1						1
Administrative Support			1						1
<input checked="" type="checkbox"/> (blank)									
(blank)									
Grand Total	2	4	25	24	5	3	64		127

2. APPLICANT FLOW DATA

Ethnicity of new hires 2021/2022	Count of ETHNICITY	Percentage of total
Administrative Support	13	10.24%
BLACK/AFRICAN AMERICAN	2	1.57%
HISPANIC/LATINO	5	3.94%
TWO OR MORE RACES	1	0.79%
White	5	3.94%
Officials and Administrators	3	2.36%
HISPANIC/LATINO	1	0.79%
White	2	1.57%
Paraprofessionals	6	4.72%
ASIA AMERICAN	1	0.79%
HISPANIC/LATINO	2	1.57%
White	3	2.36%
Professionals	97	76.38%
ASIA AMERICAN	3	2.36%
BLACK/AFRICAN AMERICAN	19	14.96%
HISPANIC/LATINO	15	11.81%
N/D	5	3.94%
TWO OR MORE RACES	4	3.15%
White	51	40.16%
Protective Service Workers	8	6.30%
BLACK/AFRICAN AMERICAN	4	3.15%
HISPANIC/LATINO	1	0.79%
White	3	2.36%
(blank)		0.00%
(blank)		0.00%
Grand Total	127	100.00%

3. STATISTICAL SUMMARY

DCYF Affirmative Action Plan

Count of Class Title	Column Labels							Grand Total
Row Labels	ASIA AMERICAN	BLACK/AFRICAN AMERICAN	HISPANIC/LATINO	Indian/Alaskan Native	N/D	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	TWO OR MORE RACES	White (blank)
Administrator, Family & Adult Services								1
41A								1
Administrator, Family & Children's Services								1
30A								1
Administrator, Financial Management								1
37A								1
Administrator, Operations Management								1
41A								1
Assistant Administrative Officer								1
22A								1
Assistant Administrator Family & Children's Services								1
35A								1
Assistant Administrator, Financial Management								1
34A								1
Assistant Chief Of Planning								2
37A								1
Assistant Director, Cps								1
42A								1
ASSISTANT DIRECTOR, DCYF								1
42A								1
Assoc Director Mgmt Sys (Dhs)								1
46A								1
Associate Director (DCYF)								1
44A								1
Associate Director (Fin Man)								1
44A								1
Associate Director, Juvenile Correctional Services								1
41A								1
Asst Admin Com & Plan Sys								1
35A								1
Asst. Admin. Comm. & Planning Sys.								1
35A								1
Asst. Chief of Planning								1
35A								1
Billing Specialist								1
14A								1
Bldg Mntce Supvr (Corrections)								1
18C								1
Business Management Officer								1
26A								1
Casework Supervisor II								1
28A								1
Chief Casework Supervisor								1
36A								1
Chief Human Services Business Officer								1
33A								1
Chief Human Svs Policy & Systems Specialist								1
32A								1
Chief Implementation Aide								1
26A								1
Chief of Practice Standards								1
35A								1
Chief of Staff Development and Training								1
35A								1
Chief of Strategic Planning, Monitoring and Evaluation								1
43A								1
Chief Program Development								1
34A								1
Chief Resource Specialist								1
31A								1
Child Protective Investigator								1
26A								1
Child Support Technician								1
22A								1
Clerk Secretary								1
10A								1
Clinical Director, Psychologist								1
41A								1
Clinical Social Worker								1
22A								1
Clinical Training Specialist								1
36A								1
Community Ulaton/Relations Coordinator								1
35A								1
Community Services Coordinator								1
34A								1
Contract Compliance Officer								1
23A								1
Cook's Helper								1
09A								1
Cottage Manager								1
42A								1
Customer Service Specialist I								1
15A								1
Customer Service Specialist II								1
15A								1
Data Analyst II								1
38A								1
Data Control Clerk								1
13A								1
Data Control Clerk								1
13A								1
Deputy Director (Dcyf)								1
45A								1
Director of Early Childhood Strategy								1
(blank)								1
Economic & Policy Analyst								1
30A								1
Educational Services Coordinator								1
33A								1
Eligibility Technician								1
21A								1
(blank)								1
Exec Director Juvenile Corrections								1
84A								1
Executive Assistant								1
18A								1
Food Service Administrator								1
22A								1
Human Services Business Officer								1
22A								1
Human Services Facility Insp								1
17A								1
Human Services Policy & Systems Specialist								1
32A								1
Implementation Aide								1
26A								1
Information Services Tech I								1
42A								1
Interdepartmental Project Mana								1
36A								1
Jr Human Svs Pol & Sys Spec								1
22A								1
Jr. Human Services Policy & Systems Specialist								1
22A								1
Juvenile Probation & Parole Services Tech								1
18A								1
Juvenile Program Worker								1
22A								1
Licensing Aide								1
15A								1
Paralegal Aide								1
14A								1
Pt. Public Health Epidemiologist								1
35A								1
Principal Community Program Liaison Officer								1
26A								1
Principal Human Services Business Officer								1
26A								1
Principal Human Services Policy & Systems Specialist								1
30A								1
Principal Program Analyst								1
26A								1
Principal Public Health Epidemiologist								1
35A								1
Principal/Special Ed								1
40A								1
Principal Resource Specialist								1
28A								1
Probation & Parole Officer								1
22A								1
26A								1
Probation & Parole Supervisor								1
33A								1
Professional Services Coord								1
34A								1
Programming Svs Officer								1
34A								1
Records Analyst								1
41A								1
Regional Director (Dcyf)								1
41A								1
Registered Nurse A								1
62A								1
Registered Nurse B								1
62A								1
School Social Worker								1
001A								1
Senior Community Development Specialist								1
126A								1
Senior Cook								1
15A								1
Shift Coor (B) Train Sch-Youth								1
26A								1
Social Caseworker II								1
24A								1
Social Service Analyst								1
27A								1
Sr Case Work Supervisor								1
36A								1
Sr Word Processing Typist								1
12A								1
Sr. Human Services Policy & Systems Specialist								1
28A								1
Sr. Public Health Epidemiologist								1
33A								1
State Bldg & Grounds Coor								1
32A								1
Storekeeper								1
15A								1
Sup Child Protect Investigator								1
31A								1
Superintendent								1
45A								1
Teacher (Academic)								1
TD01A								1
Teacher (Academic) Special Ed								1
TD01A								1
Teacher (Physical Ed)								1
TD01A								1
Teacher Academic								1
001T								1
Teacher Academic (English)								1
TD01A								1
Word Processing Typist								1
10A								1
(blank)								1
(blank)								1
Grand Total	17	97	83	3	1		1	426

4. JOB GROUP ANALYSIS SUMMARY

Gender	Race/Ethnicity	Agency/Department	Job Category	Female		Male		Hispanic/Latino		Native American or Alaska Native		Asian		Total		Native American or Alaska Native		Hispanic/Latino		Native American or Alaska Native		Asian		Total		Native American or Alaska Native		Hispanic/Latino		Native American or Alaska Native		Asian		Total			
				Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Child Welfare Services																																					
Agency, State and Terrence																																					
Administrative Support																																					
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0					

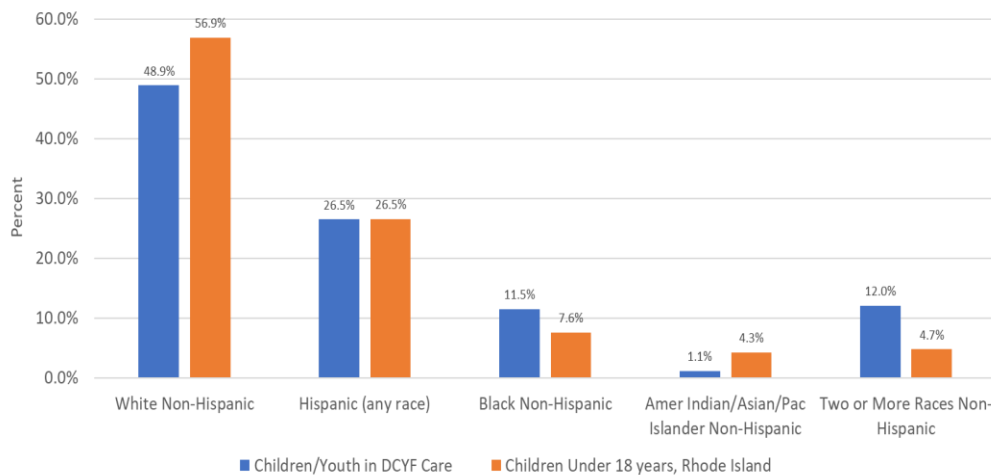
IV. IDENTIFICATION AND ANALYSIS OF PROBLEM AREAS

This section of the Affirmative Action Plan examines DCYF personnel practices and underrepresentation statistics. Deficiencies discovered through this analysis are identified and accompanied by associated corrective actions.

A. SELF-EVALUATION OF AFFIRMATIVE ACTION PROGRAM PERFORMANCE

Racial and ethnic minorities make up a disproportionate share of DCYF's client population, as indicated in the table below:

Out of Home AFCARS Data by Race/Ethnicity

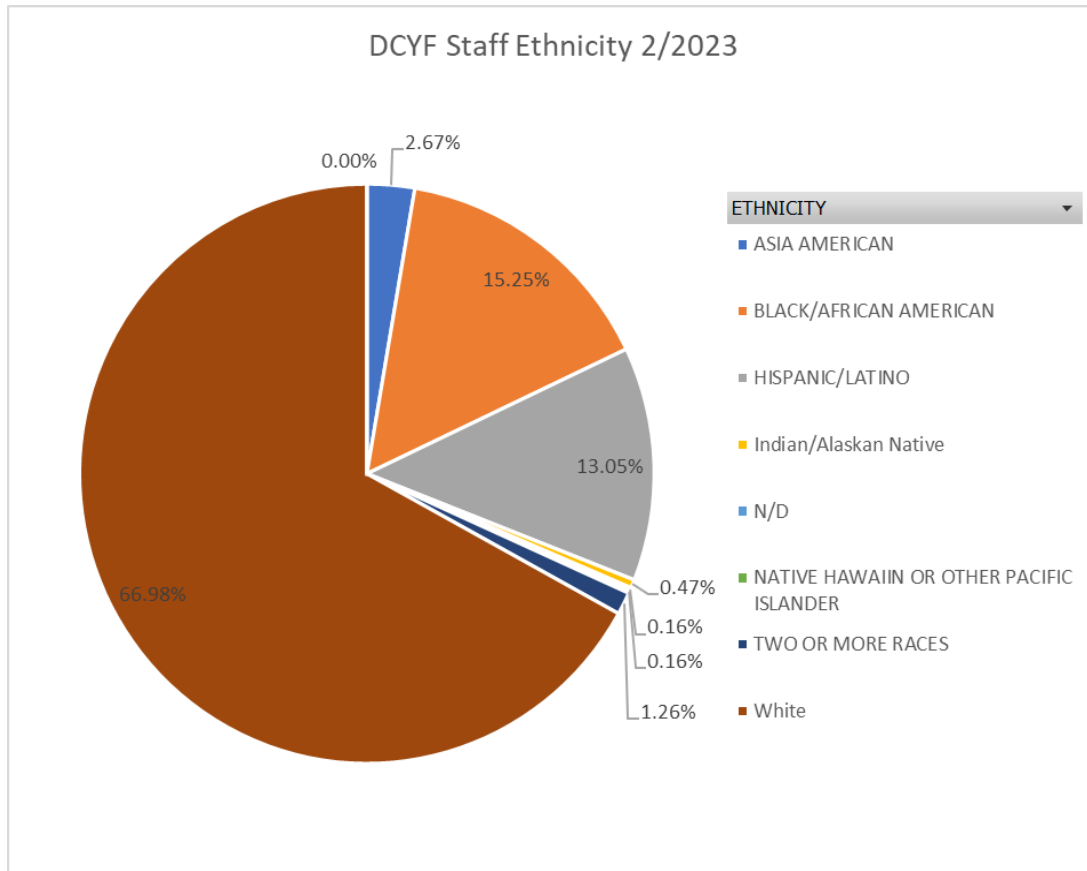


Data: US Census Bureau 2021, RIDCYF 776 RPT 12/12/22. Data excludes youth open to the CSBH Family navigation program, the RITS, or any youth with subsidies. Includes VEC and Supportive Reunification. Excludes missing data

It is also important to note that while these statistics relate only to race and ethnicity, DCYF's service population includes Lesbian, Gay, Bisexual, and Transgender (LGBT) youth. LGBT youth frequently experience rejection by their families, bullying and harassment, factors which increase the risk of involvement of these youth in family court.

DCYF operates with the vision that our client population is best served by a workforce that reflects the diversity of those we serve. Having a diverse staff allows for greater understanding and better communications between our agency and the families we serve. Listed below is a snapshot of our current workforce which reflects the community we serve in most areas with the

exception of the Hispanic population. The Department plans to improve our recruitment of Hispanic employees.



Between July 2021 and June 2022, DYCF experienced the following achievements:

Civil Service Exams

1. Continues to meet with a panel of DCYF with Tom Mannock to ensure that candidates strictly meet the minimum qualifications of a job spec before being allowed to take exam
2. Was able to eliminate candidates who did not meet qualifications for Social Caseworker II classification which resulted in better qualified candidates on the civil service list as well as improving in our retention rates.
3. Updated job spec for the Child Protective Investigator classification in an attempt to recruit more qualified candidates which will also improve retention rates.
4. Updated job spec for the Juvenile Program Worker classification in an attempt to recruit more qualified candidates to improve retention rates.
5. Continuous announcements of civil service exams to ensure enough qualified candidates

Cultural Diversity

1. Including an active member of the Diversity Advisory Committee on interview panels
2. Partnership with ODEO for assistance in recruiting of positions (i.e., minority radio stations, etc.)
3. The Race Equity Team (RET) moved to the REA Council
4. Exceeded the state's goal in minority hiring

Communication with staff

1. Director's weekly newsletter
2. Open Forums with Director
3. Communicating job vacancies and promotional opportunities via email

Retention Rates

1. Exit Interviews – revised the process to opt out instead of opting in in an attempt to improve our retention rates. Offered more in-person interviews to increase rate of return.
2. Initiated satisfaction survey to send out annually to staff to improve retention rates.

Hiring Initiative

1. A subsection of what will now become a more encompassing Workforce Development Initiative
2. Addressing the overall development of.
 1. Job Needs Assessment (current job classifications do not match the work that many current positions perform...sort of a case of putting square peg worker titles into round hole job duties)
 2. Proper Job Descriptions
 1. Admin in divisions taking responsibility to clearly define the roles and duties of each current position
 3. Recruitment plan that meets
 1. Hiring needs
 2. Diversity outreach
 3. Correct competency group
 4. Allows for internal advancement
 4. Proper Testing or interviewing
 5. Annual Satisfaction surveys
 6. Creation of a training curricula that meets the:
 1. Core Competencies of the position
 2. The education & experience level of the new hire
 7. With the assistance of DAC, the department will put together a list of contacts with the Hispanic community to ensure that all vacancy announcements are shared throughout the Hispanic community.

Creation of an internal advance track

Based on some of the steps above as you need to clearly understand the roles, duties and responsibilities of positions in order to:

1. Create a series of core skill training for that position
2. Create the opportunity for staff who are looking at advancing to take part in those skill building training prior to moving into an advanced position
3. Teaching, and or Apprenticeship
4. Development of an “Internship to Employment” program with RIC School of Social Worker that will broaden the pool of potential of future employees
5. Revised job spec to include above internship as acceptable experience

The Department has initiated the following program to assist staff in achieving a path to advance:

- a) **Supervisory Training Program:** RI DCYF adopted the Leadership Academy for Supervisors Based on the NCWWI leadership model. The Leadership Academy for Supervisors (LAS) is a blended learning program for experienced child welfare supervisors. The core curriculum consists of six online modules each followed by a face-to-face or webinar activity (Leadership Academy for Supervisors Learning Network or LASLN) where participants can network with facilitators and other learners to discuss and reinforce what has been covered in the previous module. Modules cover Foundations of Leadership; Feedback, Decision Making, Coaching, Mentoring, Developing Teams, Managing Conflict, Info Systems, Legal, Policy, Administrative Functions/Supervisory Duties, Management, Educational Role, Supporting Workers, Data & Outcomes, Communication, Constructive Crisis Intervention, Personnel/Performance Evaluations, Critical Thinking, Learning Styles, Transfer of Learning, Cultural Diversity, Case Consultation, Self-Assessment & Professional Development, Hiring and Discipline.

In addition to the LAS, the RI DCYF Supervisor Curriculum includes Coaching for Supervisors (created by Action for Child Protection); Information Gateway on Cultural Responsiveness; and NCWWI Racial Equity Resources. All Supervisors have the option to complete trainings ahead of schedule to better support interests and learning needs. The NCWWI training site offers a multitude of leadership content designed specifically for Child Welfare.

RI DCYF Supervisor competencies deliberately correspond with the Leadership Academy for Supervisors, which incorporates an evaluation plan to measure the success of the training program. The LAS evaluation guide was developed by the NCWWI and funded through an agreement with U.S. DHHS, Administration for Children and Families, and the Children’s Bureau. Workforce Development hopes to develop a “just in time” training track for those with interest in supervisory/leadership roles.

The Department has also initiated a **DCYF Internship Program** is part of the State of Rhode Island's 30-year plan to connect to higher education to create a pipeline for students to see a viable and respected career in child welfare. The Department was able to bring on seven (7) interns during this past year. A knowledgeable and diversified workforce will support all current and future initiatives. RI College School of Social Work assists in coordination, matching, supervision, and other associated activities. The majority of interns are pursuing their bachelor's degree in Social Work. First year master's degree students are considered as well. Interns outside of RI College may also apply.

B. EMPLOYMENT RECRUITMENT AND SELECTION PROCESS

1. Applicants for all job categories should be representative of the RI workforce as evidenced by the Labor Market Unit of the Department of Labor and Training.
2. The Department of Children, Youth and Families has continued its efforts to ensure activities are directly related to the goals of enhancing diversity in the recruitment and hiring process.
3. The Diversity Advisory Committee (DAC) will review quarterly the applicant flow of all job categories. A report will be prepared for submission to the Department Director for review.
4. The DAC shall evaluate these reports to determine new policies and directions for this aspect of the Plan.
5. All DCYF's interviewing officials who are involved in the evaluation and hiring of applicants must be carefully trained to assure the elimination of bias. They must have read and have available the Affirmative Action Plan.
6. All interviewing officials should be aware of departmental under-represented classes and hiring goals. A starting point should be positions not requiring a list. An opportunity for improving poor representation of women, minorities and disabled employees in upper-level job categories exists and should be used.
7. To continue to ensure that recruitment literature does not discriminate in any fashion against any individual based on race, age, color, sex, sexual orientation, gender identity or expression, national origin, religion, individuals with disabilities, or veteran status. All recruitment advertisements placed in newspaper, periodicals, and professional journals shall include the words: "Department of Children, Youth and Families is an Equal Employment Opportunity Employer; reasonable accommodations for Disabilities will be made if requested in advance. Telephone [401] 462-5335, RI Relay # 711."

C. EXIT INTERVIEWS

In accordance with Rhode Island General Law 28-5.1, an exit interview program has been established in order to assure that terminating/transferring employees are not leaving because of

discriminatory circumstances. Employees who have left the Department are provided an Exit Interview Survey required to document the job action. Our Deputy Director, Administrative and Legal Support Services or Human Resources Administrator will provide a personal exit interview upon request. Our goal this year is to continue to emphasize the importance of completing the Exit Interview Form and to determine trends to assist in improving staff retention. Furthermore, we will be scheduling meetings with the senior team to discuss findings.

D. FLEX-TIME

1. Flex time is governed by collective bargaining agreements, which ensures that is applied in a fair, equitable, and unbiased manner.

E. POSTING OF POSITIONS

1. DCYF is committed to a selection process that is fair and equal to all applicants and potential applicants. DCYF does not engage in pre-selection or word of mouth selection. DCYF fully complies with all civil service and union contract posting provisions.
2. All DCYF positions that are covered by a union contract shall be announced by a notice of position vacancy posted on the Apply.RI.gov website for ten (10) calendar days. If there are no lateral transfers and there is a valid civil service list, we must recruit from this list. For non-competitive bargaining unit positions, before outside recruitment is initiated, lateral and promotional bids are considered. In the case of recruiting for a position that is in an under-represented job category, a request for a supplemental list of minorities eligible applicants will be made from the RI Department of Administration Human Resources, Office of Diversity, Equality, and Opportunity.
3. All DCYF positions which are not covered by a union contract shall be announced by a notice of position vacancy posted for a minimum of ten (10) calendar days. All vacancy notices will be posted on the Apply.RI.gov website.
4. The current standard of posting is ten (10) days, although some agencies voluntarily offer a longer application period.
5. The shorter the period, the smaller number of applicants. Therefore, diversity cannot always be achieved, and we have stopped this practice.
6. To enhance actual opportunity for employment in the DCYF, state job postings are available to the general public via the Apply.RI.gov website.
7. All vacant positions are announced to all staff via e-mail prior to the posting on apply.ri.gov

Efforts will continue with diversity committee members to find ways to identify recruitment sources that can significantly impact the representation of minorities in applicant pools.

F. TRANSFER AND PROMOTION PRACTICES

For the Affirmative Action Plan to be successful, managers must actively encourage their employees and demonstrate that advancement is possible for all. Some opportunities for promotion and transfer are limited due to the restrictions imposed by collective bargaining agreements. For those areas not covered by collective bargaining agreements, an overt effort shall be made to offset under-representation in the pertinent areas.

G. TECHNICAL COMPLIANCE

Appropriate policies are in place and are posted on every bulletin board as prescribed by civil service, union, and equal employment requirements. A member of the EOAC will periodically inspect the bulletin boards for any missing policy statements. The EOAC member will notify the Department's Human Resources Office who is responsible for the Bulletin Boards.

H. TERMINATIONS

1. Terminations include retirement, transfer to other State Government Departments, voluntary resignation due to personal reasons and dismissals.
2. For that small number of terminations, which are dismissals, it is the final step in a long process. This process typically starts with verbal warnings, written reprimands, suspensions (if appropriate, referral to EAP) and then dismissal. Union members have recourse to grievance hearings conducted by the Division of Human Resources, Health & Human Services Human Resources Service Center, and ultimately, Arbitration. Non-union employees have recourse to the Personnel Appeals Board.
3. Any employee who voices concerns regarding discrimination is referred to the State Equal Opportunity Office. Thus, individuals who are involuntarily terminated have a full process for protecting their rights against unreasonable dismissal.
4. No problems were identified in this area for the past year. Terminations will be evaluated by the EOAC for continued compliance with all laws and policies.

I. TRAINING PROGRAMS

All new hires to the Department must attend the Civil Rights and Sexual Harassment Orientation which is presented by the State Equal Opportunity Office. Notice is sent to the employee and the division when the classes are to be held. Supervisors are responsible for ensuring employee attendance.

Upward mobility is a systematic management effort that focuses on developing career opportunities for lower-level employees who are in positions which do not allow them to realize their full work potential. One aspect of upward mobility is providing training that will enable employees to acquire the needed skills and knowledge for advancement. Management should encourage employees wishing to improve their education and long-term careers. Whenever possible, units should pay for job related training courses. These principles are recorded in Rhode Island's general statutes as well as brochures published by the State and are available to the public.

RI General Law 36-4-44, regarding Training Programs, states that "The Personnel Administrator shall cooperate with appointing authorities and other supervising officials in the conduct of employee training programs to the end that the quality of service rendered by persons in the classified service may be continually improved." It is the hope of the Office of Personnel or Division of Human Resources that all departments and agencies of state government will encourage to their utmost the training of personnel within their jurisdictions either by the development of approved training courses and programs within their agencies or if such is not feasible that they will encourage their employees to enroll in approved job-related courses at institutions of higher learning."

Information on In-Service Training can be obtained from the Office of Training and Development or see www.admin.ri.gov/otd/.

V. AFFIRMATIVE ACTION PLAN FOR INDIVIDUALS WITH DISABILITIES, DISABLED VETERANS, AND COVERED VETERANS

1. **Outreach Recruitment:** The Department will communicate to all employees and applicants its obligation to take affirmative action to employ qualified individuals with disabilities and qualified veterans, in such a way as to ensure understanding and acceptance. The Department will send vacancy notices to recruiting sources such as Department of Human Services (Vocational Rehab and Veteran's Home), Department of Labor & Training and appropriate educational or training institutions to assist in recruiting.
2. **Physical and Mental Qualifications:** Physical and mental job qualifications will be reviewed to assure that they do not screen out qualified individuals with disabilities.
3. **Work Environment:** As per the Department's guidelines for Unbiased Work Environment, the Department strives to maintain a working environment free of discriminatory insults, intimidation, and other forms of harassment.
4. **Reasonable Accommodation:** The Department makes reasonable accommodations to the employee or applicant with a disability to ensure equal access to employment. The accommodations include, but are not limited to, modifying the job site, job restructuring, acquisition, or modifications of special equipment.

DCYF is committed to fully meeting the requirements of the Americans with Disabilities Act of 1990, R.I. General Law 28-5.1, Executive Order 92-2 and Protected Veterans Readjustment Act of 1974, to take Affirmative Action to employ and advance individuals with disabilities and veterans.

A policy statement regarding Individuals with Disabilities, Disabled Veterans and Protected veterans is included in the DCYF Policy and Procedures section (see Appendix B.) This policy identifies the responsible person and outlines internal and external dissemination.

Completed forms shall be retained for a period of two (2) years following the date of termination of employment by an individual.

During this year, several specific ADA claims were addressed, and the Department continues to review and remove any barriers consistent with the ADA requirements and the needs of both employees and the public. Significant progress continues to be made in removing physical barriers including installation of lavatories, ramps, and increased individuals with disabilities parking capacity.

VI. DETERMINING UNDERREPRESENTATION AND GOAL SETTING

Over the last fiscal year, the Department has **increased** its overall minority hiring by over 5% (from 28.46% to 33.54%). This is well above the state's goal of 31.4%. Although we have been successful in increasing our minority hires, we are still falling short in some areas as listed below. In looking at the clients that we serve the Hispanic category does not currently reflect the population that we serve. The Department is committed to increasing representation among the Hispanic group while understanding this is a long-term, multi-year process. The Department will continue to seek minority civil service lists when applicable and specific in the Hispanic population.

	Current Workforce	Goal	Under/Over achieved
Minority	33.54%	31.4%	↑
Female	73.67%	51.00%	↑
Disabled	0.31%	9.7%	↓
Veterans	2.65%	5.90%	↓
Black or African American (*Not Hispanic or Latino)	15.23%	8.8%	↑
Hispanic or Latino	13.19%	17.1%	↓
American Indian or Alaska Native (*Not Hispanic or Latino)	0.47%	1.10%	↑
Asian (*Not Hispanic or Latino)	2.67%	3.70%	↓
Native Hawaiian or Other Pacific Islander (*Not Hispanic or Latino)	0.16%	0.20%	↓
Two or More Races (*Not Hispanic or Latino)	1.26%	3.0%	↓

In the 2020/2021 Affirmative Action Plan our goal was to hire 1 Hispanic minority in the Administrator/Officials category. The Department has reached this goal and hired 1 Hispanic candidate in the role of Administrator, Family & Children's Services. The Department also had a goal of hiring 6 candidates in the Professionals category, specifically 5 Hispanic and 1 Asian. The Department has exceeded our goal with the hiring of 15 Hispanic candidates and 3 Asian American candidates.

DCYF continues to work to improve staff diversity, but limitations exist with respect to collective bargaining and state hiring constraints. DCYF has a highly unionized workforce many

hiring decisions are made before workers can compete for positions at DCYF. Caseworker and Child Support Technician positions typically must be filled as promotions or lateral transfers from other agencies or from the RI Training School (RITS). Child Protective Investigators typically hire from within the union before accessing the state's Open/Competitive List. The recent reduction in candidates entering the workforce has also made an impact on the ability to specifically request minority candidates as the pool of candidates were so small.

The agency has much more control in hiring entry level positions at the RITS using targeted recruiting strategies when we have partnered with ODEO. Likewise, the agency has more options with the recruitment and hiring of classified and non-classified positions.

The goal for this year will be to increase our Hispanic population in all categories in an attempt to reach the state's goal of 17.1%. We will also focus on each specific division within the Department (specifically Child Protective Services, Resource Families and M&B) to ensure that each minority group is adequately represented in each division. The HR administrator will meet with department heads to discuss areas that are not adequately represented and discuss ways to better achieve this goal.

VII. APPENDIX

1. DESCRIPTION OF JOB CATEGORIES

Officials and Administrators:

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies or direct individual departments or social phases of the agency's operations or provide specialized consultation on a regional district or area basis. Includes: Department Heads, Bureau Chiefs, Division Chiefs, Directors, Deputy Directors, Controllers, Wardens, Superintendents, Sheriffs, Police and Fire Chiefs and Inspectors, Examiners [Bank, Hearing, Motor Vehicle, Warehouse], Inspectors [Construction, Building, Safety, Rent-and-Housing, Fire, ABC Board, License, Dairy, Livestock, Transportation], Assessors, Tax Appraisers and Investigators, Coroners, Farm Managers, and kindred workers.

Professionals:

Occupations which require specialized and theoretical knowledge, which is usually acquired through college training or through, work experience and other training which provides comparable knowledge. Includes: Personnel and Labor Relations workers, Social Workers, Doctors, Psychologists, Registered Nurses, Economists, Dieticians, Lawyers, Systems Analysts, Accountants, Engineers, Employment and Vocational Rehabilitation Counselors, Teachers or Instructors, Police and Fire Captains and Lieutenants, Librarians, Management Analyst, Airplane Pilots and Navigators, Surveyors and Mapping Scientists and kindred workers.

Technicians:

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: Computer Programmers, Drafters, Survey and Mapping Technicians, Licensed Practical Nurses, Photographers, Radios Operators, Technical Illustrators, Highway Technicians, Technicians (Medical, Dental, Electronic, Physical Sciences), Police and Fire Sergeants, Inspectors (Production or Processing Inspectors, Testers and Weighers) and kindred workers.

Protective Service Workers:

Occupations in which workers are entrusted with Public Safety, Security and Protection from destructive forces. Includes: Police Patrol Officers, Fire Fighters, Guards, Deputy Sheriffs, Bailiffs, Correctional Officers, Detectives, Marshals, Harbor Patrol Officers, Game and Fish Wardens, Park Rangers (except Maintenance) and kindred workers.

Paraprofessionals:

Occupations in which workers perform some of the duties of a professional or technician in a support role, which usually require less formal training and/or experience that is normally required for professional or technical status. Such positions may fall within an identified pattern of staff

development and promotion under a “New Careers” concept. Includes: Research Assistants, Medical Aids, Child Support Workers, Policy Auxiliary, Welfare Service Aids, and Recreation Assistants. Homemaker’s Aides, Home Health Aides, Library Assistants and Clerks, Ambulance Drivers and Attendants and kindred workers.

Administrative Support:

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: Bookkeepers, Messengers, Clerk Typists, Stenographers, Court Transcribers, Hearing Reporters, Statistical Clerks, Dispatchers, License Distributors, Payroll Clerks, Office Machine and Computers Operators, Telephone Operators, Legal Assistants, Sales Workers, Cashiers, Toll Collectors, and kindred workers.

Skilled Craft Workers:

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on the job training and experience or through apprenticeship or other formal training programs. Includes: Mechanics and Repairers, Electricians, Heavy Equipment Operators, Stationary Engineers, Skilled Machining occupations, Carpenters, Compositors and Typesetters, Power Plant Operators, Water and Sewage Treatment Plant Operators and kindred workers.

Service/Maintenance:

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene of safety of the public or which contribute to the upkeep and care of group may operate machinery. Includes: Chauffeurs, Laundry and Dry-Cleaning Operatives, Truck Drivers, Bus Drivers, Garage Laborer, Custodial employees, Gardeners and Groundskeepers, Refuse Collectors and Construction Laborers, Park Ranger Maintenance, Farm Workers (except Managers), Craft Apprentices/Trainees/Helpers and kindred workers.

2. RACIAL/ETHNIC IDENTIFICATION

Racial / Ethnic Designations

Minority Group

An employee may be included in the group by which he or she appears to belong, identifies with or is regarded in the community as belonging. However, no person should be counted in more than one racial/ethnic group.

BLACK OR AFRICAN AMERICAN (Not Hispanic or Latino): A person having origins in any of the black racial groups of Africa.

HISPANIC OR LATINO: A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

NATIVE AMERICAN OR ALASKA NATIVE (Not Hispanic or Latino): A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

ASIAN (Not Hispanic or Latino): A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

WHITE (Not Hispanic or Latino): A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

NATIVE HAWAIIAN OR PACIFIC ISLANDER (Not Hispanic or Latino): A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

TWO OR MORE RACES (Not Hispanic or Latino): All persons who identify with more than one of the above five races.

Standards adopted by the United States Equal Employment Opportunity Commission and the Office of Federal Contract Compliance Program.

3. LAWS GOVERNING EQUAL OPPORTUNITY

PRIVATE EMPLOYMENT, STATE AND LOCAL GOVERNMENTS, EDUCATIONAL INSTITUTIONS

Title VII of the Civil Rights Act of 1964, as amended, prohibits discrimination in hiring, promotion, discharge, pay, fringe benefits, and other aspects of employment, on the basis of race, color, religion, sex or national origin.

The law covers applicants to and employees of most private employers, state and local governments and public or private educational institutions. Employment agencies, labor unions, and apprenticeship programs are also covered.

AGE:

The Age Discrimination in Employment Act of 1967, as amended, prohibits age discrimination and protects applicants and employees 40 years of age or older from discrimination on account of age in hiring, promotion, discharge, compensation, terms, conditions, or privileges of employment. The law covers applicants to and employees of most private employers, state and local governments, educational institutions, employment agencies and labor organizations.

SEX (WAGES):

In addition to sex discrimination prohibited by Title VII of the Civil Rights Act (see above), the Equal Pay Act of 1963, as amended, prohibits sex discrimination in payment of wages to women and men performing substantially equal work in the same establishment. The law covers applicants to and employees of most private employers, state and local governments and educational institutions. Labor organizations cannot cause employers to violate the law. Many employers not covered by Title VII, because of size, are covered by the Equal Pay Act.

DISABILITY:

The Americans with Disabilities Act of 1990, as amended, prohibits discrimination on the basis of disability, and protects qualified applicants and employees with disabilities from discrimination in hiring, promotion, discharge, pay, job training, fringe benefits, and other aspects of employment. The law also requires that covered entities provide qualified applicants employees with disabilities with reasonable accommodations that do not impose undue hardship. The law covers applicants to and employees of most private employers, state and local governments, educational institutions, employment agencies and labor organizations.

EMPLOYERS HOLDING FEDERAL CONTRACTS OR SUBCONTRACTS

Records Access: The new regulations clarify that contractors must allow OFCCP to review documents related to a compliance check or focused review, either on-site or off-site, at OFCCP's option. In addition, the new regulations require contractors, upon request, to inform OFCCP of all formats in which it maintains its records and provide them to OFCCP in whichever of those formats OFCCP requests.

ADAAA: The new regulations implement changes necessitated by the passage of the ADA Amendments Act (ADAAA) of 2008 by revising the definition of "disability" and certain nondiscrimination provisions.

COVERED VETERANS AND DISABLED VETERANS:

38 U.S.C. 4212 of the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended, prohibits job discrimination and requires affirmative action to employ and advance in employment qualified covered veterans.

Covered veterans means any of the following:

- 1) Disabled veterans;
- 2) Veterans who served on active duty in the Armed Forces during a war or in a campaign or expedition for which a campaign badge has been authorized;
- 3) Veterans who, while serving on active duty with the Armed Forces, participated in a United States military operation for which an Armed Forces Service Medal (AFSM) was awarded pursuant to Executive Order 12985; and
- 4) Recently separated veterans.

Applicants to and employees of companies with a Federal government contract or subcontract are protected under the authorities above. Any person who believes a contractor has violated its nondiscrimination or affirmative action obligations under Executive Order 11246, as amended, Section 503 of the Rehabilitation Act or 38 U.S.C. 4212 of the Vietnam Era Veterans Readjustment Assistance Act should immediately contact:

The Office of Federal Contract Compliance Programs (OFCCP) Employment Standards Administration, U.S. Department of Labor,
200 Constitution Avenue, N.W., Washington, D.C. 20210, (202) 523-9368, or an OFCCP regional or district office, listed in most directories under U.S. Government, Department of Labor.

RACE, COLOR, NATIONAL ORIGIN, SEX:

In addition to the protection of Title VII of the Civil Rights Act of 1964, Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color, or national origin in programs or activities receiving Federal financial assistance. Employment discrimination is covered by Title VI if the primary objective of the financial assistance is provision of employment, or where employment discrimination causes or may cause discrimination in providing services under such programs. Title IX of the Education Amendments of 1972 prohibits employment discrimination on the basis of sex in educational programs or activities that receive Federal assistance.

If you believe you have been discriminated against in a program of any institution that receives Federal assistance, you should contact immediately the Federal agency providing such assistance.

INDIVIDUALS WITH DISABILITIES:

Section 504 of the Rehabilitation Act of 1973 is a national law that protects qualified individuals from discrimination based on their disability. The nondiscrimination requirements of the law apply to employers and organizations that receive financial assistance from any Federal department or agency, including the U.S. Department of Health and Human Services (DHHS). These organizations and employers include many hospitals, nursing homes, mental health centers and human service programs.

Section 504 forbids organizations and employers from excluding or denying individuals with disabilities an equal opportunity to receive program benefits and services. It defines the rights of individuals with disabilities to participate in, and have access to, program benefits and services.

TITLE 28 - Labor and Labor Relations

CHAPTER 28-5.1

Equal Opportunity and Affirmative Action

SECTION 28-5.1-1

§ 28-5.1-1 Declaration of policy. – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards, and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies in all areas where the state dollar is spent, in employment, public service, grants and financial assistance, and in state licensing and regulation.

(2) All policies, programs, and activities of state government shall be periodically reviewed and revised to assure their fidelity to this policy.

(3) Each department head shall make a report to the governor and the general assembly not later than September 30 of each year on the statistical results of the implementation of this chapter and to the state equal opportunity office, provided that the mandatory provisions of this section do not apply to the legislative branch of state government.

(b) The provisions of this chapter shall in no way impair any contract or collective bargaining agreement currently in effect. Any contract or collective bargaining agreements entered or renewed after July 6, 1994, shall be subject to the provisions of this chapter.

SECTION 28-5.1-2

§ 28-5.1-2 State equal opportunity office. – (a) There shall be a state equal opportunity office. This office, under the direct administrative supervision of the director of administration/human resources, shall report to the governor and to the general assembly on state equal opportunity programs. The state equal opportunity office shall be responsible for assuring compliance with the requirements of all federal agencies for equal opportunity and shall provide training and technical assistance as may be requested by any company doing business in Rhode Island and all state departments as is necessary to comply with the intent of this chapter.

(b) The state equal opportunity office shall issue any guidelines, directives or instructions that are necessary to effectuate its responsibilities under this chapter, and is authorized to investigate possible discrimination, hold hearings, and direct corrective action to the discrimination.

SECTION 28-5.1-3

§ 28-5.1-3 Affirmative action. – (a) The state equal opportunity office shall assign an equal opportunity officer as a liaison to agencies of state government.

(b) Each state department or agency, excluding the legislative branch of state government, shall annually prepare an affirmative action plan. These plans shall be prepared in accordance with the criteria and deadlines set forth by the state equal opportunity office. These deadlines shall provide, without limitation, that affirmative action plans for each fiscal year be submitted to the state equal opportunity office and the house fiscal advisor no later than March 31. These plans shall be submitted to and shall be subject to review and approval by the state equal opportunity office.

(c) Any affirmative action plan required under this section deemed unsatisfactory by the state equal opportunity office shall be withdrawn and amended according to equal opportunity office criteria, to attain positive measures for compliance. The state equal opportunity office shall make every effort by informal conference, conciliation, and persuasion to achieve compliance with affirmative action requirements.

(d) The state equal opportunity office shall affect and promote the efficient transaction of its business and the timely handling of complaints and other matters before it and shall make recommendations to appropriate state officials for affirmative action steps towards the achievement of equal opportunity.

(e) The state equal opportunity administrator shall serve as the chief executive officer of the state equal opportunity office and shall be responsible for monitoring and enforcing all equal opportunity laws, programs, and policies within state government.

(f) No later than July 1 each state department or agency, excluding the legislative branch of state government, shall submit to the state equal opportunity office and the house fiscal advisor sufficient data to enable the state equal opportunity office and the house fiscal advisor to determine whether the agency achieved the hiring goals contained in its affirmative action plan for the previous year. If the hiring goals contained in the previous year's plan were not met, the agency shall also submit with the data a detailed explanation as to why the goals were not achieved.

(g) Standards for review of affirmative action plans shall be established by the state equal opportunity office, except where superseded by federal law.

(h) For purposes of this section, "agency" includes, without limitation, all departments, public and quasi-public agencies, authorities, boards, and commissions of the state, excluding the legislative branch of state government.

(i) The state equal opportunity office shall continually review all policies, procedures, and practices for tendencies to discriminate and for institutional or systemic barriers for equal opportunity, and it shall make recommendations with reference to any tendencies or barriers in its annual reports to the governor and the general assembly.

(j) Relevant provisions of this section also apply to expanding the pool of applicants for all positions where no list exists. The equal opportunity administrator is authorized to develop and implement recruitment plans to assure that adequate consideration is given to qualified minority

applicants in those job categories where a manifest imbalance exists, excluding those job categories in the legislative branch of state government.

SECTION 28-5.1-3.1

§ 28-5.1-3.1 Appointments to state boards, commissions, public authorities, and quasi-public corporation. – (a) The general assembly finds that, as a matter of public policy, the effectiveness of each appointed state board, commission, and the governing body of each public authority and quasi-public corporation is enhanced when it reflects the diversity, including the racial and gender composition, of Rhode Island's population. Consequently, each person responsible for appointing one or more individuals to serve on any board or commission or to the governing body of any public authority or board shall endeavor to assure that, to the fullest extent possible, the composition of the board, commission, or governing body reflects the diversity of Rhode Island's population.

(b) During the month of January in each year the boards, agencies, commissions, or authorities are requested to file with the state equal opportunity office a list of its members, designating their race, gender, and date of appointment.

SECTION 28-5.1-3.2

§ 28-5.1-3.2 Enforcement. – (a) The state equal opportunity administrator is authorized to initiate complaints against any agencies, administrators, or employees of any department or division within state government, excluding the legislative branch, who or which willfully fail to comply with the requirements of any applicable affirmative action plan or of this chapter or who or which fail to meet the standards of good faith effort, reasonable basis, or reasonable action, as defined in guidelines promulgated by the federal Equal Employment Opportunity Commission as set forth in 29 CFR 1607.

(b) Whenever the equal employment opportunity administrator initiates a complaint, he or she shall cause to be issued and served in the name of the equal employment opportunity office a written notice, together with a copy of the complaint, requiring that the agency, administrator, agent, or employee respond and appear at a hearing at a time and place specified in the notice. The equal employment opportunity office shall follow its lawfully adopted rules and regulations concerning hearings of discrimination complaints.

(c) The equal employment opportunity office shall have the power, after a hearing, to issue an order requiring a respondent to a complaint to cease and desist from any unlawful discriminatory practice and/or to take any affirmative action, including, but not limited to, hiring, reinstatement, transfer, or upgrading employees, with or without back pay, or dismissal, that may be necessary to secure compliance with any applicable affirmative action plan or with state or federal law.

(d) A final order of the equal employment opportunity office constitutes an "order" within the meaning of § 42-35-1(j); is enforceable as an order; is to be rendered in accordance with § 42-35-12; and is subject to judicial review in accordance with § 42-35-15.

SECTION 28-5.1-4

§ 28-5.1-4 Employment policies for state employees. – (a) Each appointing authority shall review the recruitment, appointment, assignment, upgrading, and promotion policies and activities for state employees without regard to race, color, religion, sex, sexual orientation, gender identity or expression, age, national origin, or disability. All appointing authorities shall hire and promote employees without discrimination.

(b) Special attention shall be given to the parity of classes of employees doing similar work and the training of supervisory personnel in equal opportunity/affirmative action principles and procedures.

(c) Annually, each appointing authority shall include in its budget presentation any necessary programs, goals and objectives that shall improve the equal opportunity aspects of their department's employment policies.

(d) Each appointing authority shall make a monthly report to the state equal opportunity office on persons hired, disciplined, terminated, promoted, transferred, and vacancies occurring within their department.

SECTION 28-5.1-5

§ 28-5.1-5 Personnel administration. – (a) The office of personnel administration of the department of administration shall prepare a comprehensive plan indicating the appropriate steps necessary to maintain and secure the equal opportunity responsibility and commitment of that division. The plan shall set forth attainable goals and target dates based upon a utilization study for achievement of the goals, together with operational assignment for each element of the plan to assure measurable progress.

(2) The office of personnel administration shall:

(i) Take positive steps to ensure that the entire examination and testing process, including the development of job specifications and employment qualifications, is free from either conscious or inadvertent bias, and

(ii) Review all recruitment procedures for all state agencies covered by this chapter for compliance with federal and state law and bring to the attention of the equal opportunity administrator matters of concern to its jurisdiction.

(3) The division of budget shall indicate in the annual personnel supplement progress made toward the achievement of equal employment goals.

(4) The division of purchases shall cooperate in administering the state contract compliance programs.

(5) The division of statewide planning shall cooperate in assuring compliance from all recipients of federal grants.

(b) The office of labor relations shall propose in negotiations the inclusion of affirmative action language suitable to the need for attaining and maintaining a diverse workforce.

(c) There is created a five (5) member committee which shall monitor negotiations with all collective bargaining units within state government specifically for equal opportunity and affirmative action interests. The members of that committee shall include the director of the Rhode Island commission for human rights, the equal opportunity administrator, the personnel administrator, one member of the House of Representatives appointed by the speaker, and one member of the senate appointed by the president of the senate.

SECTION 28-5.1-6

§ 28-5.1-6 Commission for human rights. – The Rhode Island commission for human rights shall exercise its enforcement powers as defined in chapter 5 of this title and in this chapter and shall have the full cooperation of all state agencies. Wherever necessary, the commission shall, at its own initiative or upon a complaint, bring charges of discrimination against those agencies and their personnel who fail to comply with the applicable state laws and this chapter. This commission also has the power to order discontinuance of any departmental or division employment pattern or practice deemed discriminatory in intent by the commission, after a hearing on the record, and may seek court enforcement of such an order. The commission shall utilize the state equal opportunity office as its liaison with state government. The Rhode Island commission for human rights is authorized to make any rules and regulations that it deems necessary to carry out its responsibilities under this chapter, and to establish any sanctions that may be appropriate within the rules and regulations of the state.

SECTION 28-5.1-7

§ 28-5.1-7 State services and facilities. – (a) Every state agency shall render service to the citizens of this state without discrimination based on race, color, religion, sex, sexual orientation, gender identity or expression, age, national origin, or disability. No state facility shall be used in furtherance of any discriminatory practice, nor shall any state agency become a party to any agreement, arrangement, or plan which has the effect of sanctioning those patterns or practices.

(b) At the request of the state equal opportunity office, each appointing authority shall critically analyze all of its operations to ascertain possible instances of noncompliance with this policy and shall initiate sustained, comprehensive programs based on the guidelines of the state equal opportunity office to remedy any defects found to exist.

SECTION 28-5.1-8

§ 28-5.1-8 Education, training, and apprenticeship programs. – (a) All educational programs and activities of state agencies, or in which state agencies participate, shall be open to all qualified persons without regard to race, color, religion, sex, sexual orientation, gender identity or expression, age, national origin, or disability. The programs shall be conducted to encourage the fullest development of the interests, aptitudes, skills, and capacities of all participants.

(b) Those state agencies responsible for educational programs and activities shall take positive steps to ensure that all programs are free from either conscious or inadvertent bias and shall make quarterly reports to the state equal opportunity office with regard to the number of persons being served and to the extent to which the goals of the chapter are being met by the programs.

(c) Expansion of training opportunities shall also be encouraged with a view toward involving larger numbers of participants from those segments of the labor force where the need for upgrading levels of skill is greatest.

SECTION 28-5.1-9

§ 28-5.1-9 State employment services. – (a) All state agencies, including educational institutions, which provide employment referral or placement services to public or private employees, shall accept job orders, refer for employment, test, classify, counsel and train only on a nondiscriminatory basis. They shall refuse to fill any job order which has the effect of excluding any persons because of race, color, religion, sex, sexual orientation, gender identity or expression, age, national origin, or disability.

(b) The agencies shall advise the commission for human rights promptly of any employers, employment agencies, or unions suspected of practicing unlawful discrimination.

(c) The agencies shall assist employers and unions seeking to broaden their recruitment programs to include qualified applicants from minority groups.

(d) The department of labor and training, the governor's commission on disabilities, the advisory commission on women, and the Rhode Island economic development corporation shall fully utilize their knowledge of the labor market and economic conditions of the state, and their contacts with job applicants, employers, and unions, to promote equal employment opportunities, and shall require and assist all persons within their jurisdictions to initiate actions which remedy any situations or programs which have a negative impact on protected classes within the state.

SECTION 28-5.1-10

§ 28-5.1-10 State contracts. – The division of purchases shall prepare any rules, regulations, and compliance reports that shall require of state contractors the same commitment to equal opportunity as prevails under federal contracts controlled by federal executive orders 11246, 11625 and 11375. Affirmative action plans prepared pursuant to those rules and regulations shall be reviewed by the state equal opportunity office. The state equal opportunity office shall prepare a comprehensive plan to provide compliance reviews for state contracts. A contractor's failure to abide by the rules, regulations, contract terms, and compliance reporting provisions as

established shall be ground for forfeitures and penalties as established by the department of administration in consultation with the state equal opportunity office.

SECTION 28-5.1-11

§ 28-5.1-11 Law enforcement. – The attorney general, the department of corrections, and the Rhode Island justice commission shall stress to state and local law enforcement officials the necessity for nondiscrimination in the control of criminal behavior. These agencies shall develop and publish formal procedures for the investigation of citizen complaints of alleged abuses of authority by individual peace officers. Employment in all state law enforcement and correctional agencies and institutions shall be subject to the same affirmative action standards applied under this chapter to every state unit of government, in addition to applicable federal requirements.

SECTION 28-5.1-12

§ 28-5.1-12 Health care. – The state equal opportunity office shall review the equal opportunity activity of all private health care facilities licensed or chartered by the state, including hospitals, nursing homes, convalescent homes, rest homes, and clinics. These state licensed or chartered facilities shall be required to comply with the state policy of equal opportunity and nondiscrimination inpatient admissions, employment, and health care service. The compliance shall be a condition of continued participation in any state program, or in any educational program licensed or accredited by the state, or of eligibility to receive any form of assistance.

SECTION 28-5.1-13

§ 28-5.1-13 Private education institutions. – The state equal opportunity office shall review all private educational institutions licensed or chartered by the state, including professional, business, and vocational training schools. These state licensed or chartered institutions shall at the request of the board of regents of elementary and secondary education be required to show compliance with the state policy of nondiscrimination and affirmative action in their student admissions, employment, and other practices as a condition of continued participation in any state program or of eligibility to receive any form of state assistance.

SECTION 28-5.1-14

§ 28-5.1-14 State licensing and regulatory agencies. – State agencies shall not discriminate by considering race, color, religion, sex, sexual orientation, gender, identity or expression, age, national origin, or disability in granting, denying, or revoking a license or charter, nor shall any person, corporation, or business firm which is licensed or chartered by the state unlawfully discriminate against or segregate any person on these grounds. All businesses licensed or chartered by the state shall operate on a nondiscriminatory basis, according to equal employment treatment and access to their services to all persons, except unless otherwise exempted by the laws of the state. Any licensee, charter holder, or retail sales permit holder who fails to comply with this policy is subject to any disciplinary action that is consistent with the legal authority and rules and regulations of the appropriate licensing or regulatory agency. State agencies which

have the authority to grant, deny, or revoke licenses or charters will cooperate with the state equal opportunity office to prevent any person, corporation, or business firm from discriminating because of race, color, religion, sex, sexual orientation, gender, identity or expression, age, national origin, or disability or from participating in any practice which may have a disparate effect on any protected class within the population. The state equal opportunity office shall monitor the equal employment opportunity activities and affirmative action plans of all such organizations.

SECTION 28-5.1-15

§ 28-5.1-15 State financial assistance. – State agencies disbursing financial assistance, including, but not limited to, loans and grants, shall require recipient organizations and agencies to undertake affirmative action programs designed to eliminate patterns and practices of discrimination. At the request of the state equal opportunity office, state agencies disbursing assistance shall develop, in conjunction with the state equal opportunity office, regulations and procedures necessary to implement the goals of nondiscrimination and affirmative action and shall be reviewed for compliance according to state policy.

SECTION 28-5.1-16

§ 28-5.1-16 Prior executive orders – Effect. – All executive orders shall, to the extent that they are not inconsistent with this chapter, remain in full force and effect.

SECTION 28-5.1-17

§ 28-5.1-17 Utilization analysis. – (a) The personnel administrator, in consultation with the equal employment opportunity administrator, and the human resources outreach and diversity administrator within the department of administration, shall annually conduct a utilization analysis of positions within state government based upon the annual review conducted pursuant to §§ 28-5.1-3 and 28-5.1-4.

(2) To the extent the analysis determines that minorities as currently defined in federal employment law as Blacks, Hispanics, American Indians (including Alaskan natives), Asians (including Pacific Islanders), are being underrepresented and/or underutilized, the personnel administrator shall, through the director of administration, direct the head of the department where the under-representation and/or under-utilization exists to establish precise goals and timetables and assist in the correction of each deficiency, to the extent permitted by law and by collective bargaining agreements.

(3) The initial analysis shall be directed toward service-oriented departments of the state, state police, labor and training, corrections, children, youth and families, courts, transportation, and human services.

(4) The equal employment opportunity administrator shall be consulted in the selection process for all positions certified as underrepresented and/or underutilized and shall report the results of progress toward goals to the governor and to the general assembly by January 31 and July 31 of each year. A copy of these results which shall be referred to the Rhode Island commission for

human rights which may, in its discretion, investigate whether a violation of chapter 28-5 has occurred. The results shall be a public record and shall be made available electronically on the secretary of state's website.

(b) In the event of a reduction in force, the personnel administrator, in consultation with the equal employment opportunity administrator and director of the department(s) where the reduction is proposed, shall develop a plan to ensure that affirmation action gains are preserved to the extent permitted by law and by collective bargaining agreements. A copy of this plan shall be referred to the Rhode Island commission for human rights which may, in its discretion, investigate whether a violation of chapter 28-5 has occurred. The plan shall be a public record and shall be made available electronically on the secretary of state's website.

(2) The equal employment opportunity administrator shall report the results of the plans and their subsequent actions to the governor and to the general assembly by January 31 and July 31 of each year, to the Rhode Island commission for human rights. The report shall be a public record and shall be made available electronically on the secretary of state's website. Consistent with § 28-5.1-6, the Rhode Island commission for human rights shall have the power to order discontinuance of any department or division employment pattern or practice deemed discriminatory in intent or result by the commission.

(3) The equal opportunity administrator shall notify the commission of reports and results under this chapter.

SECTION 28-5-41.1

§ 28-5-41.1 Right to fair employment practices – Gender identity or expression. – Whenever in this chapter there appears the terms "race or color, religion, sex, disability, age, country of ancestral origin, or sexual orientation" there shall be inserted immediately thereafter the words "gender identity or expression."

STATE EXECUTIVE ORDERS

EXECUTIVE ORDER 17-02

Promotion of Diversity, Equity and Opportunity

EXECUTIVE ORDER 13-05

Promotes Diversity, Equal Opportunity, and Minority Business Enterprises in Rhode Island

EXECUTIVE ORDER 05-02

Establishes the Human Resources Outreach and Diversity Office and their responsibilities

EXECUTIVE ORDER 05-01

Promotes Equal Opportunity and the Prevention of Sexual Harassment in State Government

EXECUTIVE ORDER 94-22

Promotes Minority Business Enterprises in Rhode Island State Government.

EXECUTIVE ORDER 93-1

Equal Opportunity and Affirmative Action Policy for units in State Government.

EXECUTIVE ORDER 92-2

Compliance with Americans with Disabilities Act.

EXECUTIVE ORDER 86-10

Establishes the Refuge Policy for the State.

EXECUTIVE ORDER 85-16

Designates the State 504 coordinator to create policies, practices and programs regarding accessibility of State buildings and properties to disabled persons.



State of Rhode Island and Providence Plantations

Gina M. Raimondo
Governor

EXECUTIVE ORDER

17-02

January 5, 2017

PROMOTION OF DIVERSITY, EQUITY AND OPPORTUNITY

WHEREAS, Rhode Island is committed to equal opportunity and equity in all aspects of state government employment, procurement, programs, and activities; and

WHEREAS, diversity and inclusion are core values that are essential to a creative, innovative, and productive workplace, as well as a thriving business climate in Rhode Island; and

WHEREAS, the State of Rhode Island is strengthened by the diversity in our population, and we are at our best when we value and respect the contributions of all members of our society; and

WHEREAS, building a framework for open dialogue and communication between our state government and its people is an important step toward community engagement; and

WHEREAS, this administration is committed to establishing a close and collaborative working relationship with a diverse group of community partners who share in our interest to promote equity and fairness in state government.

NOW, THEREFORE, I, GINA M. RAIMONDO, by virtue of the authority vested in me as Governor of the State of Rhode Island and Providence Plantations, do hereby order as follows:

- A. There is hereby established an Advisory Council ("Council") that shall exist for the purpose of advising the Office of Diversity, Equity and Opportunity ("ODEO") within



State of Rhode Island and Providence Plantations
State House, Room 224
Providence, Rhode Island 02903
401-222-2080

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SECRETARY OF STATE
MICHAEL J. CANTONE

Lincoln D. Chafee
Governor

EXECUTIVE ORDER

13-05

May 9, 2013

PROMOTION OF DIVERSITY, EQUAL OPPORTUNITY AND
MINORITY BUSINESS ENTERPRISES IN RHODE ISLAND

WHEREAS, Rhode Island was founded on the principles of tolerance and diversity;
and

WHEREAS, for generations, minority populations have enriched the fabric of our
State, strengthened our economy, and made Rhode Island a better place to live; and

WHEREAS, it is vitally important for the State to acknowledge the changing
demographics of our population and actively recruit minority talent to the workforce; and

WHEREAS, it is a priority of the Chafee Administration to reflect these changing
demographics through substantial minority employment in State government and
increased opportunities for minority business enterprises to participate in State
procurement and construction projects; and

WHEREAS, by drawing from the entire pool of human resources and talent, and by
creating a culture that values diversity and inclusion, we strengthen our collective
performance as a State workforce and thereby improve the State's ability to serve the
people of Rhode Island; and

WHEREAS, over the past 30 years, Rhode Island's population has increased from
seven percent (7%) to twenty-four percent (24%) people of color. In addition, in just the
last decade, Rhode Island's Latino population grew forty-four percent (44%), adding
almost 40,000 residents. The Asian-American and African-American populations also grew
by twenty-eight percent (28%) and twenty-three percent (23%), respectively, over the
same time period; and

Executive Order 13-05

May 9, 2013

Page 2

WHEREAS, by the year 2040 the population of the State as a whole is projected to be forty-one percent (41%) people of color; and

WHEREAS, R.I. Gen. Laws § 37-14.1-1 *et seq.*, enacted in 1986, declared a State policy by which minority business enterprises (MBEs), which include minority-owned, women-owned and disadvantaged business enterprises, shall be awarded a minimum of ten percent (10%) of all dollars in State procurement and construction projects and a preference in State contracts and subcontract awards; and

WHEREAS, R.I. Gen. Laws § 28-5.1-1 *et seq.*, the Equal Opportunity and Affirmative Action Act, enacted in 1988, declared a policy of affirmative action to achieve equal opportunity in all units of State government, and established a State Equal Opportunity Office within the Department of Administration.

NOW, THEREFORE, I, LINCOLN D. CHAFEE, by virtue of the authority vested in me as Governor of the State of Rhode Island and Providence Plantations, do hereby order as follows:

1. The Director (Director) of the Department of Administration (Department), shall review all divisions and offices within the Department charged with facilitating equal opportunity employment and MBEs, including, but not limited to, the Division of Human Resources, the State Equal Opportunity Office, the Human Resources Outreach and Diversity Office, the Division of Purchases, and the MBE Program, and shall make recommendations to the Governor to improve collaboration between these offices and all executive departments to ensure these programs are more effective. These recommendations shall encourage measures of quality and accountability in equal opportunity and affirmative action hiring and MBE procurement as allowed by law. In addition, these recommendations shall include strategies for recruiting, hiring, promoting and retaining a more diverse workforce. The Director shall submit these recommendations to the Governor for approval on or before August 1, 2013. All executive departments shall comply with the Director's recommendations and shall cooperate fully with taking steps to increase minorities in the State's workforce and increase the usage of MBEs with State contracts.
2. Every State agency, in partnership with the Office of Equal Opportunity, shall track and maintain hiring data as part of the agency's performance management functions. Each agency shall provide the Office of Equal Opportunity, which shall coordinate with the Office of Management and Budget's Office of Performance Management and the Office of Outreach and Diversity, with a plan for improving minority hiring no later than October 1, 2013.

Executive Order 13-05
May 9, 2013
Page 3

3. The Division of Purchases MBE Compliance Office shall identify State contracts and sub-contracts that could increase the number of minority-owned businesses participating in State work where strategic efforts can be undertaken. Each agency shall provide a list of contracts and sub-contracts that should be reviewed for MBE recruiting potential as part of the plan which shall coordinate with the Office of Management and Budget's Office of Performance Management and the Division of Purchases MBE Compliance Office on or before December 1, 2013.
4. The Director shall prepare an annual report to the Governor due on August 1, 2013 and every August 1 thereafter, for the prior fiscal year, demonstrating the State's progress in minority employment and MBE procurement and any recommendations for continued improvements in these programs. This report shall take into account the Affirmative Action Plans that are submitted by every State agency on an annual basis, as required under R.I. Gen. Laws Chapter 28-5.1.
5. The Department and the Human Resources Outreach and Diversity Office shall develop and conduct a diversity training program within one year of the effective date of this Order. For future hires, such training may be part of the standardized orientation provided to new employees.

This Order shall take effect immediately.

So Ordered:



Lincoln D. Chafee



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05 JAN 14 PM 3: 54

State of Rhode Island and Providence Plantations

State House
Providence, Rhode Island 02903-1196
401-222-2080

Donald L. Carcieri
Governor

EXECUTIVE ORDER

05-02

January 17, 2005

PROMOTION OF A DIVERSE STATE GOVERNMENT WORKFORCE

WHEREAS, Rhode Island State Government is committed to fostering a competitive and diverse workforce composed of highly skilled and capable employees through the recruitment, training, retention, and promotion of qualified men and women from diverse racial, ethnic, linguistic, socioeconomic, and educational backgrounds as well as individuals with disabilities; and

WHEREAS, it is in the best interests of business and government to create an open, inclusive and equitable human resources paradigm that capitalizes on workforce excellence and the strength of individual differences; and

WHEREAS, the Rhode Island General Assembly has determined there exists a compelling interest in promoting equal opportunity; and

WHEREAS, diversity requires leadership commitment and accountability, along with the assessment and development of policies and practices to assure that the State's operating system is based on principles of equity and inclusion; and

WHEREAS, the state's commitment to equal opportunity, diversity, and conduct that fosters respect in the workplace is unwavering.

NOW, THEREFORE, I, DONALD L. CARCIERI, by the authority vested in me as Governor of the State of Rhode Island and Providence Plantations, do hereby order as follows:

Executive Order 05-02

January 17, 2005

Page 2

1. There shall be established within the Department of Administration a Human Resources Outreach and Diversity Office. This Office shall report directly to the Director of the Department of Administration or designee on the state of diversity in Rhode Island State government and shall work towards developing a business case for equity with an emphasis on building a diverse workforce to guarantee fair and reasonable opportunities for public service.
2. The Human Resources Outreach and Diversity Office responsibilities shall include:
 - Developing guidelines to effectuate its mission;
 - Researching and developing best practices for the promotion of diversity throughout State government;
 - Providing guidance and technical support to state entities;
 - Developing a strategic and focused recruitment and tracking initiative for individuals interested in state employment including fostering relationships with community-based organizations to strengthen and support recruitment and outreach activities;
 - Initiating training seminars including a diversity awareness program to share the benefits of diversity and to encourage a culturally sensitive workforce environment;
 - Submitting an annual benchmark report to the Director of the Department of Administration or designee.
3. To assist the Office in carrying out its responsibilities there shall be established a Diversity Advisory Council, selected and appointed by the Governor, and comprised of fifteen (15) members, consisting of four (4) members of the public and one (1) member from each of the following governmental entities:

Office of the Governor
Human Resources Outreach and Diversity Office
Department of Labor & Training
Office of Personnel Administration Human Resources
Office of Labor Relations
Office of Equal Opportunity
Governor's Commission on Women

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January 17, 2005
Page 3

Governor's Commission on Disabilities
Office of Higher Education
Rhode Island Commission on the Deaf and Hard of Hearing
Division of Legal Services within the Department of Administration

The Director of Administration or designee shall chair the Council. The Council shall meet quarterly.

This Executive Order supersedes and rescinds Executive Order No. 00-4, and is effective immediately upon the date hereof.

So Ordered:


Donald L. Carcieri

Dated: January 17, 2005

EXECUTIVE ORDER
05-01
January 17, 2005
PROMOTION OF EQUAL OPPORTUNITY AND
THE PREVENTION OF SEXUAL HARASSMENT IN STATE GOVERNMENT

WHEREAS, there is a compelling interest in the promotion and achievement of equal opportunity; and concerted commitment is necessary to prevent discrimination and sexual harassment in all departments and agencies of Rhode Island state government; and

WHEREAS, Rhode Island has an unwavering commitment to providing equal employment opportunity in state government to all qualified individuals without sexual harassment or discrimination on the basis of race, color, creed, religion, age, sex, ethnicity, national origin, veteran status, marital status, sexual orientation, gender identity, or the presence of a sensory, mental, or physical disability; and

WHEREAS, the prevention and elimination of discrimination and sexual harassment requires continued action to ensure that all employment opportunities existing in or through state government are available to all qualified individuals; and

WHEREAS, to provide equal opportunity for all employees and applicants in all aspects of employment including, but not limited to recruitment, hiring, retention, training, compensation, benefits, leave, assignment, transfer, promotion, discipline, demotion, terminations, and layoffs, and to ensure reasonable steps are taken to actively promote employment opportunities to all qualified individuals that historically have been underutilized in the state government workforce there is a need to reaffirm policies, practices consistent with State and Federal law

NOW, THEREFORE, I, DONALD L. CARCIERI, by the authority vested in me as Governor of the State of Rhode Island and Providence Plantations, do hereby order as follows:

1. All Directors, their senior staff and all supervisory employees of agencies, departments, state boards, commissions, public authorities and quasi-public corporations of state government (“Agencies”) are responsible for ensuring that all aspects of state programs for which they manage are available without discrimination or sexual harassment.
2. Pursuant to all applicable Federal and State law, all Agencies are to develop, promote, monitor, implement, and maintain equal employment opportunity policies and practices that:
 - a) do not discriminate against any employees or applicants for state employment in all aspects of employment including contract procurement and service delivery.
 - b) establish guidelines to prevent discrimination and sexual harassment of any employees or applicants for state employment.
 - c) identify and actively promote employment opportunities for qualified individuals that historically have been underutilized in the state government workforce.

d) describe the notice and filing provisions that enable any employee or applicant for state employment who believes he/she has been discriminated against or sexually harassed to immediately report such conduct to appropriate official(s).

3. All Agency Directors shall designate an individual as the Agency's Equal Employment Opportunity Officer and American with Disabilities Act Coordinator (the Officer). Such Officers, with the assistance of the State Equal Opportunity Office (EOO) as set forth in Title 28, Chapter 5.1 et seq. of the Rhode Island General Laws, shall be responsible for the formulation, drafting and reporting of plans and policies relating to nondiscrimination as well as the prevention of sexual harassment as required by Title 28, Chapter 51-2.

All Agency Officers shall annually attend one (1) Equal Employment Opportunity training session and one (1) training session on the prevention of sexual harassment. Each Agency Officer shall work cooperatively with the Diversity Advisory Council as established by Executive Order 05-02 and the State EOO to conduct a semi-annual review and evaluation of hiring/promotion activity within their unit.

All Agency Directors shall work cooperatively with the Agency Officer to monitor and maintain compliance according to the guidelines outlined in the Agency's EOO plan.

4. All Agencies shall comply with Federal laws pertaining to the promotion of equal opportunity for all qualified individuals and the prevention of sexual harassment including but not limited to the following provisions:

- ☐ Title VII of the Civil Rights Act of 1964, as amended, that prohibits employment discrimination on the basis of race, color, religion, sex or national origin.
- ☐ The Age Discrimination in Employment Act of 1967, as amended, that prohibits employment discrimination against individuals 40 years of age or older.
- ☐ The Equal Pay Act of 1963 that prohibits discrimination on the basis of gender in compensation for substantially similar work under similar conditions.
- ☐ Title I of the Americans with Disabilities Act of 1990, as amended, that prohibits employment discrimination on the basis of disability in both the public and private sector, excluding the federal government.
- ☐ The Civil Rights Act of 1991, as amended, that provides for monetary damages in case of intentional discrimination.
- ☐ Section 501 of the Rehabilitation Act of 1973, as amended, that prohibits employment discrimination against federal employees with disabilities.
- ☐ Title IX of the Education Act of 1972, as amended, that forbids gender discrimination in education programs, including athletics that receive federal dollars.
- ☐ The Pregnancy Discrimination Act of 1978, as amended, that makes it illegal for employers to exclude pregnancy and childbirth from their sick leave and health benefits plans; and
- ☐ 38 U.S.C. 4212 Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended that prohibits job discrimination and requires affirmative action to employ and advance in employment qualified protected veterans and qualified special

disabled veterans.

5. All Agencies of Rhode Island State Government shall also comply with State laws pertaining to the promotion of equal opportunity for all qualified individuals and the prevention of sexual harassment including but not limited to Article 1, Section 2 of the Rhode Island Constitution; all applicable provisions of Rhode Island General Laws Chapter 5 through 6, and Chapter 51 of Title 28. These statutes require Fair Employment Practices regardless of race, color, religion, sex, sexual orientation, gender identity, expression, disability, age, or country of origin; positive action be taken to affirm the civil rights of protected classes of individuals; promote nondiscrimination, and prohibit sexual harassment.

6. Pursuant to Rhode Island General Laws Title 28, Chapter 5.1, the State EOO shall be responsible for assuring compliance with State and Federal laws prohibiting discrimination and all applicable provisions of this Executive Order.

7. Pursuant to Rhode Island General Laws Title 28 Chapter 51, the Office of Labor Relations within the Department of Administration shall be responsible for assuring compliance with State and Federal laws prohibiting sexual harassment and all applicable provisions of this Executive Order.

8. Pursuant to Rhode Island General Laws Title 28, Chapter 5 Sections 8 through 40, the Rhode Island Commission for Human Rights shall be responsible for assuring compliance with State and Federal laws and all applicable provisions of this Executive Order.

9. Pursuant to Rhode Island General Laws Title 42, Chapter 51, the Governor's Commission on Disabilities shall be responsible for assuring compliance with State and Federal laws and all applicable provisions of this Executive Order.

10. Pursuant to Rhode Island General Laws Title 23 Chapter 23-1.8, the Commission on Deaf and Hard-of-Hearing shall be responsible for assuring compliance with all applicable provisions of this Executive Order.

11. Pursuant to Rhode Island General Laws Title 28-5.1-5 and Title 36 Chapter 4-26.1, the Office of Personnel Administration within the Department of Administration and the State EOO shall be responsible for assuring compliance with State and Federal laws and all applicable provisions of this Executive Order.

12. Pursuant to Rhode Island General Laws Title 28-5.1-3.1 each Agency of State Government is responsible for assuring compliance with all applicable provisions of this Executive Order. Individuals believing that they have been discriminated against or sexually harassed in employment by or through state government should immediately contact:

DCYF Affirmative Action Plan

Rhode Island State Equal Opportunity Office
Department of Administration, Personnel Office
One Capitol Hill
Providence, RI 02908
Tel (401) 222-3090; Fax (401) 222-6391; TTD (401) 222-6144

Rhode Island Commission for Human Rights
180 Westminster Street, 3rd Floor Providence, RI 02903
Tel (401) 222-2661; Fax (401) 222-2616; TTY (401) 222-2664

Governor's Commission on Disabilities
41 Cherry Dale Court
Cranston, RI 02920
Tel (401) 462-0100; Fax (401) 462-0106; TTY (401) 462-0101

This Executive Order supersedes and rescinds Executive Order No. 96-14 and No. 95-11, and is effective immediately upon the date hereof.

So Ordered:
Donald L. Carcieri
Dated: January 17, 2005

State of Rhode Island
and Providence Plantations

Bruce Sundlun, Governor

EXECUTIVE ORDER

No. 94-22

December 23, 1994

MINORITY BUSINESS ENTERPRISE



State House,
Providence

WHEREAS, it is the policy of the State of Rhode Island and of this administration that Minority Business Enterprises and Women Business Enterprises, (herein defined as "MBEs") shall have the fullest possible opportunity to participate in State funded and State directed public construction programs and projects and in State purchases of goods and services; and

WHEREAS, the General Assembly in 1986 enacted Title 37, Chapter 14.1, (herein defined as the MBE statute) and therein authorized the Director of the Department of Administration to establish rules and regulations for giving MBEs a preference in contract and subcontract awards; and

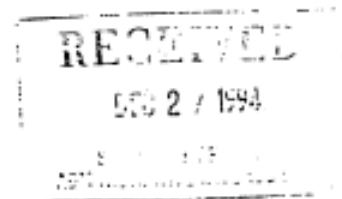
WHEREAS, on June 23, 1994, I signed Executive Order 94-9, reorganizing and enhancing the powers and duties of the MBE Program, and there is now a need to restructure and clarify the responsibilities of the MBE program; and

WHEREAS, as Governor, I intend to affirm and carry out the State's policy of encouraging full compliance with the MBE statute throughout State government;

NOW, THEREFORE, I, BRUCE SUNDLUN, by virtue of the authority vested in me as Governor of the State of Rhode Island and Providence Plantations, do hereby order as follows:

Article I - Applicability

This Executive Order shall apply to any and all State purchasing, including but not limited to construction projects or contracts, professional services, and purchase of goods and services funded in whole or in part by State funds, or funds which the State expends or administers as the recipient of a federal grant, or in which the State is a signatory to the contract.



Executive Order No. 94-22
December 23, 1994
Page 2

Article II - Minority Business Enterprise Program

(A) The Director of the Department of Administration shall assume overall responsibility for the MBE Compliance Program. The Director of Administration shall create the position of Administrator - MBE Compliance and shall delegate day to day operational responsibility to that official. The Administrator - MBE Compliance shall serve as the primary operational officer of the MBE Program and shall be supported by staff as determined by the Director, Department of Administration. The Administrator - MBE Compliance shall assume responsibility as the Executive Director of the MBE Commission and provide staff support for the Commission. The Administrator - MBE Compliance shall, with the support of the MBE Program staff, advise and assist the Governor, the Director of Administration, the Purchasing Agent, and other entities and individuals directly affected by the contract and procurement practices of State government. The Administrator - MBE Compliance shall assist in the development of effective and innovative strategies for promoting MBE participation in the State's procurement, construction, professional, consulting, and legal service contracts in order to comply with R.I. General Laws Section 37-14.1-7.

(B) The MBE Program shall:

1. Assist the Director of Administration to issue rules, regulations and reporting requirements necessary to implement the objective of this Executive Order.
2. Monitor the progress of each department, agency, and quasi-state authority or corporation in the attainment of MBE policy objectives, participation goals, and requirements.
3. Conduct such activities as visits to job sites, public hearings and examination of records and practices of various departments as may be necessary to ensure compliance with the requirements of this Executive Order.
4. Arrange for technical assistance, support and resource identification to assist the various department, agency and quasi-state authority or corporation purchasing entities in attaining the objectives of this Executive Order.
5. Identify and seek assistance from various community based organizations, local, state and federal agencies active in the field of MBE development as well as offices in other state and federal jurisdictions.

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DEC 23 1994

Executive Order No. 94-22
December 23, 1994
Page 4

Article III - MBE Commission

(A) There is hereby established a Minority Business Enterprise Commission (herein defined as the "MBE Commission") to advise and assist the MBE Program, the Director, Department of Administration and the Administrator - MBE Compliance in meeting and carrying out the MBE compliance rules and regulations promulgated by the Department of Administration.

(B) The following officials and individual persons are hereby appointed as members of the MBE Commission, to serve at the pleasure of the Governor:

A cabinet level official to be appointed by the Governor

Director of the Department of Administration (or designee), Chair

Representative Joseph Newsome

Executive Director, Commission for Human Rights

Casby Harrison, III
Licht & Semenoff

President (or designee)
Black Contractors Association of Rhode Island

Executive Director (or designee)
Rhode Island Commission on Women

President (or designee)
Hispanic Contractors Association

(C) The following officials shall serve as non voting advisors to the MBE Commission:

Director of Policy
Governor's Office

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Associate Director and Purchasing Agent
Department of Administration - Division of Purchasing

Associate Director - Department of Administration
Division of Human Resources

State Controller
Department of Administration - Office of Accounts and Control

Chief Civil Rights Officer
Department of Transportation

(D) The following official shall serve as the Executive Director of the MBE Commission:

Administrator - MBE Compliance
Department of Administration - Division of Human Resources

The MBE Commission shall meet no less than six times per year and upon the call of the Chairperson or four (4) Commission members to consider whatever business the Chairperson or Commission members may deem appropriate. Four (4) members shall constitute a quorum of the Commission.

Article IV - Responsibility of Departments, Agencies, and Quasi-State
Authorities or Corporations Empowered to Expend State Funds

(A) Each governmental department, agency and quasi-state authority or corporation empowered to expend or administer State funds shall develop and submit as part of its annual budget, an MBE plan to meet the goal of awarding 10% of the dollar value of all procurements and construction projects to certified MBEs.

(B) The Director of each department, agency or quasi-state authority or corporation empowered to expend State funds, shall designate a highly placed official ("MBE Coordinator") to have overall responsibility for promoting greater participation of MBE in his or her department or agency or quasi-state authority or corporation.

Executive Order No. 94-21

December 23, 1994

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(C) If the rules and regulations promulgated by the Department of Administration are not being met, the Department, agency or quasi-state authority or corporation shall submit a report to the Department of Administration's Administrator - MBE Compliance stating the reasons for its inability to comply with such rules and regulations, and identify the remedial steps it shall take. Such remedial steps may include:

1. Targeting some bid invitations to MBEs.
2. Promoting joint ventures between MBEs and non-MBEs.
3. Requiring prime contractors, where subcontracting opportunities exist, to subcontract a minimum amount of work on projects to MBEs.
4. Designating MBEs as suggested vendors when submitting requests to the purchasing agent.
5. Dividing large contracts into smaller units to afford opportunities for MBEs, where legally permissible.
6. Developing a plan to require prime contractors, whenever possible, to purchase supplies, services and equipment from MBEs.

Article V - Responsibility of State Purchasing Agent and Quasi-State Authority or Corporation Purchasing Agents

The State Purchasing Agent and quasi-state authority or corporation purchasing agents will provide maximum support to comply with the requirements of the MBE statute as stated herein. Such efforts will include:

1. Notifying all possible bidders, especially potential MBE suppliers of purchasing for departments, agencies and quasi-state authorities or corporations. Such notification might include direct mail, advertising in media reaching the minority community, and such other outreach efforts as may be necessary.
2. Seeking out MBEs from the list of certified MBEs to be included in prospective bidder lists, and targeting some bid invitations to MBEs.

Executive Order No. 94-22

December 23, 1994

Page 7

3. Providing information to minority suppliers and conducting outreach and information sessions for existing and potential MBEs.
4. Monitoring the utilization of MBEs in the area of Utility Order Purchases.
5. Provide such information as may be requested by the MBE Commission.
6. Performing any such other activities that generally support objectives of this Executive Order and R.I. General Laws Section 37-14.1 et seq.

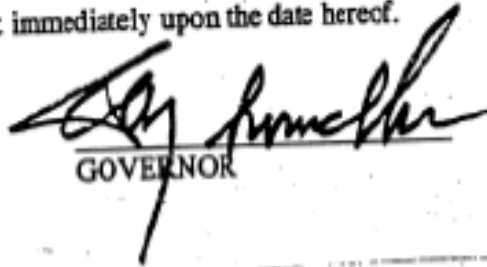
This Executive Order effectively rescinds, supersedes and replaces Executive Order No. 94-9.

This Executive Order shall take effect immediately upon the date hereof.

DATE

12/27/94

GOVERNOR



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DEC 27 1994

State of Rhode Island
and Providence Plantations

Bruce Sundin, Governor

EXECUTIVE ORDER

No. 93-1

JANUARY 18, 1993

RECEIVED

JAN 19 1993

SECRETARY OF STATE
ADMINISTRATIVE RECORDS DIV.



AFFIRMATIVE ACTION POLICY STATEMENT

State House. I, BRUCE SUNDIN, by the authority vested in me as Governor of Providence the State of Rhode Island and Providence Plantations, do hereby order as follows:

1. Equal Opportunity and Affirmative Action towards its achievement is the firm and unwavering policy of all units of Rhode Island State Government.

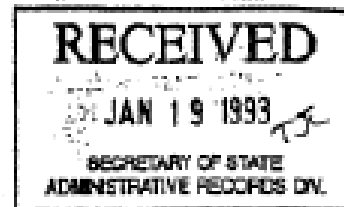
2. Rhode Island State Government is committed to providing equal opportunity in every aspect of its programs and will not discriminate because of race, sex, national origin, age, religion, sexual orientation, or disability. Because my administration recognizes the need to eliminate the vestiges of past societal discrimination, it will take affirmative action to ensure that its employment opportunities are available to every qualified Rhode Islander.

3. Within agencies, departments of state government, and those agencies created by legislative statute, the following areas will be administered without regard to race, color, sex, age, religion, sexual orientation, or disability:

Hirings	Work Assignments
Salary/Wage	Leave
Lay-offs	Training
Transfers	Recall From Lay-offs
Promotions	Appointments
Demotions	Discipline

4. In addition, my administration will not tolerate discrimination by any recipient of state government funds. This includes lending institutions, developers, contractors, sub-contractors and entities doing business with the State. Deliberate or persistent violation of the affirmative action policies set forth herein may result in the withdrawal of State support or involvement in a project and/or debarment from further State involvement. Any person or corporation doing business with the State shall cooperate with the monitoring of this policy. The Director of Administration shall promulgate such rules and regulations as are necessary to effectuate compliance with this paragraph.

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Executive Order 93-1
Affirmative Action Policy Statement



5. In addition to Rhode Island State Government, each and every employee of state government is responsible for assuring that all aspects of State programs for which he/she is responsible for are available without discrimination. Department Directors and their senior staff are responsible for the implementation of this policy and they will be evaluated as to their role in this implementation.

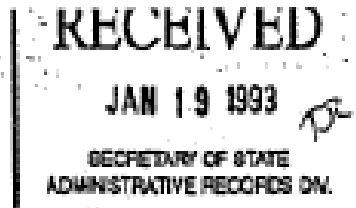
6. All Department Directors and appointing authorities shall appoint a highly placed person, who shall report to the Department Director and who shall be designated as the Departmental Affirmative Action Officer. The Departmental Affirmative Action Officer shall attend at least one EEO training session annually and the Officer shall assist in the development and enforcement of affirmative action plans. Each Departmental Affirmative Action Officer shall work cooperatively with the Personnel Administrator to conduct a quarterly review of hiring/promotion activity within their unit to evaluate and report to his/her Department Director on affirmative action progress or lack thereof. Each Departmental Affirmative Action Officer shall submit information on the status of their plans twice annually to their respective Department Directors.

7. The Governor's Executive Committee for Affirmative Action is hereby established and its membership shall hereafter consist of the following: the EEO Administrator, the Executive Director of the Human Rights Commission, the Executive Secretary of the Governor's Commission on the Handicapped, the Director of the Commission on Women, the Executive Director of the Minority Business Enterprise Commission, the Chief of the Merit Selection and Classification Unit, the Administrator of Purchasing Systems, and the Personnel Administrator who shall Chair this Committee.

8. The Committee shall advise the Governor in the formulation and coordination of plans, policies and programs relating to equal opportunity and affirmative action in all State departments and agencies and in assuring effective implementation of such policies, plans and programs by such agencies.

9. Upon the request of the Executive Committee, the Department Director of each State agency and the Departmental Affirmative Action Officer shall meet with the Committee and report in person to such Committee on the agency's affirmative action program. It shall be the Executive Committee Chair's responsibility to schedule such meetings, and it shall be the duty of every agency head to comply

Page Three
Executive Order 93-1
Affirmative Action Policy Statement



with such requests for data or other information or reports as the Executive Committee may deem appropriate for analysis and review in advance of such meeting.

10. In addition to the duties of the State EEO Office set forth in Title 28, Chapter 5.1 of the Rhode Island General Laws, the State EEO Office shall:

A) review the Affirmative Action plans submitted annually by each state department or agency and prepare a comparative analysis of the strengths and weaknesses of the plans;

B) make recommendations to the departments on proactive policy initiatives that may enhance affirmative action plan objectives;

C) prepare an Executive Summary of the departmental plans for submission to the Governor annually on November 15th; and

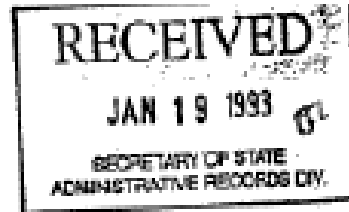
D) work cooperatively and in conjunction with the Departmental Affirmative Action Officers, Departmental MBE Coordinators, and State Officials serving on the Governor's Executive Committee for Affirmative Action.

11. The State Equal Opportunity Office shall be responsible for assuring compliance with Rhode Island General Laws Title 28, Chapter 5.1 and the provisions of this Executive Order.

12. The Rhode Island Commission for Human Rights shall be responsible for assuring compliance with Rhode Island General Laws title 28, Chapter 5, Sections 8 through 40 and the provisions of this Executive Order.

13. The Rhode Island Governor's Commission on the Handicapped shall be responsible for assuring compliance with Rhode Island General Laws Title 42, Chapter 51 and the provisions of this Executive Order.

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Executive Order 93-1
Affirmative Action Policy Statement



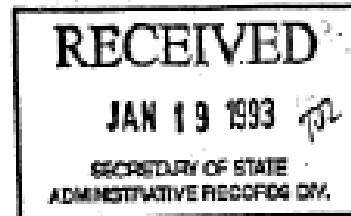
14. All units of Rhode Island State Government shall comply with all state and federal laws pertaining to equal opportunity and affirmative action including:

Rhode Island Fair Employment Practices Act,
Rhode Island Handicapped Products Procurement Act,
Rhode Island AIDS Discrimination Act,
Federal Executive Order 11246, as amended,
Title VI and Title VII of the Civil Rights Act of 1964, as amended,
Age Discrimination in Employment act of 1967,
Equal Pay Act of 1963,
Rehabilitation Act of 1973, Section 504,
Americans with Disabilities Act (ADA) of 1990,
Vietnam Era Veterans Act of 1974,
Persian Gulf Conflict Supplemental Authorization and Personnel Benefits Act of 1991,
Age Discrimination Act of 1975,
Education Amendments Act of 1972 (Title IX),
Civil Rights Act of 1991,
Rhode Island Executive Order 92-2 (Americans with Disabilities Act),
Rhode Island Executive Order 91-39 (Sexual Harassment),
Rhode Island Executive Order 92-4 (Minority Business Enterprise Commission), and
Rhode Island Executive Order 93-1 (Affirmative Action Policy Statement).

15. Persons with disabilities requesting reasonable accommodation should contact their own department/agency's personnel office or ADA Coordinator.

16. Persons having questions or needing assistance for minority or women business enterprises should contact the Executive Director of the Minority Business Enterprise Commission at 277-6246(v) 277-3090 (tdd).

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Executive Order 93-1
Affirmative Action Policy Statement



17. Citizens of Rhode Island believing that they have been discriminated against in the pursuit of achieving the quality of life as aforementioned should contact:

Governor's Commission on the Handicapped
555 Valley Street, Building #51
Providence, RI 02908-5686
TEL. #277-3731
TDD #277-3701
FAX #277-2833

RI Commission for Human Rights
10 Abbott Park Place
Providence, RI 02903-3768
TEL. #277-2661
TDD #277-2664
FAX #277-2616

RI State Equal Opportunity Office
One Capitol Hill
Providence, RI 02908-5865
TEL. #277-3090
TDD #277-6144
FAX #277-6378

This Executive Order shall supercede and rescind Executive Order No. 85-11, and become effective immediately on the date hereof.

DATE

1-18-93

GOVERNOR

A large, stylized handwritten signature in black ink, appearing to read "R. G. Smith", written over a horizontal line.

State of Rhode Island
and Providence Plantations

Bruce Sundlun, Governor

EXECUTIVE ORDER

NO. 92-2

JANUARY 23, 1992



COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT

State House,
Providence

WHEREAS, the Americans with Disabilities Act ("ADA") was enacted by the United States Congress on July 26, 1990 to expand the civil rights of individuals with disabilities in the areas of employment, transportation, public accommodations and communications; and

WHEREAS, the primary objective of the ADA is to require employers and public service providers to eliminate any and all barriers, practices or policies that may discriminate against or otherwise deprive individuals with disabilities of the full use and enjoyment of public accommodations, public transportation, telecommunication systems and employment opportunities; and

WHEREAS, it was anticipated that the process of removing any and all such barriers would best be effectuated by developing a comprehensive statewide plan; and

WHEREAS, in June of 1991, I directed the Governor's Commission on the Handicapped to create a Coordinating Committee on the ADA that would bring representatives from all segments of State government together to participate in joint self evaluation and ADA compliance planning; and

WHEREAS, the Coordinating Committee, chaired by Nancy Husted-Jensen has developed and presented me with a statewide plan for meeting the mandates of the ADA entitled "AMERICANS WITH DISABILITIES ACT; SELF EVALUATION AND COMPLIANCE PLAN FOR THE STATE OF RHODE ISLAND;" (hereinafter "ADA Compliance Plan")

NOW, THEREFORE, I, BRUCE SUNDLUN, by virtue of the authority vested in me as Governor of the State of Rhode Island and Providence Plantations, do hereby order as follows:

1. The Rhode Island State ADA Compliance Plan shall be implemented forthwith so that individuals with disabilities may be fully integrated into all aspects of Rhode Island life in the most expeditious manner possible.

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Executive Order 92-2
January 23, 1992



2. There shall be a State ADA Coordinator to assume overall, day-to-day responsibility for implementing the ADA Compliance Plan.

3. The Chairperson of the Governor's Commission on the Handicapped is hereby designated to serve at the Governor's pleasure as the State ADA Coordinator. The Executive Secretary of the Governor's Commission on the Handicapped is hereby designated to serve as Deputy Coordinator.

4. The duties of the ADA Coordinator shall include:

- A. monitoring the State's compliance with all federal and state laws and regulations affecting individuals with handicaps, including but not limited to Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act;
- B. establishing a technical assistance program to inform and advise State and local government agencies, human service providers, providers of public accommodations, real estate agents, brokers, developers, architects, landlords, builders, and other affected entities and individuals on their obligations under the ADA;
- C. establishing a grievance procedure to promptly and equitably resolve complaints of noncompliance with the ADA involving departments, agencies or divisions of State government;
- D. establishing a procedure for initiating complaints against any department, agency or division within State government that willfully fails to comply with the requirements of the ADA or the ADA Compliance Plan.
- E. developing, making periodic revisions to, and overseeing implementation of an ADA Transition Plan for the removal of environmental and communication barriers in State owned facilities;
- F. presiding at future meetings of the State Coordinating Committee on the ADA.

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Executive Order 92-2
January 23, 1992



5. The State Coordinating Committee on the ADA shall continue to exist and shall continue to be staffed by the Governor's Commission on the Handicapped. The Committee shall advise and assist the ADA Coordinator in the implementation of the ADA Compliance Plan. It shall also prepare a status report to the Governor on or before October 1, 1992, and annually thereafter.

6. The Governor's Commission on the Handicapped, the State Building Commission and the Commission for Human Rights shall, whenever possible and appropriate, cooperate with and assist the ADA Coordinator to:

- A. Assure compliance with the building accessibility and public accommodations sections of the ADA; and
- B. carry out the duties of the ADA Coordinator enumerated above.

This Executive Order shall take effect on the date hereof.

Date

1-23-92

Governor

A handwritten signature in dark ink, appearing to read "Samuel H. Smith", written over a horizontal line.



Edward D. DiPrete
Governor

State of Rhode Island and Providence Plantations

EXECUTIVE CHAMBER, PROVIDENCE

EXECUTIVE ORDER

NO. 85-10

APRIL 15, 1986

REFUGEE POLICY

WHEREAS, the State of Rhode Island has been a home and a haven for immigrants and refugees since the beginning of its recorded history; and

WHEREAS, for more than three centuries people driven from their homelands by various forms of persecution have come to Rhode Island and found the opportunity and the means to establish a new life here; and

WHEREAS, the United States Refugee Act of 1980, Pub. L. No. 96-212, authorizes the grant of asylum to refugees who are defined as any person outside his or her country of nationality "who is unable or unwilling to return to, and is unable or unwilling to avail himself or herself of the protection of that country because of persecution or a well-founded fear of persecution on account of race, religion, nationality, membership in a particular social group, or political opinion"; and

WHEREAS, Rhode Island accepts and welcomes the opportunity to take part in our national refugee resettlement program and to carry out our state's exemplary historical role in assisting people fleeing dangers and undue hardships; and

WHEREAS, the refugee experience is a major upheaval in the lives of these individuals, and in order for them to adjust successfully to a new country and culture, a period of transition is necessary to learn a new language and culture; and

WHEREAS, Rhode Island recognizes that refugees have great potential to contribute to the state and its communities, and that it is in the interest of all that their potential be nurtured and encouraged; and

Executive Order 86-10
Page Two
April 15, 1986

WHEREAS, the Rhode Island Office of Refugee Resettlement was created for the purpose of implementing the requirements of the Refugee Act of 1980 (P.L.96-212) to assist refugees in the state to become self-sufficient as rapidly as possible; and

WHEREAS, the Governor's Advisory Council on Refugee Resettlement, created by Executive Order 85-24, was established for the purpose of forging a linkage between the refugee community and the larger Rhode Island society; and

NOW, THEREFORE, I, Edward D. DiPrete, by virtue of the authority vested in me as Governor of the State of Rhode Island and Providence Plantations, hereby order and direct the following:

1. The Rhode Island Office of Refugee Resettlement shall be authorized to coordinate consultations among the following entities and agencies: voluntary agencies ("VOLAGs") and their national offices; local officials; state departments; namely, the Department of Employment Security, the Department of Health, the Department of Human Services, the Department of Mental Health, Retardation and Hospitals, the Department for Children and Their Families, the Department of Economic Development, the Department of Transportation, the Department of Education, the Office of the Attorney General and other appropriate public and private agencies.
2. The above consultations shall be to determine the availability of needed services such as housing availability and community responsiveness; to evaluate economic conditions, and to determine the proximity of organizations and institutions which provide support.
3. All transitional services shall be provided with a view to maximize their accessibility and cultural appropriateness. The characteristics and concerns of the refugee communities should be taken into account in the shaping of specific service delivery procedures and mechanisms and the determination of their cultural and linguistic sensitivity.

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Page Three
April 15, 1986

4. Those state agencies as previously stated that conduct programs and activities directly or indirectly relating to the service needs of the refugee population shall immediately undertake an affirmative planning process with regard to refugees. This planning process shall be completed by October 1, 1986, and shall include the following elements:

- A. Needs Assessment: Determining the current and potential requirements refugees have for the agencies' services;
- B. Current Use: Measuring and documenting the extent to which refugees now use the services;
- C. Agency Service Plan for Refugees: Formulating a plan, including a timetable for implementation, that ensures that delivery of the agencies' services to refugees meets the needs identified in the needs assessment and are in compliance with Title VI of the United States Civil Rights Act of 1964.

5. Rhode Island Office of Refugee Resettlement and Rhode Island Equal Opportunity Office Assistance -

The Rhode Island Office of Refugee Resettlement and the Rhode Island Office of Equal Opportunity shall provide technical assistance to the agencies throughout the planning process and shall monitor the agencies' progress in the implementation of their plans. Technical assistance when necessary will be requested from the Federal Offices for Civil Rights Compliance.

6. State Agencies Preparing Agency Service Plans -

The following state agencies shall engage in the planning process: the Department of Human Services, The Department of Health, the Department of Employment Security, The Department of Mental Health, Retardation and Hospitals, the Department for Children and Their Families, the Department of Education,

Executive Order 86-10
Page Four
April 15, 1986

the Department of Economic Development, and the Department of Transportation.

7. Transitional Education Program -

RIORE shall meet regularly with the Department of Education to coordinate the provision of the transitional program for refugee children, bilingual education programs, adult education services, and other educational programs of special concern to the refugee communities.

8. Consultation with Attorney General -

RIORE shall work with the Office of the Attorney General, specifically the Civil Rights Division and the Division of Consumer Protection, in its effort to ensure that necessary state protection and services are available to the refugee population.

This Executive Order shall take-effect on the date hereof.



Edward D. DiPrete
Governor



Edward D. DiPrete
Governor

State of Rhode Island and Providence Plantations

EXECUTIVE CHAMBER, PROVIDENCE

EXECUTIVE ORDER

NO. 85-16

JULY 23, 1985

SECTION 504 COORDINATOR

WHEREAS, Title V of the Rehabilitation Act of 1973 sets forth the civil rights of handicapped persons; and

WHEREAS, handicapped persons have a right to expect and gain access to various buildings and properties which exist for the betterment of all persons; and

WHEREAS, under Section 504 of Title V of the Rehabilitation Act of 1973 the State has been mandated to create policies, practices and programs regarding accessibility of State buildings and properties to handicapped persons; and

WHEREAS, such a designation would allow for the expedient compliance with the mandate of Section 504 thereby serving the needs of handicapped persons in the best possible manner;

NOW, THEREFORE, by virtue of the authority vested in me as Governor of the State of Rhode Island and Providence Plantations, it is ordered as follows:

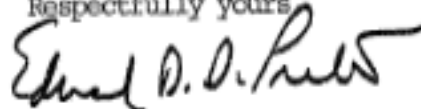
1. The Director of Administration is hereby designated the State's 504 Coordinator and shall delegate operational control to the State Building Code Commissioner as his designee.
2. The duties of the Coordinator shall be to coordinate all State agencies in the implementation of all federal rules and regulations affecting the State in terms of compliance with the mandates of Section 504 of Title V of the Rehabilitation Act of 1973.
3. The Coordinator's duties shall include:
 - a. Authority to order departments to prepare and complete transition plans in accordance with 504 regulations.

Executive Order No. 85-16
July 23, 1985
Page Two

- b. Coordinating the formulation and review of transition plans with advisory panels who may represent handicapped organizations.
- c. Granting final approval of transition plans and department use of program accessibility.
- d. Managing the construction, design or alterations of buildings and sites necessary to bring all programs into compliance.
- e. Authorization to coordinate and mediate matters concerning 504 compliance.
- f. Assisting public and private sectors through the use of proper agencies on technical, employment and architectural matters concerning 504 compliance.
- g. Establishment of a consumer complaint procedure necessary to resolve all complaints to agencies pertaining to 504.
- h. The State 504 Coordinator or the State Building Code Commissioner as his designee is hereby authorized to initiate complaints against those agencies, administrators, agents or employees of any department or division within state government who willfully fail to comply with the requirements.
- i. The 504 Coordinator and the State Building Code Commissioner as his designee shall consult with the Chairman of the Governor's Commission on the Handicapped with respect to implementation of the above duties and responsibilities.

This Executive Order shall take effect on the date hereof. This Executive Order rescinds Executive Order No. 80-16 dated September 29, 1980.

Respectfully yours



Edward D. DiPrete
GOVERNOR

4. GUIDELINES FOR PREVENTING SEXUAL HARASSMENT

PUBLIC LAW 97-118
AN ACT
RELATING TO SEXUAL HARASSMENT, EDUCATION
AND TRAINING IN THE WORKPLACE

CHAPTER 51

SEXUAL HARASSMENT, EDUCATION AND TRAINING IN THE WORKPLACE

§ 28-51-1. Definitions. — (a) As used in this chapter the term “sexual harassment” means any unwelcome sexual advances or requests for sexual favors or any other verbal or physical conduct of a sexual nature when submission to such conduct or such advances or requests is made either explicitly or implicitly a term or condition of an individual’s employment.

(b) As used in this chapter, the term “employer” means any entity employing fifty (50) or more employees.

§ 28-51-2. Adoption of workplace policy and statement. — (a) All employers and employment agencies shall promote a workplace free of sexual harassment.

(b) Every employer shall:

(1) adopt a policy against sexual harassment which shall include:

(i) a statement that sexual harassment in the workplace is unlawful.

(ii) a statement that it is unlawful to retaliate against an employee for filing a complaint of sexual harassment or for cooperating in an investigation of a complaint for sexual harassment.

(iii) a description and examples of sexual harassment.

(iv) a statement of the range of consequences for employees who are found to have committed sexual harassment.

(v) a description of the process for filing internal complaints about sexual harassment and the work addresses and telephone numbers of the person or persons to whom complaints should be made; and

(vi) the identity of the appropriate state and federal employment, as amended, discrimination enforcement agencies, and directions as to how to contact such agencies as amended.

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(2) provide to all employees a written copy of the employer's policy against sexual harassment: provided, however, that a new employee shall be provided such a copy at the time of his or her employment.

(c) Employers are encouraged to conduct an education and training program for new employees and members, within one (1) year of commencement of employment or membership, which includes at a minimum the information set forth in this section. Employers are encouraged to conduct additional training for new supervisory and managerial employees within one (1) year of commencement of employment which shall include at a minimum the information set forth in subsection (b), the specific responsibilities of supervisory and managerial employees and the methods that such employees should take to ensure immediate and appropriate state agencies are encouraged to cooperate in making such training available.

(d) Employers shall provide amended copies of their written policies on sexual harassment to all employees upon their request on or before September 1, 1997.

§ 28-51-3. Education and training programs. — Employers are encouraged to conduct an education and training program on sexual harassment consistent with the aims and purposes of this chapter for all employees, including, but not limited to the supervisory or managerial personnel, on or before September 1, 1997.

State of Rhode Island
Guidelines for Preventing Sexual Harassment

Harassment on the basis of sex is a violation of RIGL 28-5.1 and Executive Order No. 05-01. Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature constitutes sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or, (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

In determining whether alleged conduct constitutes sexual harassment, the State Equal Opportunity Office will look at the record as a whole and at the totality of the circumstances, such as the nature of the sexual advances and at the legality of a particular action. A determination of what constitutes sexual harassment will be made from the facts, on a case-by-case basis.

The appointing authority is responsible for the acts of its agents and supervisory employees with respect to sexual harassment, regardless of whether or not the specific acts complained of were authorized or even forbidden by the appointing authority and regardless of whether or not the appointing authority knew or should have known of their occurrence. The State Equal Opportunity Office will examine the circumstances of the particular employment relationship and the job functions performed by the individual in determining whether or not the individual is serving in either a supervisory or agency capacity.

With respect to persons other than those mentioned in the previous paragraph, an appointing authority is responsible for acts of sexual harassment in the workplace where that appointing authority or its agents or supervisory employees knew or should have known of the conduct. An appointing authority may rebut apparent liability for such acts by showing that it took immediate and appropriate corrective action.

Prevention is the best tool for the elimination of sexual harassment. An appointing authority should take all steps necessary to prevent sexual harassment from occurring such as affirmatively raising the subject of sexual harassment, expressing strong disapproval, developing appropriate sanctions, informing the employees of their right to raise and how to raise the issue of harassment and developing methods to sensitize all concerned.

If any State Employee believes that they have been sexually harassed, they may contact:

DIVISION OF HUMAN RESOURCES
(401) 574-8381
HRInvestigations@hr.ri.gov
Revised (2021)

5. GUIDELINES FOR ENSURING UNBIASED WORK ENVIRONMENTS

DEPARTMENT OF ADMINISTRATION
OFFICE OF DIVERSITY, EQUITY AND OPPORTUNITY
STATE EQUAL OPPORTUNITY OFFICE

GUIDELINES FOR ENSURING UNBIASED WORK ENVIRONMENTS

Rhode Island General Law 28-5.1, Executive Order No. 05-01 of the State of Rhode Island and Title VII of the 1964 Civil Rights Act, mandates employers to maintain a working environment free of discriminatory insults, intimidation and other forms of harassment. Both an employee's psychological and economic well-being are protected. While an employer cannot be held accountable for the prejudices of its workers clientele, it must take reasonable measures to control or eliminate the overt expression of those prejudices in the workplace. Prompt action by an employer to prevent or correct discriminatory harassment can go a long way in lessening employer liability.

Perhaps the most common type of harassment to which workers are subjected is verbal abuse. Racial and ethnic epithets, slurs or jokes directed at or made in the presence of minority group employees, are not to be tolerated. An example of unlawful race and sex bias in the work environment is the use of the diminutive term "boys" when referring to minority male employees and "girls" when referring to female employees.

Another common type of verbal abuse is either spreading rumors or joking about an employee's assumed sexual preference or orientation. One's personal preference does not determine how one performs at his or her job and therefore, this type of bias does not belong in the workplace.

An employer is under a two-pronged duty to maintain a working atmosphere free of national origin bias. First, the employer itself must refrain from ridicule or harassment on the basis of national origin. Second, an employer should not tolerate such behavior by its employees. Ethnic slurs or jokes based on national origin are unlawful.

An employer is also under obligation to maintain a work environment free of religious bias. Permitting a supervisor to espouse his or her beliefs to employees while at work may amount to religious discrimination.

Any unwelcome sexual advances, requests for sexual favors and other verbal and physical conduct of a sexual nature are unlawful sexual harassment when the response or reaction to the advances or requests is permitted to affect the employment decisions. It is also illegal for an employer to permit any conduct that is sexually offensive, intimidating, hostile or interferes with an individual's work performance. Sexual advances by co-workers who have no control over a person's employment may be unlawful if it has such an intimidating effect that job status is affected.

(2005)

6. EMPLOYEE SELF-IDENTIFICATION OF DISABILITY FORM AND REQUEST FOR REASONABLE ACCOMMODATION

CONFIDENTIAL

In accordance with the Americans with Disabilities Act of 1990, Rhode Island General Laws §28-5.1 et. seq., and Executive Order #92-2, the State Equal Opportunity Office invites a qualified individual with a disability to self-identify to be provided reasonable accommodations if necessary to perform the essential function for the desire position.

NAME: _____ AGENCY: _____

JOB TITLE: _____ DATE: _____

Please Check ☒ the category that best describes your disability. (Upon request, verification of disabling condition must be obtained from your physician.)

Disabling conditions include, but are not limited to:

- ☐ AIDS
- ☐ Alcoholism
- ☐ Blindness or Visual Impairment
- ☐ Cancer
- ☐ Cerebral Palsy
- ☐ Deafness or Hearing Impairment
- ☐ Diabetes
- ☐ Drug Addiction
- ☐ Epilepsy
- ☐ Heart Disease
- ☐ Mental Retardation
- ☐ Mental or Emotional Illness
- ☐ Multiple Sclerosis
- ☐ Muscular Dystrophy
- ☐ Orthopedic

DCYF Affirmative Action Plan

- ☐ Perceptual Disabilities such as: Dyslexia, Minimal Brain Dysfunction, Development Aphasia or Speech Impairment
- ☐ Other

- ☐ Yes, I request a Reasonable Accommodation Needs Assessment Review
- ☐ No Reasonable Accommodation is needed at this time

Additional Comments:

Signature: _____

Date:

RIEEO 5/09A

REVISED 7/02/2002

RI SEOO (401) 222-3090

7. DISCRIMINATION COMPLIANT PROCEDURE

DISCRIMINATION COMPLAINT PROCEDURE

Handling employee complaints internally is a highly sensitive, multi-faceted process that may involve many people. The purpose of this procedure is to make sure complaints (harassment, discrimination, workplace violence, or retaliation) are investigated in a timely manner and any appropriate corrective action is taken to ensure inappropriate and/or illegal actions and behaviors cease immediately.

The Division of Human Resources Site Operations / Business Partner Team investigates HR-related complaints across Executive Agencies. This includes complaints related to discrimination, harassment, sexual harassment, workplace violence and retaliation.

When the HR Site Operations / Business Partner Team receives a complaint, it will promptly and thoroughly investigate the allegations. The HR Site Operations / Business Partner Team will also maintain regular contact with employees involved in the complaint throughout the process.

How to Report a Complaint

A person may report a complaint orally or in writing to the Division of Human Resources, Site Operations / Business Partner Team or continue to report through any existing channels, including the employee's supervisor or manager, Executive Director of Human Resources, Human Resources Chief of Staff, and the Office of Diversity, Equity and Opportunity (ODEO). The reported complaint will be brought to the Division of Human Resources Site Operations / Business Partner Team who will investigate all complaints.

Employees can report a complaint directly to Human Resources in any of the following ways:

- Complete a Complaint Form - Fillable .pdf available at www.hr.ri.gov
- Phone 1-401-574-8381
- Email: HRInvestigations@hr.ri.gov

An individual may also file a complaint with the Rhode Island Commission for Human Rights or the U.S. Equal Employment Opportunity Commission. If a charge has been filed, either simultaneously or at a later date with Rhode Island Commission for Human Rights or the U.S. Equal Employment Opportunity Commission, the State of Rhode Island may defer to either commission for investigation and any resolution and/or prosecution of any charge.



State of Rhode Island
Division of Human Resources
Site Operations/Business Partner Center of Expertise
COMPLAINT REQUEST

Document:	<u>HRF 01</u>
Date of Issue:	<u>02/16/21</u>
Revision No:	_____
HR Exec Dir:	_____

Complete this form to file a complaint of Discrimination, Sexual Harassment, Domestic Violence/Sexual Assault/Stalking, Workplace Violence or Retaliation. This form may be used for a complaint by an Executive Branch employee.

Once you have submitted the complaint form, you will be contacted by an investigator from the Division of Human Resources Site Operations/Business Partner Center of Expertise (COE). If you do not wish to complete the Complaint Form, or need assistance in doing so, please contact your agency's Human Resources Business Partner or Diversity Officer who can fill out the form on your behalf. Alternatively, you can call the Site Operations/Business Partner COE at 401-574-8381 to make a report by phone.

* = Required Field

Section 1 – Complainant Information

Are you an employee of the State of Rhode Island? * ☐ Yes ☐ No

Complainant Contact Info

First Name _____	Last Name _____
Title _____	Agency _____
Work Location _____	Work Phone _____
_____	Manager/Supervisor _____
Home Address _____	Home Phone _____
_____	Email Address _____

How do you prefer to be contacted? ☐ Email ☐ Phone

Section 2 – Person Completing Form

Same as Section 1 ☐

Are you an employee of the State of Rhode Island? * ☐ Yes ☐ No

First Name _____	Last Name _____
Phone _____	Email _____

Section 3 – Complaint Filed Against Information

First Name _____	Last Name _____
Title _____	Agency _____
Work Location _____	



State of Rhode Island
Division of Human Resources
Site Operations/Business Partner Center of Expertise
COMPLAINT REQUEST

Document: HRF 01
Date of Issue: 02/16/21
Revision No: _____
HR Exec Dir: _____

Section 4 – Complaint Information

Complaint is being made on the basis of* (Multiple options can be selected).

☐ Discrimination (multiple options can be selected)

<input type="checkbox"/> Race/Ethnicity/Color	<input type="checkbox"/> Disability	<input type="checkbox"/> Age	<input type="checkbox"/> Genetics	<input type="checkbox"/> Pregnancy
<input type="checkbox"/> Military Status	<input type="checkbox"/> Veteran Status	<input type="checkbox"/> Religion	<input type="checkbox"/> Sex	<input type="checkbox"/> National Origin
<input type="checkbox"/> Sexual Orientation	<input type="checkbox"/> Gender Identity	<input type="checkbox"/> Gender Expression		

☐ Sexual Harassment

☐ Domestic Violence

☐ Retaliation

Summary of Complaint – Please describe what happened to you, indicating the date or dates when it occurred, names of persons involved, and what harm, if any was caused to you as a result. *Please use additional pages if necessary.*

Date of First Incident _____ Date of Last or Most Recent Incident _____

Section 5 – Witnesses Information

Please list below any persons (Co-workers, supervisors, others) who were witness to or can provide information pertaining to your complaint.

To Whom has this been reported

☐ It has not been reported to anyone

☐ It has been reported to the following people

Incident Reported to

Full Name _____	Title _____
Agency _____	Manager/Supervisor _____
Phone _____ 82	Email _____

Full Name _____	Title _____
Agency _____	Manager/Supervisor _____



State of Rhode Island
Division of Human Resources
Site Operations/Business Partner Center of Expertise
COMPLAINT REQUEST

Document:	<u>HRF 01</u>
Date of Issue:	<u>02/16/21</u>
Revision No:	_____
HR Exec Dir:	_____

Section 6 -- Attachments

Please provide any supporting documents.

Complainant Signature

Date

8. CONFIDENTIAL EXIT SURVEY

Rhode Island State Equal Opportunity Office CONFIDENTIAL EXIT SURVEY

As a terminating employee, you have the option of an exit interview with the ODEO/State Equal Opportunity Office to discuss any information related to harassment and/or discrimination, and you also have the option of an exit interview with a Human Resources Representative to share any information regarding your work experience. To schedule an in-person interview please e-mail eo.compliance@doa.ri.gov for ODEO/State Equal Opportunity Office or the Division of Human Resources directly at 401-222-2160 or by e-mail at doa.hrcontact@hr.ri.gov.

All information obtained from this survey will be handled in a confidential manner and, to the extent possible, will not be divulged to supervisors, co-workers, or anyone inside or outside the agency. Please note however, if there is a claim of discrimination, sexual harassment, or criminal behavior, etc., then we are required to take action and information may need to be confidentially divulged, but will not compromise the departing employee. The information will be used as a tool for change and improvements and will not be made part of your personnel record and will not be used to respond to reference checks by future employers. We ask that you be as honest and fair as possible. Thank you for your contribution to the improvement of the State of Rhode Island.

NAME _____ ADDRESS _____ _____ TELEPHONE _____ E-MAIL _____	JOB TITLE _____ DEPT./AGENCY _____ DIVISION/UNIT _____ DATE HIRED _____ DATE DEPARTED _____
---	---

(Please Check All That Apply - For Equal Opportunity Purposes Only)

Race/Ethnic Categories

White _____	American Indian or Alaska Native _____	Hispanic _____
Black _____	Native Hawaiian or Pacific Islander _____	Two or More Races _____
Asian _____		

Gender Categories

Female _____
Male _____

Other Protected Classes

Disabled _____
Veteran _____
Age: 40 & over _____

CONFIDENTIAL EXIT SURVEY INQUIRY

(continued)

1. What is your main reason for leaving?

2. What did you like best about your job?

3. What did you dislike about your job?

4. Did you find your employment worthwhile in terms of personal growth and achievement?

Yes _____ No _____

Please explain: _____

5. Do you feel career opportunities were adequately afforded to you?

Yes _____ No _____

Please explain: _____

6. Did you feel free to go to your supervisor about your job?

Yes _____ No _____

Please explain: _____

7. Was your supervisor effective in handling problems or complaints?

Yes _____ No _____

Please explain: _____

8. Did you receive fair treatment while employed?

Yes _____ No _____

Please explain: _____

9. Do you feel you were discriminated against?

Yes _____ No _____

Please explain: _____

CONFIDENTIAL EXIT SURVEY INQUIRY

(continued)

10. Would you seek employment with the State of Rhode Island at a future date?

Yes _____ No _____

Please explain: _____

11. Would you recommend employment with the State of Rhode Island to your friends and family?

Yes _____ No _____

Please explain: _____

12. Please complete the following statement: I don't know why the State of Rhode Island doesn't just

13. Please complete the following statement: I feel the State of Rhode Island would benefit from changes, such as

14. Please complete the following statement: I feel my Department would benefit from changes, such as..

Comments

CONFIDENTIAL EXIT SURVEY INQUIRY

(continued)

Comments

Submission Instructions

Please e-mail this form to eeo.compliance@doa.ri.gov with subject line: Exit Interview For (YOUR AGENCY NAME). This is a confidential e-mail and all correspondence will be treated with the upmost care. If you are completing this form online, the form will be sent to our confidential e-mail upon pressing submit.

You may also mail this form to:
ODEO/State Equal Opportunity Office, One Capitol Hill, Providence, RI 02908

9. AFFIRMATIVE ACTION FILE CARD

RIEOO-03/78
 (Revised July 2019)

RHODE ISLAND DEPARTMENT OF ADMINISTRATION
 OFFICE OF DIVERSITY, EQUITY AND OPPORTUNITY/STATE EQUAL OPPORTUNITY OFFICE
AFFIRMATIVE ACTION FILE

* Please note that this is a **voluntary** self-identification card and the information you provide will not be used as a basis for employment decisions *

TO BE COMPLETED BY APPLICANT OR EMPLOYEE ONLY

Applicant or Employee

Address

Number	Street	City	State	Zip Code

NOTE: When selecting racial/ethnic category, you must select only one of the boxes numbered 1 through 7.

1 – Black or African American (Not Hispanic or Latino) ☐

2 – Hispanic or Latino ☐

3 – American Indian or Alaska Native (Not Hispanic or Latino) ☐

4 – Asian (Not Hispanic or Latino) ☐

5 – White (Not Hispanic or Latino) ☐

6 – Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino) ☐

7 – Two or More Races (Not Hispanic or Latino) ☐

Disabled ☐

Veteran ☐

Disabled Veteran ☐

Age: 40 & Over ☐

FOR PERSONNEL USE ONLY

Department _____ Division _____

Appropriation Account No. _____ Pay Grade _____ Position No. _____

Incumbent* _____ (Use this selection for current employees who are requesting a change to their demographic designation)

Promotion _____ Transfer _____ Hired _____ List _____ No List _____ Offered _____ Not Offered _____ Refused _____

Reason for Action _____

Interviewer/HR Staff _____ Date _____

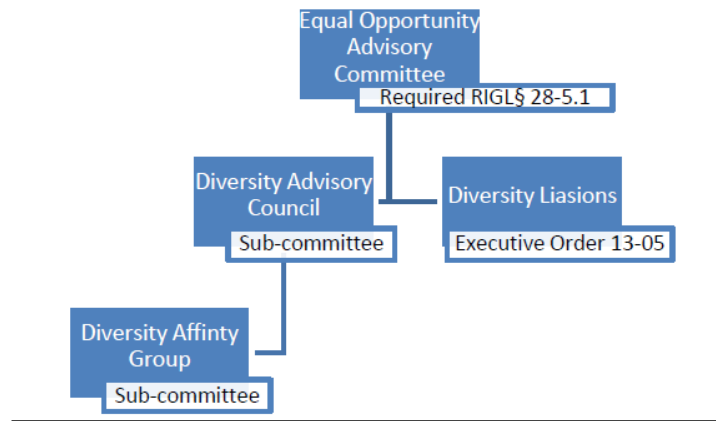
RACIAL/ETHNIC CATEGORIES

- 1 – **Black or African American (Not Hispanic or Latino)** – A person having origins in any of the black racial groups of Africa.
- 2 – **Hispanic or Latino** – A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- 3 – **American Indian or Alaska Native (Not Hispanic or Latino)** – A person having origins in any of the original peoples of North America and South America (including Central America), and who maintains tribal affiliation or community attachment.
- 4 – **Asian (Not Hispanic or Latino)** – A person having origins in any of the original peoples of the Far East, Southeast Asian, or the Indian subcontinent including for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- 5 – **White (Not Hispanic or Latino)** – A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- 6 – **Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)** – A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- 7 – **Two or More Races (Not Hispanic or Latino)** – A person who primarily identifies with two or more of the above race categories.

DISABLED:

All persons with a physical or mental impairment that substantially limits one or more major life activities. Major life activities include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating and working. A major life activity also includes the operation of a major bodily function, including, but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions. A history of such disability, or the belief on the part of others that a person has such a disability, whether it is so or not, also is recognized as a disability by the regulation.

10. COMMITTEE DESCRIPTIONS



Descriptions

The **Equal Opportunity Advisory Committee (EOAC)** is a committee designed to review the agency's policies and procedures for equal opportunity, monitor the agency's equal opportunity goals, and advise the agency Director on ways to improve and enhance their equal opportunity efforts.

The **Diversity Liaisons**, working in partnership with ODEO and his/her Human Resources hiring managers and purchasing staff, will assist with developing, implementing and monitoring diversity hiring goals and measuring and monitoring department Minority Business Enterprise (MBE), Women-Owned Business Enterprises (WBE) and Disability Business Enterprises (DBE) participation as related to department procurements and contracts.

The **Diversity Advisory Council (DAC)** is now a subcommittee of the EOAC. The DAC is a committee designed to guide and support the department or agency leadership on developing organizational changes and proactive strategies that will advance the goals of diversity and inclusion in the workplace. The EOAC members can have the option to be members of the DAC. DAC membership is open to all employees and it is encouraged to have members from all Divisions and all roles as well as management levels.

Diversity Affinity Group (DAG) is a subcommittee of the Diversity Council and their main role is to assist with recruitment by sharing job opportunities within their network and in a volunteer basis assist in the hiring process as members on interview panels.

11. EQUAL OPPORTUNITY ADVISORY COMMITTEE GUIDELINES

EQUAL OPPORTUNITY ADVISORY COMMITTEE* **GUIDELINES**

MISSION:

To provide two-way communication and suggestions on various aspects of the equal opportunity program to the director in a department or agency in state government.

1. ESTABLISHING THE COMMITTEE:

- A. All employees should be informed of opportunities to serve on the committee.
- B. Agency head appoints the committee from a list of volunteers.
- C. Volunteers should include staff from:
 - 1. Each division of agency
 - 2. Various job levels
 - 3. Diverse group of employees; i.e. minorities, women, persons with disabilities, and veterans

2. STRUCTURE:

- A. Terms of membership
- B. Elections of officers
- C. How many members
- D. Alternates
- E. Sub-committees
- F. Meetings
- G. Minutes

3. FUNCTIONS (ROLE):

- A. Advise – not perform
- B. Develop short-term objectives
- C. Identify areas of possible discrimination
- D. Assist the designee of the agency head with preparing the affirmative action plan
- E. Monitor the progress of the action goals and programs, if necessary, make recommendations to improve
- F. Review monthly progress reports
- G. Issue a progress report to agency head quarterly

4. CHAIRPERSON (DUTIES):

- A. Prepare agenda for meeting
- B. Preside over committee meetings
- C. Submit any committee recommendations to the agency head

5. SECRETARY (DUTIES)

- A. Preside over meeting in absence of chairperson
- B. Record minutes of the meeting
- C. Prepare minutes for distribution.

6. **AGENCY HEAD:**
Should make a commitment that all recommendations will be reviewed and acknowledged
7. **EMPLOYEES SHOULD BE INFORMED OF AGENCY POLICY:**
 1. Newsletter
 2. Pay envelopes
 3. Employee handbooks
 4. Copies of the affirmative action plan policy statement of key program elements
8. The State Equal Opportunity Office may issue such guidelines, directives, or instructions as necessary to carry out Rhode Island General Laws § 28-5.1.

For additional guidance and/or technical assistance, contact:

State Equal Opportunity Office
Office of Diversity, Equity and Opportunity
Department of Administration
One Capitol Hill
Providence, RI 02908
TEL # (401) 222-3090
Rhode Island Relay: 711
Email: ooo.compliance@doa.ri.gov

12. DIVERSITY ADVISORY COUNCIL GUIDELINES

DIVERSITY ADVISORY COUNCIL* **GUIDELINES**

MISSION:

To guide and support a state department or agency director on developing organizational changes and strategies that will advance the goals of diversity and inclusion in the workplace, as well as to assist in the implementation of approved strategies and changes.

1. ESTABLISHING THE COMMITTEE:

- A. All employees should be informed of opportunities to serve on the council.
- B. Agency head appoints the council from a list of volunteers.
- C. Diversity Liaison(s) will serve as ex-officio council member
- D. Volunteers should include staff from:
 - 1. Each division of agency
 - 2. Various job levels
 - 3. Diverse group of employees; i.e. senior leadership, minorities, women, persons with disabilities, and veterans

2. STRUCTURE:

- A. Terms of membership
- B. Elections of officers
- C. How many members
- D. Alternates
- E. Sub-committees
- F. Meetings
- G. Minutes

3. FUNCTIONS (ROLE):

- A. Advise – not perform
- B. Leverage diversity to improve employee and organizational performance
- C. Link diversity strategy with the department's/agency's business strategy
- D. Develop metrics to measure progress
- E. Develop short- and long-term plans for advancing the goals of diversity and inclusion

4. CHAIRPERSON (DUTIES):

- A. Prepare agenda for meeting
- B. Preside over council meetings
- C. Submit any council recommendations to the department/agency director

5. SECRETARY (DUTIES)

- A. Preside over meeting in absence of chairperson
- B. Record minutes of the meeting
- C. Prepare minutes for distribution

6. AGENCY HEAD:

Should make a commitment to support the work of the council and ensure that all recommendations will be reviewed and acknowledged.

For additional guidance and/or technical assistance, contact:

Sabina Matos, Chief Program Development
Department of Administration
Office of Diversity, Equity and Opportunity
Human Resources Outreach and Diversity Office
One Capitol Hill
Providence, RI 02908-5865
TEL # (401) 222-5813
Rhode Island Relay: 711
Email: Sabina.Matos@doa.ri.gov

ENFORCEMENT AGENCIES

Department of Administration

Division of Human Resources
One Capitol Hill
Providence, RI 02908
TEL # (401) 574-8381
HRInvestigations@hr.ri.gov

Department of Administration

Office of Diversity, Equity and Opportunity
State Equal Opportunity Office
One Capitol Hill
Providence, RI 02908
TEL # (401) 222-3090
FAX # (401) 222-2490
Eoo.compliance@doa.ri.gov

RI Commission for Human Rights

180 Westminster St. Ste. 3
Providence, RI 02903-1918
TEL # (401) 222-2661/ Voice
TDD # (401) 222-2664
FAX # (401) 222-2616

U.S. Equal Employment Opportunity Commission

1801 L Street NW
Washington, D.C. 20507
TEL # (202) 663-4900/ Voice
TDD # (800) 800-3302
TDD # (202) 663-4494 (for all Area Codes)

Department of Justice

Office of the Americans with Disabilities Act
Civil Rights Division
P.O. Box 66118
Washington, D.C. 20035-6118
TEL # (202) 514-0301/ Voice
TDD # (202) 514-0381
(202) 514-6193 (Electronic Bulletin Board)

RHODE ISLAND DEPARTMENT OF CHILDREN YOUTH AND FAMILIES

DIVERSITY ADVISORY COMMITTEE CHARTER

Issue Date: September 17, 2015 (Revised 09/20/2017)

Vision

Be a model employer and leader within state government by leveraging diversity and fostering inclusion to deliver the best public service to the state's children, youth, families, and care provider community

Mission

Recruit, develop, and retain, a diverse, high-performing workforce that draws from all segments of society, who understands the unique challenges of service delivery to RI families and youth, in a multi-cultural, and culturally competent environment, while valuing fairness, diversity, and inclusion

SECTION 1: AUTHORITIES

1. Office of Diversity, Equity, and Opportunity (ODEO) Diversity Advisory Council Guidelines published May 2015
2. Office of the Director, DCYF, charter, published September 2015

SECTION 2: DEFINITIONS

1. Diversity: Diversity refers to all of the characteristics that make individuals different from each other. Includes characteristics or factors including but not limited to personality, work style, religion, race, ethnicity, gender, sexual orientation, having a disability, socioeconomic level, educational attainment, and general work experience.
2. Inclusion: A work environment where everyone feels valued, included, and empowered, regardless of differences of any kind.
3. Cultural Competence: "The process by which individuals and systems respond respectfully and effectively to people of all cultures, languages, classes, races, ethnic backgrounds, religions, and other diversity factors in a manner that recognizes, affirms and values the worth of individuals, families, and communities and protects and reserves the dignity of each. 'It is a set of congruent behaviors, attitudes, and policies that come together in a system or agency or among professionals and enable the system, agency or professionals to work effectively in cross-cultural situations' (NASW, 2000b, p.61).

Operationally defined, cultural competence is the integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices, and attitudes used in appropriate cultural settings to increase the quality of services, thereby producing better outcomes (Davis & Donald, 1997). Competence in cross-cultural functioning means learning new patterns of behavior and effectively applying them in appropriate settings...Cultural competence is never fully realized, or completed, but rather cultural competence is a lifelong process for (social) workers who will always encounter diverse clients and new situations in their work. (NASW Standards for Cultural Competence in Social Work Practice, 2001.)

SECTION 3: PURPOSE

This charter establishes the Department of Children Youth and Families (DCYF) Diversity Advisory Committee (DAC) for the express purposes of:

1. Establishing an agency-wide capacity to promote diversity and inclusion by embracing the power of the workforce to actively foster an inclusive environment where all employees have the opportunity to achieve personal and professional growth while contributing to the overall success of the mission of DCYF.
2. Providing influence, advice, and leadership to the senior level executive team, principal human resource managers, hiring officials, and supervisors on the importance of new and innovative approaches to promote and increase diversity and inclusion in the workforce through recommended strategies.
3. Providing a venue for divisions and individual workers to offer input and feedback on diversity and inclusion initiatives.
4. Reviewing DCYF policies, procedures, and practices regarding diversity and inclusion initiatives, and those of other agencies, and recommending diversity and inclusion improvements.
5. Reviewing the process by which cultural competence needs are identified, and ensuring DCYF training practices meet identified needs, moving staff toward cultural competence.
6. Initiating and maintaining regular contact with diverse populations of the DCYF workforce, providers, clients, and other relevant community organizations.
7. Identifying, utilizing, and communicating critical diversity metrics for both the agency, and our client and provider populations; and
8. Identifying and recognizing diversity and inclusion champions in our workforce, client and provider communities.

SECTION 4: MEMBERSHIP

1. Diversity Liaison - Appointed by DCYF Director. Liaison between senior leadership and DAC, and DCYF and state Diversity Council. Ex-officio member.
2. Minority Business Enterprise Representative - Liaison with ODEO, Minority Business Enterprise office. Ex-officio member.

3. Council Members - Volunteer members from the workforce, client and provider communities. Members serve at-large for an indeterminate period of time.

SECTION 5: ORGANIZATION

1. The DAC will elect co-chairpersons to serve a two-year term with the exception of the first election in which one co-chair shall serve a three-year term so as to provide for staggered terms moving forward.
 1. The most senior co-chair shall run DAC meetings.
 2. In the first year, meeting shall be run by the co-chair serving the two-year term vs the three-year term.
2. The DAC shall elect a Secretary who will serve a two-year term.
 1. Secretary will be responsible for taking DAC minutes, distributing DAC minutes to all members and the Director, and for all other communications.

SECTION 6: SUBCOMMITTEES

1. There will be two sub-committees whose charge will be to explore the areas below:
 1. Diversity and Inclusion
 1. Internal - What are the department's outreach strategies, hiring programs, and on-boarding practices? Is the department's outreach strategy successful in cultivating a diverse and inclusive applicant pool? Are development, award, and promotion practices being equally distributed and merited throughout the agency? Are programs accessible to all department members equally? Does the department provide support capabilities such as formal mentoring and coaching programs for all members?
 2. External – What are the department's outreach strategies to recruit a diverse and inclusive pool of foster care providers, service providers, and MBE? How does the department effectively reach out to diverse members of our client community to understand and support their unique perspectives?
 2. Cultural Competence - Education, Awareness, Innovation, and Commitment
 1. Internal - Are training curricula inclusive of cultural competency practices? Are key components of cultural competence communicated and supported throughout the workforce? Does the agency stay abreast and incorporate relevant and developing cultural competence practices in on-going training?
 2. External - Are training curricula inclusive of cultural competency practices? Are key components of cultural competence communicated and supported throughout our provider and foster care provider community? Does the agency stay abreast and incorporate relevant and developing cultural competence practices in on-going training?

2. The DAC may establish, and dissolve subcommittees and ad-hoc committees as deemed necessary for the DAC to advance its objectives.

SECTION 7: OPERATING PROCEDURES

3. The DAC will meet monthly, unless authorized to do so more frequently by the Director based upon current operations.
4. Co-chairs and committee chairs will aim to conclude meetings within 90 minutes.
5. Members who cannot attend meetings will notify the Secretary
 1. Members who miss 3 consecutive meetings, or more than 6 in a given year, will be asked to examine their commitment to the council.
6. A loose interpretation of Roberts Rules of Order will be used to guide meeting business.
 1. Meeting Minutes read and accepted
 2. Old Business and Updates
 3. New Business
 4. Committee Reports
 5. Adjournment

VIII. DIVERSITY PLAN TO IMPROVE MINORITY HIRING AND WORKPLACE INCLUSION

Vision: To have a kind, respectful and supportive workplace that enables us to attract and retain a diverse workforce that represents the children and families we serve.

Purpose: This diversity hiring plan is designed to help us achieve our goals. It provides a shared direction and commitment for the Department so we can work together to respect and value our diverse workforce and build a more inclusive workplace.

Assessment:

The Department of Children, Youth and Families (DCYF) has made great strides in recent years at diversifying our workforce. Our minority hires in 2020/2021 was 28.46% and our minority hires in 2021/2022 rose to 33.54%. Currently, our workforce composition is 33.02% minority compared against the state's Executive Branch statistics of 31.4% minority representation in the workforce, as a whole.

The Department will continue its recruitment efforts to reach more Hispanic applicants. While we have increased our Hispanic population from 9.49% in 2020/2021 to 13.05% in 2021/2022. This is still below the state's Executive Branch statistics of 17.1%.

Further analysis, however, suggests that most minority employees are located at operational levels, most significantly in the "Professionals" category with few minority members represented in the "Officials & Administrators" category. While the agency has made some progress in recruiting and retaining minority employees recently, we can do more to ensure that minority staff have a clear path to career promotion opportunities.

Goals:

1. Workforce diversity – recruit from a diverse, qualified group of candidates to increase diversity of thinking and perspective and recruit from minority list to target underrepresented categories.
2. Workplace inclusion – foster a culture that encourages collaboration, flexibility and fairness to enable all employees to contribute to their potential and increase retention.
3. Sustainability & Accountability – Identify and breakdown systemic barriers to full inclusion by embedding diversity and inclusion in policies and practices and equipping leaders with the ability to manage diversity and be accountable for the results.

Affirmative Action Plan – Recommendations from DAC and Race Equity Council

Areas for Improvement and Strategies

Areas of Improvement Identified	Recommended Strategies to Address
<p>Although overall staff diversity is improving, we are not seeing strong enough diversity gains in our supervisor, mid-level management and administrator positions.</p>	<p>Any mid-level management and administrator positions will automatically be promoted through sites such as LinkedIn, Indeed, Child Welfare League of America career center, National Association of Black Social Workers career center, National Association of Puerto Rican and Hispanic Social Workers job listings, and any other entities that market within BIPOC communities.</p> <p>Request to DOA that mid-level and administrator positions be posted for <u>at least two weeks</u>.</p> <p>The Department will continue to create professional development tracks for staff. This may include mentorship programs, job interview skills training, and portfolio building.</p> <p>The re-engagement of the Performance reviews will provide an opportunity for staff (particularly staff of color) about professional goals and ways to help them achieve it.</p>
<p>Although overall staff diversity is improving, there is inconsistency across divisions. In particular, more work needs to be done to recruit more diverse staff in Community Services and Behavioral Health, Child Protective Services, Resource Families, and all support area divisions.</p>	<p>Hold a session co-led by HR and the Diversity Advisory Committee (DAC) to educate senior leadership using data about diversity within their division. Give them suggestions for how they can partner with HR to ensure they have a diverse candidate pool when hiring.</p>

<p>The interview process does not adequately screen prospective staff around DCYF values, including race equity and family engagement.</p>	<p>Continue to embed throughout the hiring process (job descriptions, recruitment activities, interview questions) language that reflects the mission and values of the Department. This includes concepts of race equity, cultural and language competency, and family engagement.</p> <p>Work with the DAC and Race Equity Team to develop a list/pool of staff of color to participate in all interviews.</p>

Recruitment and Hiring Strategies to Continue:

1. Continue frontline recruitment success in Family Services Unit, Division of Youth Development and Child Protective Services. The Department will utilize minority candidate lists for positions whenever possible. HR and operating division leadership will have active conversations to determine when it is appropriate to use Spanish-language hiring lists to meet the needs of the children and families served in a given position. After discussing with DOA, educate senior team about steps/documentation needed to justify use of language list.
2. Continue to inform staff via all-staff emails whenever job postings are occurring. This has been an effective strategy for all staff to be aware of opportunities to apply for promotions, or to alert social and professional networks about opportunities to work at the Department.
3. With the assistance of DAC and Race Equity Committee develop a network of people who can assist in outreach efforts in the minority communities for all vacancies.
4. The Department of Administration has begun performance reviews which will assist minority staff in achieving goals for promotional opportunities.

Retention Strategies:

The Department's new hire training appears to be having a significant effect on the overall retention of new frontline staff. These practices should continue.

The senior team should be updated every six months on the new hires and retention of staff, stratified by race and ethnicity.

The Department has initiated an annual satisfaction survey to provide data needed to assist in our attempts to retain staff.

The Department will, through its stakeholder engagement planning, establish ongoing opportunities for staff to provide feedback on agency culture. There should be safe spaces to provide this feedback, especially for staff of color.

DCYF continues to have a low response rate for exit interviews. The Department has recently implemented new strategies to improve the response rate. Feedback received in exit interviews is provided to the senior team every six months and as needed so they understand trends in why people are leaving.

Goals	Objective	Actions	Accountability	Measuring Success
Workforce Diversity	Recruit from a diverse, qualified group of candidates	<ol style="list-style-type: none"> 1. utilizing the minority list when possible 2. Informational forums to target minority groups 3. Expanding recruitment efforts (i.e., Social Media, radio, newspapers) 4. 3.Continued networking with the ODEO as well as the DCYF Diversity Liaison 5. 4.Develop a network of people to assist in outreach in minority communities. 	<p>HR Hiring Manager</p> <p>HR Hiring Manager</p> <p>HR Hiring Manager</p> <p>HR Hiring Manager Diversity Liaison</p>	Increase in the representation of diverse employees

DCYF Affirmative Action Plan

Workplace Inclusion	Different backgrounds and perspectives lead to a variety of ideas, knowledge, and ways of doing things. Team members from the same background may take actions based on a narrow range of experiences. By ensuring that our team includes staff from various social and cultural backgrounds, we will widen the range of perspectives, knowledge, and approaches from which decisions are made for the most vulnerable youth and families that we serve.	1. Provide inclusive leadership training for managers	Senior Leadership Team Workforce Development	All managers participate in leadership training
		2. Improved Communication through weekly messages, open forums, intranet and direct emails	Senior Leadership Team	Decrease in employee turnover
Sustainability & Accountability		<ol style="list-style-type: none"> 1. Review policies and practices to identify and remove systemic barriers to inclusion 2. Ensure that new employees take part in an orientation training program on topics such as diversity, discrimination and sexual harassment 3. Encourage staff to participate in state sponsored programs to increase job efficiency through training 	Senior Leadership Team Policy DAC and EEOC Committees	<p>All policies and practices are reviewed and updated</p> <p>Workplace culture that encourages and promotes equity for all employees</p> <p>Increased promotional opportunities</p>