

# State of Wisconsin

## Department of Health Services

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1 W. Wilson St.  
Madison, WI 53707

# Affirmative Action Plan

For the period of

**June 1, 2008 – June 30, 2011**

*\* We have reviewed and firmly endorsed the content of this affirmative action plan. Being an integral part of the State of Wisconsin as an employer, we are committed to ensuring equal opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws. This means that affirmative action/equal opportunity principles will be applied to all employment policies, procedures and programs, wherever it's appropriate. This is consistent with Wisconsin's leadership and progress in achieving and assuring diversity in the work place.*

### **Appointing Authority**

Karen Timberlake  
Secretary

Signed  
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### **Affirmative Action Officer**

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Date of Submission to OSER

5/20/2008

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## **Foreword**

As in any effective business plan, a strategic affirmative action (AA) plan lays out the goals, strategy and actions that will be evaluated on a regular basis to ensure progress of the plan. The purpose of an AA plan is to ensure equal employment opportunities for applicants and employees who are racial/ethnic minorities, women, and persons with disabilities. Essentially an AA plan is a measured remedy that addresses the underlying causes of workforce underutilization and any adverse impacts of personnel practices for racial/ethnic minorities, women, and persons with disabilities.

Any goals which have been established in this AA plan are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in the plan's implementation. Neither the use of goals and timetables in this AA plan nor the effect of such goals and timetables is intended to discriminate in employment against any individual or group of individuals who are not themselves the beneficiaries of affirmative action. This AA plan is not intended to sanction the discriminatory treatment of any person. It has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (29 C.F.R. Part 1608).

## Introduction

The Department of Health Services (DHS) is required by Ch. 230, Wis. Stats., and federal regulations applicable to agencies that operate programs that receive federal financial assistance, to develop and implement an affirmative action and equal employment opportunity (AA/EEO) plan. This plan fulfills that requirement. The intent is to assist in ensuring equal employment opportunities and eliminating the present effects of past discrimination against racial/ethnic minorities, women, and persons with disabilities.

This plan is in accordance with the standards established by the State of Wisconsin, Office of State Employment Relations' (OSER) Policy and Procedure Standards for Agency Affirmative Action Plan/Equal Employment Opportunity Plan for the planning period of June 1, 2008 to June 30, 2011. Affirmative Action Goals are based on OSER's underutilization data analysis and information.

The plan is composed of four sections:

Section I addresses underutilization of minorities and females department wide. Although people with disabilities are not directly included in the information presented, the Department is engaged in a continuous effort to attract qualified disabled candidates into its workforce.

Section II identifies areas of Adverse Impact at the Department level and at the Division/Institution level. The Department, as well as each Division/Institution with more than 300 employees (**Table 1**), identified an area of employment, performance or service delivery to clients and customers where minorities or females are adversely impacted. In accordance with this objective, each Action Plan is unique and while not all Action Plans involve areas of employment, each plan reflects the commitment of the Department to reduce barriers for minorities and females in all aspects.

Section III requires each Division Administrator and Institution Superintendent to meet twice a year with the Affirmative Action Director and report on their progress in implementing their Action Plan.

Section IV outlines other auxiliary requirements.

This plan reflects the commitment of the DHS to achieving the principles and objectives of affirmative action. It is the intent of this Department to address the issue of underutilization of minorities and females systemically and by identifying positions for increased efforts in the recruitment of minorities and females. The Action Plan requires the cooperation and participation of all divisions within DHS.

Each Division/Institution retains ownership for the successful execution of their respective portions of the plan.

The DHS AA/EEO Plan is accessible at the DHS Intranet website <http://dhfswweb/hr/aacrc/aacrcweb/aacrchome.htm> or it can be made available upon request in alternative formats for persons with visual impairments. Interested individuals should contact:

DHS AA/CRC Office  
One West Wilson Street, Room 555  
Madison, WI 53702-0007  
(608) 267-6733 (V) or (608) 266-2555 (TTY)

## I. Affirmative Action Goals

Affirmative action (AA) goals are areas where the state/agency workforce is underutilized, as compared to the relevant labor market, for minorities or women. AA goals help provide a focus for an agency's AA plan, and they indicate where the agency needs to apply affirmative action in its employment practices. In this section, agencies shall use the state Underutilization Table provided by OSER/DAA to develop a list of underutilized classifications in the agency for statewide and regional job groups (See **Table 2**). The identified underutilized job groups are considered as AA goals for the agency. This list will enable supervisors and other staff to easily reference the underutilized classifications in the agency. [Note: AA goals apply to the disabled group for all job groups in the State of Wisconsin.]

This Action Plan reflects the intent of this Department to address the issue of underutilization of minorities and females systemically and by identifying positions for increased efforts in the recruitment of minorities and females. Efforts to attract qualified disabled candidates are continuous.

### Action Plan for the Department of Health Services (DHS)

#### Problem Area Identified: Underutilization of Minorities and Females in DHS with Focus on the Planning and Research Professionals & Supervisors Job Group (044)

Action Step	Responsible Staff	Time Line	Anticipated Outcome (How do you know you are successful?)
Determine representation rate for minorities and females Department-wide	David Lopez	Sept 2008	OSER's underutilized data is refined to exclude positions not underutilized in DHS.
Identify Classifications within the Planning and Research Professionals & Supervisors job group that are underutilized.	Scott Thompson/Jason Jankoski/Linda Heisler /AAAC/David Lopez	Oct 2008	List of underutilized targeted classifications is created. Responsible Divisions/ Institutions are notified of targeted Classifications.
Evaluate hiring and recruitment policies and procedures	Scott Thompson/Jason Jankoski /Division/Institution HR/Representative designated by Appointing Authority	Jan 2009	Critical areas for improvement are identified. Best practices and strategies to increase racial/ethnic minority and female representation in workforce are identified
Develop Marketing strategy to attract qualified applicants for position within the Planning and Research Professionals & Supervisors job group	Scott Thompson/Jason Jankoski/Division/ Institution HR/ Representative designated by Appointing Authority/ Linda Heisler/David Lopez	Feb 2009	Identify funding source for advertisement efforts. Create list of free resources. Establish an advertisement plan to disseminate job announcements to targeted groups.
Survey work units to identify positions serving racial/ethnic minority populations with limited English proficiency	David Lopez	April 2009	Identify positions that provide direct services or are needed to facilitate access to services to racial/ethnic LEP minority populations.

Analyze DHS positions to determine level of interaction with racial/ethnic minorities	Paul Harris/ Scott Thompson/Jason Jankoski/Stacy Davidsaver/Anita Chavera/ David Lopez/AAAC OSER/DMRS	Oct 2009	Evaluate feasibility of requiring foreign language skills for positions providing direct services to clients or positions involved in the development of materials or services to clients.
Identify selected positions requiring foreign language skills	Scott Thompson/Jason Jankoski /Division/ Institutions/ David Lopez/ OSER/DMRS	Dec 2009	Recruit for selected DHS positions by requiring foreign language skills.
Implement Workforce Planning programs to promote hiring of minorities and females	Scott Thompson/Jason Jankoski /Linda Heisler/Divisions/ Institutions	Jan 2010	Best practices and special recruitment efforts implemented
Evaluate impact of marketing strategy and policy on participation of targeted groups in hiring process for Planning and Research Professionals & Supervisors job group.	BHR/Work Force Planning Committee/AAAC/David Lopez	On going	Impact will be determined by comparing the number of targeted group members being interviewed to the number of targeted group members interviewed during previous hiring efforts of the same classifications within the Planning and Research Professionals & Supervisors job group.
Determine representation rate for minorities and females Department-wide	David Lopez	May 2011	Increased representation of minorities and females Department-wide and/or in underutilized classifications.
Compare beginning representation rate to present representation rate for minority and females Department-wide	David Lopez	May 2011	Representation rate is higher than initial representation rate.

## II. Adverse Impact Analysis and Rectification of Problem Areas

### Department of Health Services Department Level Adverse Impact Analysis

It is the intent of the Department of Health Services to concentrate efforts in the area of access to services via the Internet for racial and ethnic minorities.

Title VI of the Civil Rights Act of 1964 prohibits discrimination based on race, color, or national origin in programs or activities receiving federal financial assistance. All federal agencies that provided grants of assistance are required to enforce the Title VI regulation.

Title VI of the Civil Rights Act of 1964, as revised, and Executive Order 13166, require state agencies receiving federal funds to provide accurate and meaningful access to programs, services and activities to LEP service recipients. The Department has developed written explanatory information, posters and forms in multiple languages regarding access to DHS services, and has at various times initiated promotional campaigns targeted to LEP service recipients. However, with the rapid and continued expanded use of the internet as a means of communicating service availability and ways to access services, making services available through the Internet available in multi-lingual format will bring DHS closer to compliance with federal requirements.

#### Racial/Ethnic Minorities of Limited English Proficiency (LEP)

#### Access to Essential Information and Services Provided via Internet During 2007

Transaction: Access to Services via Internet	Racial/Ethnic Minorities of Limited English Proficiency	White Non-LEP
3. Total Population Eligible for Services*	176417	4769857
4. Population Accessing Sevices via Internet (2007)**	843	78289
5. Adverse Impact? (80% Rule)	Yes	

\* Data from the U.S. Census Bureau 2000 Profile – DP-2 Profile of Selected Social Characteristics 2000

\*\* Data for calendar year 2007 from Access to Eligibility Support Services for Health and Nutrition (ACCESS)<sup>1</sup>

<sup>1</sup> The data obtained from the ACCESS site includes only Spanish speaking customers using the services. Services are only available in Spanish and English; however, data collected through the Client Assistance Re-employment and Economic Support (CARES) System shows that of 960,958 service recipients, over 48,000 service recipients have self-identified as an ethnic/racial minority that speak one of 16 different languages other than English.

## Action Plan For DHS

### Problem Area Identified: Limited Web accessibility to DHS essential information and services to racial/ethnic minorities of limited English proficiency\*

Action Step	Responsible Staff	Time Line	Anticipated Outcome
<b>Year 1 (July 2008 – June 2009)</b>			
Form Department-wide Workgroup focused on web accessibility for ethnic and racial minorities of limited English proficiency.	David López /Angela Redington	July 2008	Committee is created. Recommended composition of Committee: 2-3 Division Representatives with knowledge of web related issues, program and populations served; Institutions representatives.
Divisions update listing of essential documents	David López/Committee	Summer 2008	Update the DHS listing of essential documents. Identify gaps and needs of essential documents on the web.
Gather data on most requested services (documents/information) by racial/ethnic minorities of limited English proficiency and determine options for web design.	Committee Angela Redington/David López, Newly Assigned Resources	Spring 2009	Identify high priority (must haves) programs/information to which limited or non-English speakers need access. Ensure all essential documents will be included in new site and determine how to provide web access to the documents and best option for accessibility.
<b>Year 2 (July 2009 – June 2010)</b>			
Identify and train staff to manage the Spanish site.	David López, Angela Redington	Fall 2009	Development of necessary skills/resources to maintain site effort.
Create prototype for a Spanish site.	Newly Assigned Resources/Angela Redington	Fall 2009 - Spring 2010	Prototype meets specifications established by Committee relative to scope.
Gain feedback on prototype from focus group and/or community members on proposed prototype site.	David López /Angela Redington/Newly Assigned Resources/ Committee	Spring 2010	Make adjustment to website based on feedback.
Create Marketing Team. Identify and invite potential partners to participate on Marketing Team.	Committee/David López/ Community Partners/Other State Agencies (e.g. DPI)	Spring 2010	Potential partners are identified and invited to participate in development of marketing plan.
<b>Year 3 ( July 2010 – July 2011)</b>			
Develop any new needed policy and procedures for the new language web pages/site.	Angela Redington/Newly Assigned Resources/Committee	Summer 2010	Create sustainable policies and procedures to ensure proper management of the site, the accuracy of content

			available and promote continuous updates.
Develop Marketing Plan	Committee/David López/ Community Partners/ Other State Agencies (e.g. DPI)	Summer 2010	Develop outreach plan that communicates/provide new site to target audience.
Finalize web prototype.	Angela Redington/Newly Assigned Resources	Summer 2010 – Fall 2010	Final web design meets criteria established by Committee
Implement Marketing Plan.	David López / Committee/Stephanie Marquis	Fall 2010	Community organizations, service providers and targeted group are aware of essential services provided thru web site.
Launch new site.	Newly Assigned Resources	Fall 2010	New website goes on line.
Evaluate success of new language web.	David López, Committee	Spring 2011	Site shows usage by end users targeted racial/ethnic minorities.

\* Efforts to increase racial/ethnic minority participation will be focused on Spanish speakers. Hispanics represent the largest racial/ethnic group receiving services provided by DHS.

**Division of Public Health  
Adverse Impact Analysis**

Historically, HIV infection has had a disproportionately high impact on minority populations in Wisconsin. Racial/ethnic minorities comprise 12% of the Wisconsin population, but 54% of all HIV cases reported in 2007. The reported HIV infection rate in 2007 was eleven-fold greater for African Americans and six-fold greater for Hispanics compared to the rate for whites.

Additionally, an estimated 1,229 of the 6,225 persons living with HIV in Wisconsin are women, the majority of whom are within childbearing age. This accounts for fewer than 20% of the state's living HIV+ population. Statewide, the reported HIV infection rate runs 4.6-fold greater for males than for females.

The racial/ethnic disparity is especially pronounced among females. In 2007, 74% of all females reported with HIV infection were members of racial/ethnic minority groups. The reported HIV infection rate was 28-fold greater for African American females and 8-fold greater for Hispanic females than the rate for white females. HIV prevalence is roughly 45 per 100,000 in women statewide. The majority of women living with HIV reside in the southeast corner of the state, mostly in the Milwaukee metropolitan area.

The effectiveness of the revised HIV/AIDS Program pamphlet outreach efforts will be measured by an increase in the number of females being tested. During this Plan's period, this will be evidenced by an increase in the number of HIV/AIDS cases identified as compiled by the HIV/AIDS epidemiologic data. The long term success of the program will not be observed within this Plan's period. It is expected that a real drop in the number of HIV cases would occur more in the 8 to 10-year time frame.

**Female Population in Wisconsin**

**Reported New Cases of HIV Infections in 2007**

<b>Transaction</b>	<b>Minority Females</b>	<b>Non-Minority Females</b>
<b>3. Total Female Population</b>	<b>377376</b>	<b>2419188</b>
<b>HIV Cases Reported in 2007</b>	<b>64</b>	<b>22</b>
<b>5. Adverse Impact? (80% Rule)</b>	<b>Yes</b>	

**Action Plan for the Division of Public Health  
Bureau of Environmental & Occupational Health (BEOH)  
HIV Prevention Unit**

**Problem Area: *Health Literacy*** - Improve Cultural Competence & Accessibility of Perinatal HIV Testing Materials

<b>Action Step</b>	<b>Responsible Staff</b>	<b>Time Line</b>	<b>Anticipated Outcomes</b>
Gather general resources (sample materials, etc.) from similar jurisdictions, convene HIV Prevention Unit to review AA health literacy tasks and workplan	HIV Prevention Supervisor, Prevention Unit staff	2008: Q2 (6/30/08)	Review Action plan w/ key staff so all will be aware of individual responsibilities. Gather feedback on any needed revision and/or corrections to process.
Meet w/ epidemiologist to determine racial, ethnic demographics of minority women bearing children in WI	HIV Prevention Supervisor, HIV Epidemiologist	2008: Q3 (9/30/08)	Development plan, based on Epi data, outlining language needs and cultural ethnic targets for re-developed materials (eg – African Americans, Hmong, Spanish-language, etc.)
Meet with key informants from minority female community & providers serving them to determine culturally appropriate visual themes for materials.	HIV Screening Coordinator; Community Planning Coordinator	2008: Q4 (12/31/08)	List of key cultural messages/images, specific to each of the target communities identified during Q3 of 2008.
Estimate cost of material production & distribution (2-year supply) – identify key provider sites serving minority females	HIV Screening Coordinator;	2009: Q1 (3/31/09)	Distribution plan for materials; cost data generated for use in securing funds to create and distribute materials
Review anticipated legislative changes re: consent for HIV testing & routine screening, recommend information updates	HIV Screening Coordinator; Testing Policy Consultant	2009: Q2 (6/30/09)	Culturally competent/literacy competent language describing statute changes (if any) for use in these, and possible other, materials.
Develop English language full drafts of materials, review w/ appropriate community members.	HIV Screening Coordinator; Professional Info Consultant	2009:Q3 (9/30/09)	Completed final draft of materials in English for internal review
Develop Spanish language full drafts of materials, review w/ appropriate community members.	HIV Screening Coordinator; Professional Info Consultant	2009:Q4 (12/31/09)	Completed final draft of materials in Spanish for internal review
Develop Hmong/ additional language full drafts of materials, review w/ appropriate community	HIV Screening Coordinator; Professional Info Consultant	2010:Q1 (3/31/10)	Completed final draft of materials in Hmong / additional languages for internal review
Review current plan progress and revise final steps (if needed) – Identify funding sources for material production	HIV Prevention Supervisor, Prevention Unit	2010:Q2 (6/30/10)	Final implementation plan w/ detailed timeline for completion, purchase and roll-out of minority-targeted materials.

Meet with providers, community planning & other partners to announce new materials & discuss process – complete bid and purchase order process internally	HIV Screening Coordinator; Community Planning Coordinator	2010:Q3 (9/31/10)	Increased acceptance of & use of materials with improved cultural competency with minority clients by targeted providers.
Materials distributed to targeted clinics & providers	HIV Prevention Unit	2010(Q4)- 2011(Q1) (3/31/11)	Increased HIV testing by pregnant minority females; decreased HIV+ births

**Division of Health Care Access and Accountability  
Adverse Impact Analysis**

The Division of Health Care Access and Accountability will focus its efforts on the recruitment of qualified minority candidates for the position of Disability Determination Specialist. Efforts to attract qualified disabled candidates are continuous.

**Minorities Hired for the Disability Determination Specialist-Entry**

**Hiring from January through December 2006**

<b>Transaction</b>	<b>R/E Minorities</b>	<b>Whites</b>
<b>3. Total Population</b>	<b>7</b>	<b>80</b>
<b>4. Transaction</b>	<b>1</b>	<b>18</b>
<b>5. Adverse Impact? (80% Rule)</b>	<b>Yes</b>	

**Action Plan for the Division of Health Care Access and Accountability**

**Problem Area Identified:** To improve outreach to racial/ethnic minorities, women and persons with disabilities in hiring Disability Determination Specialist- Entry positions.

<b>Action Step</b>	<b>Responsible Staff</b>	<b>Time Line</b>	<b>Anticipated Outcome</b>
<b>Examination Process</b>			
Develop a proposal to discuss the current examination process (exam and timing of hiring).	Eli Soto BPER	August 1, 2008	A written proposal will have been developed and a meeting held with BPER.
Create a team to develop a new process for identifying eligible candidates.	Eli Soto	November 1, 2008	Development of a new exam and implementation of the new process.
Develop options for revamping the recruitment process to include more information about the Division, the program, and opportunities that exist.	Eli Soto	August 1, 2008	Create summary of the options.
<b>Recruitment</b>			
Develop an action plan for revising the recruitment advertising process to address: providing expectations and information in alternate formats (e.g., using DDB staff to promote the work), and alternatives for providing opportunities for new candidates.	Eli Soto	September 1, 2008	A written proposal that identifies the action items for revising the recruitment process.
Establish more aggressive recruitment efforts, such as working with minority advocates	Eli Soto AA/CRC	February 1, 2009	Identify core group of community partners willing to consistently promote open

and community groups, to attract more minority candidates.			positions at DDB. Develop a process to notify them of openings.
Review the examination and recruitment processes.	Eli Soto	November 1, 2009	Compare racial/ethnic composition of applicant pool to 2006 applicant pool
Develop lessons learned and identify any additional action items needed.	Eli Soto	December 31, 2009	An evaluation document that identifies other options to address outstanding issues.
Review outcomes.	Eli Soto	June 2010	Compare racial/ethnic composition of applicant pool to 2006 applicant pool
Identify other underutilized positions requiring testing	Eli Soto	December 2010	Determine feasibility of replicating process for identified positions

**Division of Mental Health and Substance Abuse Services  
Mendota Mental Health Institute (MMHI)  
Adverse Impact Analysis**

Mendota Mental Health Institute will focus its efforts on the recruitment and retention of qualified female candidates/employees for the position of Resident Care Technician. Efforts to attract qualified disabled candidates are continuous.

**Resident Care Technicians (RCTs) at Mendota Mental Health Institute**

**RCTs Retained After Hire During 2006-2007**

Transaction	Females	Males
3. RCTs Hired During 2006-07	44	40
4. RCTs Retained	25	32
5. Adverse Impact? (80% Rule)	Yes	

**Action Plan for Mendota Mental Health Institute**

**Problem Area Identified:** Recruitment/Retention of female RCT staff

Action Step	Responsible Staff	Time Line	Anticipated Outcome
1. Expand our recruitment sources, Use computer listserves like LaSup (Latino Support Network of Providers), United Way, and other community agencies providing services to females	Fernando Cano Ospina	Ongoing, starting 7/1/08	New recruitment sources are contacted
2. Expand recruitment activities, such as in person recruitment at schools with a higher concentration of female students and community job fairs targeting females	Fernando Cano Ospina and others Material supports provided by ER department	Ongoing, Starting 7/1/08	4 In Person Recruitment activities happen in a year
3. Evaluate New Recruitment Strategies	Human Resources Committee	3/1/09	Data collected about new hires and compared to previous year
4. Survey RCT staff as they leave to determine what barriers they face			
A. Develop 2 exit surveys. One for people leaving on their own accord and one for people leaving in lieu of termination.	Fernando Cano Ospina Martha Crawford	7/1/08	Surveys are developed.
B. Present surveys to Human Resource Committee for approval	Fernando Cano Ospina	8/1/08	HR Committee approves survey

	Martha Crawford		
C. HR Committee develops plan to administer exit surveys	HR Committee	8/1/08	A plan to administer exit surveys is developed
D. Exit surveys are administered	Larry Metsala Fernando Cano Ospina	9/1/08 – 3/1/09	All RCTs leaving employment are offered the survey.
E. Exit Surveys are collected and reviewed	Fernando Cano Ospina	5/1/09	Exit survey data compiled and presented to HR Committee
F. Barriers to retention of staff are identified	HR Committee	7/1/09	Barriers Identified
G. Barriers are analyzed with regard to retention of female staff.	HR Committee	9/1/09	Barriers are Analyzed
H. Strategies to remove barriers or minimize their impact are developed and implemented	HR Committee	1/1/10	Strategies to remove barriers are implemented
I. Data of retention of female staff is collected and analyzed	HR Committee	1/1/11	Retention of female staff during year of new strategies is reviewed.
5. Research resources for new employees such as social services, benefits, eg daycare, healthcare, education opportunities, EAP, SAFE, CR/AA information	HR Committee EAP Employee Health Consumer Advocate	1/1/09	Resource lists and information is gathered
6. Develop Resource Guide for Employees	Fernando Cano Ospina Martha Crawford	6/1/09	Resource Guide developed and distributed
7. Develop a “Working at MMHI” orientation class for new employees	Fernando Cano Ospina & Education Resource department	12/1/09	Class material and schedule is developed
8. Propose financial incentives for RCTs such as hiring bonus, length of service bonus	HR Committee	3/1/09	Proposals discussed and referred to appropriate offices
9. Webcast/Video for Recruitment and Retention of MMHI	HR Committee and IT Department	6/1/09	Webcast/Video is developed

**Division of Mental Health and Substance Abuse Services  
Winnebago Mental Health Institute (WMHI)  
Adverse Impact Analysis**

Winnebago Mental Health Institute will focus its efforts on the promotion of qualified minority employees. Efforts to attract qualified disabled candidates are continuous.

**Promotional Transactions**  
**Number of internal candidates promoted who are minorities - 2007**

Transaction	R/E Minorities	Whites
3. Total Population: Eligible	<b>29</b>	<b>354</b>
4. Transaction: Promoted	<b>0</b>	<b>14</b>
5. Adverse Impact? (80% Rule)	<b>Yes</b>	

**Action Plan for Winnebago Mental Health Institute**

**Problem Area Identified:** To increase awareness of staff of promotional opportunities and how to qualify for and apply for those opportunities

Action Step	Responsible Staff	Time Line	Anticipated Outcome
Form workgroup to evaluate current promotion process	Various disciplines and minority staff	October 2008	Identification of areas for improvement in promotion process
Develop strategies to increase employee awareness of promotional opportunities	Mary Howard (HR Director)	December 2008	Awareness plan developed
Implement plan to increase awareness of promotional opportunities	Mary Howard and HR Assistant	February 2009	Awareness plan executed
Enhance leadership skills of employees by completion of Team Leader/Facilitator training	Timothy Schloskey (Staff Development Director) and Human Resource Assistant	April 2009	Increase number of attendees at Team Leader/Facilitator training
Evaluate Preceptor/Mentor Program	Workgroup	June 2009	Workgroup identifies areas for improvement of Preceptor /Mentor Program
Implement workgroup recommendations to improve Preceptor/Mentor Program	Director of Nursing	December 2009	Increased staff participation in Preceptor/Mentor Program
Recruit employees interested in participating in Preceptor/Mentorship program	Human Resource Assistant	April 2010	Increased number of participants in Preceptors/ Mentor Program

Evaluate supervisory staff regarding awareness of the importance of workforce diversity and competencies	Timothy Schloskey	January 2009	Complete evaluation of all supervisory staff and complete recommendations for training and education
Develop diversity training and education for supervisors	Timothy Schloskey and Workgroup	July 2009	Complete diversity training and competency program
Implement diversity training and education for supervisory staff	Timothy Schloskey and Mary Howard	January 2010	Complete diversity and competency training of all supervisory staff
Evaluate success of initiatives	Mary Howard	April 2011	Increase number of minorities promoted

**Division of Mental Health and Substance Abuse Services  
Sand Ridge Secure Treatment Center (SRSTC)  
Adverse Impact Analysis**

Sand Ridge Secure Treatment Center will focus its efforts on the recruitment of qualified minority candidates for the position of Psychiatric Care Technician. Efforts to attract qualified disabled candidates are continuous.

**Certified Applicants for Psychiatric Care Technicians**

**Number of minority PCTs hires from 1-16-07 to 12-21-07**

Transaction	R/E Minorities	Whites
3. Total Population (Cert Apps)	<b>3</b>	<b>196</b>
4. Transaction (hires)	<b>0</b>	<b>37</b>
5. Adverse Impact? (80% Rule)	<b>Yes</b>	

**Action Plan for DMHSAS/Sand Ridge Secure Treatment Center**

**Problem Area Identified:** Lack of Minority Applicants and Hires for Psychiatric Care Technicians

Action Step	Responsible Staff	Time Line	Anticipated Outcome
SRSTC AAAC reviews hiring process to recommend recruitment activity plan	Ken Campbell Melanie Faust	June 1 to July 15, 2008	A beginning baseline recruitment plan will be developed and implemented.
Identify advertisement media that targets minorities within relevant labor market.	Jeri Witkowiak	August 1-30, 2008	Create list of media contacts and demographic data to decide logical advertising plans.
Attend Job Fairs/Career fairs in labor market areas that have high minority participation.	Melanie Faust Jeri Witkowiak	Aug 11, 2008 then approx. every 6 months to 2011	Participate in at least 2 Job Fairs a year. Exposure to the Job Fairs will increase the number of applicants. Cert Lists will be monitored to substantiate progress.
Evaluate work schedule to make it more attractive to new employees	Scott Patten	Sept 11, 2008 and ongoing via feedback from Job/Career fairs and other contacts	Determine possibility of implementing a more flexible work schedule for PCTs such as Job Share Agreements.
Identify resources available to employees.	Jeri Witkowiak	Sept. 25, 2008/every 6 months	Create a list of services for car pooling, childcare, schools, etc.

Create a liaison with the local Chamber of Commerce and County AA office and share recruitment ideas and community outreach.	Ken Campbell Jeri Witkowiak	Conduct First Joint meeting November 2008	Resources expanded to include community outreach. At least 1 meeting per year will be held with community groups.
Review and Improve existing Training to Supervisors involving the benefits of diversity in the Workplace	Ken Campbell Melanie Faust	November 17 <sup>th</sup> 2008 and repeated at 6 month intervals to 2011 until all supervisors have received the training	Changes made to existing diversity training. All supervisors trained and able to assist in the recruitment and interview process for PCTs
AAAC reviews the effectiveness of the Plan and makes recommendations.	Melanie Faust	June 30 2009 & 2010	Adjustments made to enhance plan. Increased minority applications are realized.
Determine effectiveness of recruitment efforts	Ken Campbell	Feb 2011	Plan and data are analyzed to determine effectiveness of the plan and adjustments made for future consideration.

**Division of Mental Health and Substance Abuse Services  
Wisconsin Resource Center (WRC)  
Adverse Impact Analysis**

Wisconsin Resource Center will focus its efforts on the hiring and retention of qualified minorities for the position of Psychiatric Care Technicians. Efforts to attract qualified disabled candidates are continuous.

**New WRC Psychiatric Care Technician (PCT) Hires**

**Minorities Hired in the Most Recent Round of PCT Interviews (August, 2007)**

<b>Transaction</b>	<b>R/E Minorities</b>	<b>Whites</b>
<b>3. Total Population: Applicants</b>	<b>10</b>	<b>78</b>
<b>4. Transaction: Hires</b>	<b>0</b>	<b>4</b>
<b>5. Adverse Impact? (80% Rule)</b>	<b>Yes</b>	

**Action Plan for Wisconsin Resource Center**

**Problem Area Identified:** Hiring and Retention of Minority Populations Relative to Minority Representation in Served Population.

<b>Action Step</b>	<b>Responsible Staff</b>	<b>Time Line</b>	<b>Anticipated Outcome</b>
Expand our recruitment and advertisement sources to add more sources that target minority populations	Mary Klemz, HR Director	07/01/08 to 09/30/08	New recruitment and advertisement sources are contacted. List created.
Expand recruitment activities/area, such as in person recruitment at schools with a higher concentration of minority students and community job fairs targeting minorities	Mary Klemz/ Training Department	07/01/08 To 06/30/09	4 In Person Recruitment activities happen in a year.
Establish practice of requesting a second PCT Cert List when the first list does not include a representative number of minority group members, if time allows.	Mary Klemz	07/1/08 to 07/01/11	Minority representation will be evaluated and a second list will be requested whenever needed, as time allows.
Establish Diversity Circles at WRC to provide support for under-represented staff and increase awareness of diversity issues with a goal of retention of under-represented PCT staff	Executive Management Team (EMT), AA/DC members	07/01/08 to 06/30/11	The minority population among WRC PCTs will more closely approximate the minority representation in the served population than currently.
Provide Affirmative	Kim Ames, Brian	07/01/08	Committee understanding of

Action/Diversity Committee Members an orientation to Diversity Circles	Bantleon, Deb Morgan-Meckelberg, Sharron Taylor, Jose Chema, Martha Stacker	to 07/30/08	the benefits and components in conducting Diversity Circle in the workplace.
Affirmative Action/Diversity Committee Members complete Diversity Circle.	Kim Ames, Brian Bantleon, Deb Morgan-Meckelberg, Sharron Taylor, Shawn Larson, and Daisy Billington , Jose Chema, Martha Stacker	08/15/08 to 09/15/08	The Affirmative Action /Diversity Committee will have completed the Diversity Circle Training.
Coordinate Training of Affirmative Action/Diversity Committee members to become Diversity Circle Facilitators.	Kim Ames, Deb Morgan Meckelberg, others TBD.	09/15/08 to 10/01/08	Training will be scheduled and facilitators will be identified.
Train AA/DC staff to become facilitators.	Identified facilitators	10/15/08 to 10/30/08	WRC facilitators are trained to conduct internal Diversity Circles.
Identify initial staff for introduction and training on Diversity Circles by discussion with supervisors and training requests submitted.	EMT, AA/DC members	11/01/08 to 12/30/08	Pilot group identified for first set of in-house Diversity Circles.
Conduct Interim Impact Analysis 1) Review amount/hours of training provided 2) Review PCT interview vs hire demographic data for period	Mary Klemz	01/31/09	Increased diversity training and minority interest in employment opportunities.
Coordinate/Establish training plan with WRC Training Department to conduct initial pilot program for in-house Diversity Circles.	EMT, Training Dept., and AA/DC facilitators	01/01/09 to 02/28/09	Training Plan identified.
Conduct initial sessions of Diversity Circles with trained WRC staff facilitators on topic of racism.	Training Dept., AA/DC facilitators	01/01/09 to 02/28/09	Portion of WRC staff designated for Diversity Circle Training.
Poll staff prior to and following Diversity Circle participation to determine personally identified level of awareness of racism in the workplace.	EMT, Training Dept., and AA/DC	01/01/09 to 02/28/09	Complete baseline and follow-up surveys of employee attitudes regarding racism in the workplace.
Validate Civil Service test for relevancy and cultural Bias	OSER, Merit and Recruitment and Mary Klemz	03/09 to 06/09	Develop Civil Service Test that is relevant and culturally unbiased
AA/DC facilitators evaluate/modify Diversity Circle	EMT and AA/DC	03/01/09 to	List of identified Pros and Cons of the Diversity Circle

process for improvement.		03/30/09	and discussion/game plan for improvement in process.
Determine how to coordinate/provide Diversity Circle training to all WRC Employees, and whether to make training mandatory for particular staff (e.g. supervisory staff).	Training Department AA/DC facilitators	04/01/09 to 06/30/11	Ongoing WRC employees' participation in Diversity Circle.
Continue recruitment activities, such as in person recruitment at schools with a higher concentration of minority students and community job fairs targeting minorities	Mary Klemz and Training Department	07/01/09 To 06/30/10	4 In Person Recruitment activities happen in a year.
Conduct Impact Analysis: Determine impact on hiring	Training Department	01/31/10 and 01/31/11	Analyze 2008-2011 data. Increased hires and retention of minorities.

**Division of Long Term Care  
Central Wisconsin Center (CWC)  
Adverse Impact Analysis**

Central Wisconsin Center will focus its efforts on the reduction of terminations/resignations of minorities. Efforts to attract qualified disabled candidates are continuous.

**CWC Employees**  
**Terminations in 2007**

<b>Transaction</b>	<b>R/E Minorities</b>	<b>Whites</b>
<b>3. Total Population Employed</b>	<b>159</b>	<b>676</b>
<b>4. Transaction: Terminations/Resignations</b>	<b>19</b>	<b>25</b>
<b>5. Adverse Impact? (80% Rule)</b>	<b>Yes</b>	

**Action Plan for Central Wisconsin Center**

**Problem Area Identified: CWC Staff Terminations/Resignations**

<b>Action Step</b>	<b>Responsible Staff</b>	<b>Time Line</b>	<b>Anticipated Outcome</b>
Develop exit interview process.	T. Jacobson	Present – Dec 2008	Survey staff when they leave employment. Provide new tool to collect data.
Exit Surveys are collected and reviewed	T. Jacobson	Dec 2008	Exit data compiled and presented to HR.
Develop intervention plan to prevent resignations	T. Jacobson	Jan 2009	Plan developed for resignation prevention that tackles issue on multiple levels.
Expand mentor and job coach roles to provide staff with information necessary to stay employed.	T. Jacobson	Jan 2009	Mentoring, job coaching, and other strategies are expanded and developed to assist in retention.
Gather termination/resignation data and identify issues.	T. Jacobson	Dec 2008 – March 2009	Develop strategies to address issues. Review involuntary terminations data.
Implement strategies.	T. Jacobson	March 2009	Strategies implemented to affect termination/resignations.
Evaluate effectiveness of implemented strategies.	T. Jacobson	Dec 2009	Compare 2007 data to present year. Expect reduction in minority terminations/resignations
Review termination/resignations data.	T. Jacobson	Dec 2009	Re-evaluate strategies on termination/resignations.
Evaluate progress of implementation of strategies.	T. Jacobson	June 2010	Compare data from 2007 –Dec 2009 to data in June 2010.
Implement modification to	T. Jacobson	June 2010	Strategies implemented to affect

strategies, as needed.			termination/resignations.
Continue CWC Cultural Committee awareness.	T. Jacobson	Present – June 2011	Discuss in new employee class and other trainings.

**Division of Long Term Care  
Southern Wisconsin Center  
Adverse Impact Analysis**

Southern Wisconsin Center will focus its efforts on the increase of sick time accumulated by female employees. Efforts to attract qualified disabled candidates are continuous.

**Employees hired in 2006 who were employed the entire calendar year**

**Average amount of accumulated sick leave hours for 2007**

<b>Transaction</b>	<b>Females</b>	<b>Males</b>
<b>3. Total Population</b>	<b>24</b>	<b>10</b>
<b>4. Transaction: Accumulated Sick Leave Hours</b>	<b>51.58</b>	<b>79.668</b>
<b>5. Adverse Impact? (80% Rule)</b>	<b>Yes</b>	

**Action Plan for Southern Wisconsin Center**

**Problem Area Identified:** Accumulation of sick time by new female staff

<b>Action Step</b>	<b>Responsible Staff</b>	<b>Time Line</b>	<b>Anticipated Outcome</b>
Design Women wellness program	Rebecca Eichner/Keith Sommers	July 08-July 09	Program will be created using available local and national resources
Design Financial futures planning in-service	Rebecca Eichner/Keith Sommers	July 08-July 09	Program will be created using available local and national resources
Design sick child care options in-service	Rebecca Eichner/Keith Sommers	July 08-July 09	Program will be created using available local and national resources
Implement Women wellness training	Rebecca Eichner/Keith Sommers	July.09-July 10	Attendees will rate training positively
Implement Financial futures planning in-service	Rebecca Eichner/Keith Sommers	July 09 July 10	Attendees will rate training positively
Implement sick child care options in-service	Rebecca Eichner/Keith Sommers	July 09-July 10	Attendees will rate training positively
Analyze years data for previous years new women hires	James F. Henkes	July 10-July 11	Accumulated sick leave will show an increase over initial data.

### III. Internal Monitoring and Plan Communication

A periodic review of the affirmative action plan ensures successful implementation of strategic actions. All responsible parties should be involved in communicating the progress made toward AA goals.

**Template Instruction:** Answer the following questions for your planned monitoring efforts.

1.
  - a) Will a periodic review of the AA plan occur with the administration of **appointing authority** (i.e. Agency Head or Chancellor)? Yes
  - b) Who will oversee the review process? AA Office
  - c) When will the first review of this plan occur? December 2008-January 2009
  - d) How often will the review take place? Bi-annually

2.
  - a) Will periodic updates of the AA plan be reviewed at **division** meetings? Yes

If yes, name the division, responsible staff and frequency of the plan updates:

<u>Division of Public Health</u>	<u>Dr. Sheri Johnson</u>	<u>Semi-annually</u>
<u>Div. of Health Care and Accountability</u>	<u>Jason Helgerson</u>	<u>Semi-annually</u>
<u>Div. of Mental Health and Substance Abuse Services</u>	<u>Dr. John Easterday</u>	<u>Semi-annually</u>
<u>Division of Long Term Care</u>	<u>Sinikka Santala</u>	<u>Semi-annually</u>

- b) Will periodic updates of the AA plan be reviewed at **district** meetings? N/A

If yes, name the district, responsible staff and frequency of the plan updates:

- c) Will periodic updates of the AA plan be reviewed at **institution** meetings? Yes

If yes, name the institution, responsible staff and frequency of the plan updates:

<u>Mendota Mental Health Care Institute</u>	<u>Dr. Gregory Van Rybroek</u>	<u>Semi-Annually</u>
<u>Winnebago Mental Health Institute</u>	<u>Robert G. Kneepkens</u>	<u>Semi-Annually</u>
<u>Sand Ridge Secure Treatment Center</u>	<u>Steven Watters</u>	<u>Semi-Annually</u>
<u>Wisconsin Resource Center</u>	<u>Byran Bartow</u>	<u>Semi-Annually</u>
<u>Central Wisconsin Center</u>	<u>Dr. Theodore Bunck</u>	<u>Semi-Annually</u>
<u>Southern Wisconsin Center</u>	<u>James Henkes</u>	<u>Semi-Annually</u>

2.
  - a) What activities will be conducted to ensure that agency staff are participating and/or assisting in the development of AA plans, policies and procedures? (Check all that apply.)

- AA training/review at staff meetings
- Evaluation of supervisors' AA/EEO performance
- Hiring managers participate in diversity recruitment
- A mentoring program or a buddy system for AA group members

- Analyze participation in training program to ensure equal access for all AA group members
- Analyze exit interview program
- Track and analyze retention issues, e.g. upward mobility for AA group members
- Conduct disability survey
- Review and promote accessibility of programs, services and facilities to ensure access for persons with disabilities
- Participating in TOPjobs, CEP or other internship programs
- Other activities: (please elaborate)

b) How will the agency monitor the above activities for effectiveness?  
 AA Office & Employee Development and Training Office will use tools already established to monitor effectiveness, e.g. Exit interviews; on-line self-identification tools; revision of policies.

4. How will the AA plan be communicated to agency staff? (Check all that apply.)
- Email
  - Intranet
  - Internet
  - Handbook
  - Bulletin
  - Newsletter
  - Others: (please elaborate)

#### IV. Auxiliary Requirements

##### (A) AA/EEO Training

Note: A training event may qualify for one or more required/recommended trainings. For instance, a new AA officer who attends WAEO training conference that lasts for 2 days will meet the required training for 1a, b and c. Any AA/EEO or diversity training events will qualify, such as the Equal Employment Opportunity Commission training, the American Association of Affirmative Action training, the OSER training, etc.

\* denotes **required** training whereas \*\* denotes **recommended** training.

1. Upon the initial appointment, AA/EEO Officer or designee is **required** to complete the OSER Management Training program or its equivalent before the end of their probationary period. Do you anticipate meeting this requirement\*? ..... Yes
2. AA Officers are **required** to attend at least 12 hours of AA/EEO or diversity training annually. Do you anticipate meeting this requirement for the AAO\*? ..... Yes
3. Other AA/EEO professionals are **required** to attend at least 8-12 hours of AA/EEO/diversity training annually. Do you anticipate meeting this requirement\*? ..... Yes
4. Do you provide AA/EEO training to the AA Advisory committee\*\*? ..... Yes

5. Would new managers and supervisors receive 4 to 8 hours of AA/EEO training within the first year of appointment \*\*? .....Yes
6. Would managers and supervisors receive at least 4 hours of AA/EEO or diversity training on a biennial basis \*\*? ..... Yes
7. Do you provide orientation to new employees, which include information on reasonable accommodations, anti-harassment policy and, internal discrimination complaint procedures, and where to find the agency AA plan and AA/EEO resources \*\*? ..... Yes
8. Would all human resource professionals attend at least 4 hours of AA/EEO or diversity training on a biennial basis\*\*? ..... Yes

**Comment for the training above:**

\_\_\_\_\_

**(B) Wisconsin Works (W-2) Program**

State agencies with more than 100 full-time equivalent (FTE) positions are required under Wis. Stats., s. 230.147, to prepare an annual plan to employ customers of the Wisconsin Works (W-2) program and to report on achievement of its goals. OSER has set the annual hiring goal of 2% of new original permanent appointments for all state agencies. Whereas W-2 may be an alternative source for reaching AA targeted group members, agencies are required to submit its annual W-2 plan together with the affirmative action plan. At the end of each subsequent fiscal year, state agencies are also required to submit, along with the progress report of the AA plan, an annual W-2 report for the past year as well as an annual W-2 plan for the upcoming year.

**Department of Health Services**

**Wisconsin Works (W-2) Program For Fiscal Year 2008**

<b>Classification</b>	<b>Projected Permanent Classified Hires for the agency</b>	<b>W-2's Hiring Goal based on 2% of agency projection</b>	<b>Actual Hires for All Permanent Classified Positions</b>	<b>Actual W-2 Hires</b>
<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>
Cook	5	1		
Corrections Food Service Leader	5	1		
Food Service Assistant 1	22	2		
Laundry Worker	7	1		
Nurse Clinicia 2	35	1		
Office Associate	7	1		
Office Operations Associate	10	1		
Psychiatric Care Technician	60	2		
Public Health Educator Adv.	5	1		
Resident Care Tech. 1	250	10		
Social Worker	15	1		

**Comments from Agency:**

**DHS anticipates the majority of our W-2 hires will hbe in the Resident Care Tech classification**

**Submitted by Jason Jankoski; (608) 266-3305; jankojp@DHS.state.wi.us**

**Submission Date: End of Fiscal Year**

### (C) Affirmative Action Officer's Roles and Responsibilities

Affirmative Action Officer or AA designee is crucial for implementing and ensuring the success of all AA/EEO programs, policies and procedures. To ensure the effectiveness of delivering AA/EEO services to agencies, OSER/DAA has developed a list of roles and responsibilities as guidance for agency AA officers based on the authority of Wisconsin Statute Chapter 230, Administrative Rule ER-43, and the Office of State Employment Relations Division of Affirmative Action's rules and guidelines. OSER/DAA is cognizant of the various needs for AA/EEO services at different agencies for practical reasons. The data submitted by agencies will be used by OSER/DAA to evaluate and/or allocate its resources for training and program support to agencies in the future.

1. Yes I have an understanding of the federal and state laws and their requirements for upholding equal employment opportunity and affirmative action in our agency.
2. Yes I oversee the hiring and participate in the discussion of the final selection process for all underutilized positions. This includes the development of the Recruitment Activity Plan (RAP), and the approval of balanced panels, interview questions and evaluation benchmarks.
3. Yes I promote the agency's participation for internship programs such as TOPjobs and CEP.
4. Yes I encourage agency participation in AA/EEO programs such as the annual diversity award program.
5. Yes I investigate employee discrimination complaints fairly and promptly.
6. Yes I make sure that AA/EEO policies, programs and procedures are implemented and communicated with all employees in our agency. This includes reasonable accommodations programs, harassment complaint procedures, and policies against retaliation and religious accommodations.
7. Yes I intend to attend at least 12 hours of AA/EEO annual training as required by OSER/DAA.
8. Yes I develop and/or coordinate AA/EEO training for all employees including supervisors and managers on a regular basis.
9. Yes I conduct a review of the affirmative action plan on a regular basis, and make adjustment to the timeline and action items if necessary.
10. Yes I use a monitoring process to analyze the effectiveness of recruitment outreach to affirmative action target groups on a regular basis.
11. Yes I maintain statistics on some or all of the following employment practices to ensure AA/EEO principles are applied in the work place. This includes but is not limited to training, compensation, benefits, layoffs, terminations, transfers, promotions, recruiting, interviewing, hiring, certification and testing.

12. Yes I advise and report at least quarterly to the agency head and periodically to managers and supervisors on all matters related to AA/EEO and diversity.
13. Yes I assist and participate with the agency's affirmative action advisory committee.
14. Yes I work closely with all affirmative action designees; and I oversee the quality of their work in delivering AA/EEO services.
15. Yes I work closely with OSER/DAA to seek consultation and technical assistance when necessary to perform my roles and responsibilities.
16. Yes I am informed of all LTE and project position openings in advance so that I may refer qualified individuals to the recruitment pool. I monitor the hiring of these positions to ensure that our agency continues to meet our diversity goals.
17. Yes I am informed by Human Resources staff of all planned actions which administratively remove or suspend racial/ethnic minorities, women, and persons with disability candidates in all agency-held registers for reasons related to: inability to locate, termination of status, by request, failure to respond to inquiry, or lack of interest.
18. Yes Furthermore, I as the AA Officer or the AA designee will review the reasons for any removal or suspension of an AA applicant from the register. If I or the AA designee disagrees, a recommendation within two working days is written and forwarded to the Human Resources staff. All administrative action will be pending until a consensus is reached. If consensus or agreement is not reached, both parties shall jointly consult the agency hiring authority for the final decision.
19. Yes I review and approve reactivation of all registers for hiring in an underutilized classification.
20. Yes I am informed and consulted by supervisors/human resource directors whenever there is a management consideration of discipline or termination of racial/ethnic minorities, women and persons with disabilities. Disciplinary action includes any verbal or written warning, suspension from work, involuntary transfer, demotion or failure to make probation.
21. Yes I keep a copy of records related to the hiring process such as the hiring review checklist for internal assessment, as well as for OSER/DAA monitoring.

**Table 1**

**DEPARTMENT OF HEALTH SERVICES  
DIVISION/INSTITUTION WITH 300 OR MORE EMPLOYEES**

<u>Division/Institution</u>	<u>Employee Count</u>	<u>Division Administrators/Institution Directors</u>
Division of Public Health	377	Dr. Sheri Johnson
Division of Health Care Access and Accountability	415	Jason Helgerson
Division of Mental Health and Substance Abuse Services		Dr. John Easterday
Mendota Mental Health Institute	757	Dr. Gregory Van Rybroek
Winnebago Mental Health Institute	710	Robert G. Kneepkens
Sand Ridge Secure Treatment Center	410	Steven Watters
Wisconsin Resource Center	488	Byran Bartow
Division of Long Term Care		Sinikka Santala
Central Wisconsin Center	846	Dr. Theodore Bunck
Southern Wisconsin Center	603	James Henkes

**Table 2**

**Department of Health Services**  
**Affirmative Action Goals**  
**M = Minorities; F = Females**  
**Information Based on OSER's Data**

STATE WIDE	Labor Market Availability Females	Labor Market Availability Minorities	Under Utilized State Wide
<b>001 ADMINISTRATORS - SENIOR EXECUTIVES</b>	<b>37.9</b>	<b>12.1</b>	
ADMINISTRATIVE MANAGER			M
BUDGET & POLICY MANAGER			M
DEPUTY INSTITUTION SUPERINTENDENT			M
DEPY ADMR HEALTH & FAMILY SERVICES			M
DIR BUR MILW CHILD PROTECTIVE SVCS			M
DIR OFF OF POLICY INIT & BUDGET			M
DISABILITY DETERMINATION MANAGER			M
ENVIR HEALTH MANAGER			M
FINANCIAL MANAGER			M
HEALTH CARE FINANCING MANAGER			M
HUMAN RESOURCES MANAGER			M
HUMAN SERVICES MANAGER			M
HUMAN SERVICES REGIONAL OPS MGR			M
INSTITUTION MGT SERVICES DIRECTOR			M
INSTITUTION SUPERINTENDENT			M
INSTITUTION TREATMENT DIRECTOR			M
MANAGEMENT INFORMATION MANAGER			M
NUCLEAR ENGINEER MANAGER			M
PLANNING & ANALYSIS MANAGER			M
POLICY INITIATIVES ADVISOR-EXEC			M
PUBLIC HEALTH MANAGER			M
QUALITY ASSURANCE MANAGER			M
<b>019 PROGRAM SUPPORT PROFESSIONALS &amp; SUPERVISORS</b>	<b>60.8</b>	<b>10</b>	
ADMINISTRATIVE POLICY ADVISOR			M
ADMINISTRATIVE RULES OFFICER			M
AREA ADMINISTRATOR			M
ASST TO REG FIELD OPERATIONS DIR			M
CONTRACTS SPECIALIST-ADV			M
CONTRACTS SPECIALIST-SENIOR			M
CONTRACTS SUPERVISOR			M
DHS TELECOMMUNICATIONS COORD			M
ECONOMIC SUPPORT SUPERVISOR			M

FACILITIES MANAGEMENT OFFICER			M
FACILITIES MANAGEMENT SPECIALIST 1			M
FACILITIES MANAGEMENT SPECIALIST 2			M
FLEET OPERATIONS SPECIALIST			M
GRANTS SPECIALIST-ADV			M
HEALTH & FAMILY SERVICES SUPV			M
HEALTH INFORMATION SUPV			M
HEALTH SERVICES SPECIALIST 1			M
HEALTH SERVICES SPECIALIST 2			M
HUMAN SERVICES AREA COORDINATOR			M
HUMAN SERVICES LICENSING SPEC			M
HUMAN SERVICES PROGRAM COORD			M
HUMAN SERVICES PROGRAM COORD- SEN			M
HUMAN SERVICES SYSMS CONTRACT OFFR			M
INSTITUTION ENVIR SERVICES SUPV			M
LEGISLATIVE LIAISON			M
MEDICAID PUBLICATIONS COORDINATOR			M
OFFICE MANAGEMENT SPECIALIST			M
PARALEGAL			M
PARALEGAL SUPERVISOR			M
PARALEGAL-ADV			M
PUBLIC HEALTH PROGRAM ADVISOR			M
QUALITY ASSURANCE PROG SPEC			M
QUALITY ASSURANCE PROG SPEC- SENIOR			M
RECORDS/FORMS MANAGEMENT SPEC			M
RECORDS/FORMS MANAGEMENT SPEC- SEN			M
REGULATORY SPECIALIST			M
REGULATORY SPECIALIST-SENIOR			M
RISK MANAGEMENT MANAGER			M
RISK MANAGEMENT SPECIALIST			M
SIGN LANGUAGE INTERPRETER			M
STAFF COORDINATOR			M
STAFF SUPPORT SPECIALIST			M
VITAL RECORDS PROGRAM SPECIALIST			M
VITAL RECORDS PROGRAM SUPERVISOR			M
<b>020 HUMAN RESOURCES PROFESSIONALS &amp; SUPERVISORS</b>	<b>64.2</b>	<b>14.4</b>	
EMPLOYMENT RELATIONS SPECIALIST			M
HUMAN RESOURCES COORDINATOR			M
HUMAN RESOURCES PROGRAM OFFICER			M
HUMAN RESOURCES SPECIALIST			M
HUMAN RESOURCES SPECIALIST-ADV			M
HUMAN RESOURCES SPECIALIST-SENIOR			M

INSTITUTION HUMAN RESOURCES DIR-ADV			M
TRAINING COORDINATOR			M
TRAINING DIRECTOR			M
TRAINING OFFICER			M
TRAINING OFFICER CONF			M
TRAINING OFFICER-SENIOR			M
TRAINING SUPERVISOR			M
<b>028 ARCHITECTS &amp; ENGINEERS</b>	<b>16.7</b>	<b>8.9</b>	
ARCHITECT/ENGINEER MANAGEMENT			F M
ARCHITECT-SENIOR			F M
CIVIL ENGINEER-ADV			F M
CONSTRUCTION REP-JOURNEY			F M
NUCLEAR ENGINEER			F M
NUCLEAR ENGINEER-ADV			F M
NUCLEAR ENGINEERING SPEC SUPV			F M
NUCLEAR ENGINEER-SENIOR			F M
RADIATION ENGINEERIGN SPEC SUPV			F M
RADIATION ENGINEERING SPEC-ADV 2			F M
<b>043 MANAGEMENT INFORMATION PROFESSIONALS &amp; SUPERVISORS</b>	<b>27.9</b>	<b>11.9</b>	
INFORMATION SYSTEMS SUPERVISOR 2			M
IS BUSINESS AUTOMATION CONSLT/ADM			M
IS BUSINESS AUTOMATION SENIOR			M
IS BUSINESS AUTOMATION SPECIALIST			M
IS COMPREHENSIVE SERVICES PROF			M
IS COMPREHENSIVE SERVICES SENIOR			M
IS COMPREHENSIVE SERVICES SPEC			M
IS CONSULTANT MANAGEMENT			M
IS DATA SERVICES SENIOR			M
IS DATA SERVICES SPECIALIST			M
IS NETWORK SERVICES PROFESSIONAL			M
IS NETWORK SERVICES SENIOR			M
IS NETWORK SERVICES SPECIALIST			M
IS SPECIALIST CONFIDENTIAL			M
IS SUPERVISOR 2			
IS SYSTMNS DEVMNT SERVICES CNS/ADMR			M
IS SYSTMNS DEVMNT SERVICES SENIOR			M
IS SYSTMNS DEVMNT SERVICES SPEC			M
IS TECHNICAL SERVICES CONSLT/ADMR			M
IS TECHNICAL SERVICES PROF			M
IS TECHNICAL SERVICES SENIOR			M
IS TECHNICAL SERVICES SPECIALIST			M

<b>044 PLANNING AND RESEARCH PROFESSIONALS &amp; SUPERVISORS</b>	<b>48.7</b>	<b>9.7</b>	
BUDGET & POLICY ANALYST AGENCY			M
BUDGET & POLICY ANALYST AGENCY-ADV			M
BUDGET & POLICY ANALYST DIV-ADV			M
BUDGET & POLICY ANALYST DIVISION			M
PROGRAM & PLANNING ANAL-ADV MGT			M
PROGRAM & PLANNING ANAL-ADV SUPV			M
PROGRAM AND PLANNING ANALYST-ADV			M
PROGRAM AND PLANNING ANALYST-SEN			M
RESEARCH ANALYST			M
RESEARCH ANALYST 5			M
RESEARCH ANALYST 6			M
RESEARCH ANALYST 7			M
RESEARCH ANALYST-ADV SUPERVISOR			M
<b>049 SCIENCE PROFESSIONALS &amp; SUPERVISORS</b>	<b>46.2</b>	<b>11.5</b>	
ENVIR HEALTH SPEC-ADV			M
ENVIR HEALTH SPEC-SENIOR			M
ENVIRONMENTAL HEALTH SUPERVISOR			M
EPIDEMIOLOGIST			M
EPIDEMIOLOGIST-ADV			M
PHARMACIST			M
PHARMACY PRACTICES CONSULTANT			M
PHARMACIST SUPERVISOR			M
PUBLIC HEALTH SANITARIAN SUPV			M
RESEARCH SCIENTIST			M
RESEARCH SCIENTIST SUPERVISOR			M
<b>057 DOCTORS, DENTISTS, AND VETERINARIANS</b>	<b>35.7</b>	<b>19.4</b>	
DENTIST			F
PHYSICIAN			F
PHYSICIAN MANAGEMENT			F
PHYSICIAN SUPERVISOR			F
PSYCHIATRIST			F
PSYCHIATRIST MANAGEMENT			F
<b>063 PATIENT CARE PROFESSIONALS &amp; SUPERVISORS</b>	<b>87.1</b>	<b>6.6</b>	
DIRECTOR OF NURSING			M
NURSE CLINICIAN 2			M
NURSE CLINICIAN 3			M
NURSE CLINICIAN 4			M
NURSE PRACTITIONER			M
NURSING ADMINISTRATOR			M

NURSING CONSULTANT 1			M
NURSING CONSULTANT 2			M
NURSING INSTRUCTOR 1			M
NURSING INSTRUCTOR 2			M
NURSING SPECIALIST			M
NURSING SUPERVISOR			M
PHYSICIAN ASSISTANT			M
PUBLIC HEALTH NURSE 3			M
PUBLIC HEALTH NURSING COORDINATOR			M
<b>065 DIETITIANS AND NUTRITIONISTS</b>	<b>86.9</b>	<b>7.1</b>	
DIETITIAN-ADMINISTRATIVE			M
DIETITIAN-CLINICAL			M
PUBLIC HEALTH NUTRITION SECT CHIEF			M
PUBLIC HEALTH NUTRITIONIST 3			M
<b>066 HEALTH THERAPISTS</b>	<b>80.8</b>	<b>5.8</b>	
AUDIOLOGIST			M
OCCUPATIONAL THERAPIST			M
OCCUPATIONAL THERAPIST-SENIOR			M
PHYSICAL THERAPIST-SENIOR			M
RESPIRATORY THERAPIST 3			M
RESPIRATORY THERAPIST 4			M
RESPIRATORY THERAPIST 5			M
SPEECH/LANGUAGE PATHOLOGIST-SENIOR			M
THERAPIES CONSULTANT			M
THERAPIST			M
THERAPIST SUPERVISOR			M
THERAPIST-SENIOR			M
THERAPY PROGRAM SUPERVISOR			M
<b>106 TEACHERS AND EDUCATION PROFESSIONALS &amp; SUPERVISORS</b>	<b>61.9</b>	<b>9.0</b>	
EDUCATION DIRECTOR			M
EDUCATION PROGRAM SPECIALIST			M
PUBLIC HEALTH EDUCATION SUPERVISOR			M
PUBLIC HEALTH EDUCATOR-ADV			M
PUBLIC HEALTH EDUCATOR-SENIOR			M
TEACHER			M
TEACHER SUPERVISOR			M
<b>108 LIBRARIANS, ARCHIVISTS, AND CURATORS</b>	<b>70.7</b>	<b>7.3</b>	
LIBRARIAN			F M
LIBRARIAN SUPERVISOR			F M

<b>111 PSYCHOLOGISTS</b>	<b>59.2</b>	<b>6.1</b>	
PSYCHOLOGICAL ASSOCIATE(A)			F
PSYCHOLOGICAL ASSOCIATE(B)			F
PSYCHOLOGIST CHIEF			F
PSYCHOLOGIST SUPV			F
PSYCHOLOGIST SUPV-MGT			F
PSYCHOLOGIST-LICENSED			F
<b>112 SOCIAL SERVICES PROFESSIONALS &amp; SUPERVISORS</b>	<b>64.2</b>	<b>16.3</b>	
CHAPLAIN			M
CHILD PROTECTIVE SVCS MANAGER			M
CHILD PROTECTIVE SVCS SITE SUPV			M
CLIENT RIGHTS FACILITATOR			M
COMMUNITY INTEGRATION SPECIALIST			M
CORRECTIONS PROGRAM SPECIALIST- OBJ			M
CORRECTIONS PROGRAM SUPERVISOR			M
DEAF & HARD OF HEARING SPEC-OBJ			M
DEAF & HARD OF HEARING SPEC-SENIOR			M
DEVELOPMENTAL DISABILITIES COORD			M
DEVELOPMENTAL DISABILITIES SPEC			M
ECONOMIC SUPPORT QA SPECIALIST			M
ECONOMIC SUPPORT QA SPECIALIST ADV			M
EMPLOYEE ASSISTANCE OFFICER			M
INSTITUTION COMPLAINT EXAMINER			M
INSTITUTION SOCIAL SERVICES DIR			M
INSTITUTION UNIT SUPERVISOR			M
LICENSING/CERTIFICATION SPECIALIST			M
PSYCHOLOGICAL SERVICES ASST (B)			M
RECREATION LEADER (B)			M
REHAB SPEC FOR THE BLIND-INTER			M
REHAB SPEC FOR THE BLIND-SENIOR			M
REHABILITATION CASE MANAGER (A)			M
REHABILITATION CASE MANAGER (B)			M
SOCIAL SERVICES SPECIALIST 1			M
SOCIAL SERVICES SPECIALIST 2			M
SOCIAL SERVICES SUPERVISOR			M
SOCIAL WORKER			M
SOCIAL WORKER-ADV			M
SOCIAL WORKER-CLINICAL			M
SOCIAL WORKER-SENIOR			M
TREATMENT COORDINATOR			M
TREATMENT SPECIALIST 1			M
TREATMENT SPECIALIST 2			M
VOCATIONAL SERVICES SUPERVISOR			M
VOLUNTEER COORDINATOR			M

<b>119 ATTORNEYS</b>	<b>42.2</b>	<b>15.0</b>	
ATTORNEY			M
ATTORNEY MANAGEMENT			M
ATTORNEY SUPERVISOR			M
<b>127 MEDIA TECHNICIANS</b>	<b>46.9</b>	<b>8.6</b>	
AUDIOVISUAL PRODUCTION SPEC			F M
<b>131 PUBLIC INFORMATION AND MEDIA PROFESSIONALS &amp; SUPERVISORS</b>	<b>58.3</b>	<b>7.6</b>	
COMMUNICATIONS OFFICER			M
COMMUNICATIONS SPECIALIST-SENIOR			M
TECHNICAL WRITER-SENIOR			M
<b>134 TECHNICIANS - HEALTH CARE AND RELATED</b>	<b>82</b>	<b>7.8</b>	
DENTAL HYGIENIST			F M
DIAGNOSTIC RADIOLOGIC TECH-OBJ			F M
DIETETIC TECHNICIAN-CLINICAL			F M
ELECTROENCEPHALOGRAPH TECHNICIAN			F M
HEALTH INFORMATION TECHNICIAN 1			F M
HEALTH INFORMATION TECHNICIAN 2			F M
LICENSED PRACTICAL NURSE			F M
MEDICAL RECORD LIBRARIAN			F M
MEDICAL TECHNOLOGIST-ADV			F M
MEDICAL TECHNOLOGIST-SENIOR			F M
MEDICAL TRANSCRIPTIONIST			F M
MEDICAL TRANSCRIPTIONIST-SENIOR			F M
ORTHOPEDIC APPLIANCE TECH-LEAD			F M
ORTHOPEDIC APPLIANCE TECH-SENIOR			F M
PHARMACY TECHNICIAN-OBJ			F M
PSYCHIATRIC CARE TECHNICIAN			F M
<b>226 CLAIMS DETERMINATION AND COLLECTIONS - PROFESSIONALS &amp; SUPERVISORS</b>	<b>72.3</b>	<b>14</b>	
DISABILITY CLAIMS REVIEWER			M
DISABILITY CLAIMS SPECIALIST			M
DISABILITY DETERMIN SPEC-ENTRY			M
DISABILITY DETERMIN SPEC-OBJ			M
DISABILITY DETERMIN SUPV			M
<b>240 CORRECTIONS OCCUPATIONS</b>	<b>30.7</b>	<b>11.7</b>	
CORRECTIONAL OFFICER			F M
CORRECTIONAL SERGEANT			F M
PSYCHIATRIC CARE SUPERVISOR			F M

SUPERVISING OFFICER 2			F	M
<b>247 LAW ENFORCEMENT AND PUBLIC SAFETY</b>	<b>22.8</b>	<b>9.4</b>		
DHS SECURITY DIRECTOR			F	M
SECURITY OFFICER 3			F	M
SUPERVISING OFFICER-DHS			F	M
<b>293 INSPECTORS AND INVESTIGATORS - PRODUCTS AND SERVICES</b>	<b>35.8</b>	<b>9.2</b>		
CONSUMER PROTECTION INVESTR 2				M
PUBLIC HEALTH SANITARIAN-ADV				M
PUBLIC HEALTH SANITARIAN-SENIOR				M

<b>EAST</b>	<b>Labor Market Availability Females</b>	<b>Labor Market Availability Minorities</b>	<b>East</b>
<b>213 CLERKS - SHIPPING, STORAGE, AND RELATED</b>	<b>56.8</b>	<b>13.8</b>	
INVENTORY CONTROL ASSISTANT			F
INVENTORY CONTROL COORDINATOR			F
INVENTORY CONTROL COORDINATOR-ADV			F
INVENTORY CONTROL SUPERVISOR			F
MATERIAL REPROCSNG ASST-OBJ			F
SHIPPING AND MAILING ASSOCIATE			F
SHIPPING AND MAILING SUPERVISOR			F
<b>253 FOOD PRODUCTION AND FOOD SERVICE</b>	<b>67.6</b>	<b>22.8</b>	
BAKER 2			M
COOK 1			M
COOK 2			M
CORRECTIONS FOOD SERV. LEADER 1			M
FOOD PRODUCTION ASSISTANT			M
FOOD RETAIL/CATERING LEADER 1			M
FOOD SERVICE ADMINISTRATOR			M
FOOD SERVICE ASSISTANT 1			M
FOOD SERVICE ASSISTANT 2			M
FOOD SERVICE ASSISTANT 4			M
FOOD SERVICE MANAGER			M
FOOD SERVICE SUPERVISOR			M
<b>265 CLEANING AND BUILDINGS - SUPERVISORS</b>	<b>43</b>	<b>14.2</b>	
BUILDINGS/GROUNDS SUPERINTENDENT			F

BUILDINGS/GROUNDS SUPERVISOR			F
CUSTODIAL SERVICES PROG SUPV			F
CUSTODIAL SERVICES SUPV			F
<b>301 MECHANICAL EQUIPMENT, CONSTRUCTION, AND REPAIR</b>	<b>7.9</b>	<b>10.8</b>	
AUTOMOTIVE/EQUIPMENT TECH- MASTER			F M
FACILITIES MAINTENANCE SPEC			F M
FACILITIES MAINTENANCE SPEC-ADV			F M
FACILITIES REPAIR WORKER			F M
FACILITIES REPAIR WORKER-ADV			F M
<b>333 CONSTRUCTION TRADES</b>	<b>30.3</b>	<b>5.6</b>	
BRICKLAYER & MASON			F
CARPENTER			F
CRAFTS WORKER SUPERVISOR			F
ELECTRICIAN			F
PAINTER			F
PLUMBER			F
STEAMFITTER			F
WELDER			F
<b>400 POWER PLANT OCCUPATIONS</b>	<b>21.3</b>	<b>11.4</b>	
POWER PLANT OPERATOR			F M
POWER PLANT OPERATOR-IN CHARGE			F M
POWER PLANT OPERATOR-SENIOR			F M
POWER PLANT SUPERINTENDENT			F M

<b>SOUTH</b>	<b>Labor Market Availability Females</b>	<b>Labor Market Availability Minorities</b>	<b>South</b>
<b>187 ADMINISTRATIVE SUPPORT – GENERAL</b>	<b>81.7</b>	<b>7.7</b>	
ADMINISTRATIVE SUPPORT ASST			M
DISABILITY PROGRAM ASSOCIATE (A)			M
DISABILITY PROGRAM ASSOCIATE (B)			M
EXEC STAFF ASSISTANT			M
EXEC STAFF ASSISTANT SUPERVISOR			M
HUMAN RESOURCES ASSISTANT			M
HUMAN RESOURCES ASSISTANT-ADV			M
INSTITUTION REGISTRAR			M
LEGAL ASSOCIATE			M
LEGAL SECRETARY			M
LIBRARY SERVICES ASSISTANT-SENIOR			M
LIBRARY SERVICES ASST-ADV/LEAD			M

LICENSE/PERMIT PROG ASSOCIATE (A)			M
LICENSE/PERMIT PROG ASSOCIATE (B)			M
OPERATIONS PROGRAM ASSOCIATE (A)			M
OPERATIONS PROGRAM ASSOCIATE (B)			M
PROGRAM ASSISTANT SUPERVISOR			M
PROGRAM ASSISTANT SUPERVISOR-ADV			M
PROGRAM ASSISTANT-ADV-CONF			M
RESEARCH TECHNICIAN 2			M
RESEARCH TECHNICIAN 3			M
RESEARCH TECHNICIAN 4			M
TEACHER ASSISTANT			M
<b>200 GENERAL CLERICAL OCCUPATIONS</b>			
	<b>79.6</b>	<b>7.9</b>	
CODING TECHNICIAN-SENIOR			M
DISABILITY ASSOCIATE (B)			M
DOCUMENT PRODUCTION ASST			M
EXECUTIVE STAFF SECRETARY			M
OFFICE ASSOCIATE			M
OFFICE OPERATIONS ASSOCIATE			M
PROGRAM ASSISTANT-CONF			M
SECRETARY CONF			M
<b>213 CLERKS - SHIPPING, STORAGE, AND RELATED</b>			
	<b>55.1</b>	<b>9.9</b>	
INVENTORY CONTROL ASSISTANT			F
INVENTORY CONTROL COORDINATOR			F
INVENTORY CONTROL COORDINATOR-ADV			F
INVENTORY CONTROL SUPERVISOR			F
MATERIAL REPROCSNG ASST-OBJ			F
SHIPPING AND MAILING ASSOCIATE			F
SHIPPING AND MAILING SUPERVISOR			F
<b>253 FOOD PRODUCTION AND FOOD SERVICE</b>			
	<b>65.7</b>	<b>18.6</b>	
COOK 1			F
COOK 2			F
FOOD PRODUCTION ASSISTANT			F
FOOD RETAIL/CATERING LEADER 1			F
FOOD SERVICE ADMINISTRATOR			F
FOOD SERVICE ASSISTANT 1			F
FOOD SERVICE ASSISTANT 2			F
FOOD SERVICE MANAGER			F
<b>265 CLEANING AND BUILDINGS - SUPERVISORS</b>			
	<b>41.1</b>	<b>8.9</b>	
BUILDINGS/GROUNDS SUPERINTENDENT			F M

BUILDINGS/GROUNDS SUPERVISOR			F	M
CUSTODIAL SERVICES PROG SUPV			F	M
CUSTODIAL SERVICES SUPV			F	M
<b>301 MECHANICAL EQUIPMENT, CONSTRUCTION, AND REPAIR</b>				
	<b>7.8</b>	<b>7.2</b>		
AUTOMOTIVE/EQUIPMENT TECH-MASTER			F	M
FACILITIES MAINTENANCE SPEC			F	M
FACILITIES MAINTENANCE SPEC-ADV			F	M
FACILITIES REPAIR WORKER			F	M
FACILITIES REPAIR WORKER-ADV			F	M
<b>320 MISCELLANEOUS MECHANICS AND REPAIRERS</b>				
	<b>21.8</b>	<b>5.2</b>		
HVAC/REFRIGERATION SPEC-ADVANCED			F	M
MECHANICIAN-JOURNEY			F	M
LOCKSMITH-JOURNEY			F	M
<b>333 CONSTRUCTION TRADES</b>				
	<b>7.6</b>	<b>5.1</b>		
BRICKLAYER & MASON			F	M
CARPENTER			F	M
CRAFTS WORKER SUPERVISOR			F	M
ELECTRICIAN			F	M
PAINTER			F	M
PLUMBER			F	M
STEAMFITTER			F	M
WELDER			F	M
<b>400 POWER PLANT OCCUPATIONS</b>				
	<b>16.3</b>	<b>8.4</b>		
POWER PLANT OPERATOR			F	M
POWER PLANT OPERATOR-IN CHARGE			F	M
POWER PLANT OPERATOR-SENIOR			F	M
POWER PLANT SUPERINTENDENT			F	M
<b>999 GENERAL LABORERS</b>				
	<b>44.6</b>	<b>5.2</b>		
CUSTODIAN			F	
CUSTODIAN LEAD			F	
GROUNDS CREW LEAD			F	
GROUNDSKEEPER			F	
LABORER			F	
LAUNDRY SERVICES SUPERVISOR			F	
LAUNDRY WORKER			F	
MOTOR VEHICLE OPERATOR-HEAVY			F	
MOTOR VEHICLE OPERATOR-LIGHT			F	

<b>WEST</b>	<b>Labor Market Availability Females</b>	<b>Labor Market Availability Minorities</b>	<b>West</b>
<b>187 ADMINISTRATIVE SUPPORT - GENERAL</b>	<b>87.8</b>	<b>4.3</b>	
ADMINISTRATIVE SUPPORT ASST			M
DISABILITY PROGRAM ASSOCIATE (A)			M
DISABILITY PROGRAM ASSOCIATE (B)			M
EXEC STAFF ASSISTANT			M
EXEC STAFF ASSISTANT SUPERVISOR			M
HUMAN RESOURCES ASSISTANT			M
HUMAN RESOURCES ASSISTANT-ADV			M
INSTITUTION REGISTRAR			M
LEGAL ASSOCIATE			M
LEGAL SECRETARY			M
LIBRARY SERVICES ASSISTANT-SENIOR			M
LIBRARY SERVICES ASST-ADV/LEAD			M
LICENSE/PERMIT PROG ASSOCIATE (A)			M
LICENSE/PERMIT PROG ASSOCIATE (B)			M
OPERATIONS PROGRAM ASSOCIATE (A)			M
OPERATIONS PROGRAM ASSOCIATE (B)			M
PROGRAM ASSISTANT SUPERVISOR			M
PROGRAM ASSISTANT SUPERVISOR-ADV			M
PROGRAM ASSISTANT-ADV-CONF			M
RESEARCH TECHNICIAN 2			M
RESEARCH TECHNICIAN 3			M
RESEARCH TECHNICIAN 4			M
TEACHER ASSISTANT			M
<b>200 GENERAL CLERICAL OCCUPATIONS</b>	<b>82.7</b>	<b>6.1</b>	<b>West</b>
CODING TECHNICIAN-SENIOR			M
DISABILITY ASSOCIATE (A)			M
DISABILITY ASSOCIATE (B)			M
DOCUMENT PRODUCTION ASST			M
OFFENDER RECORDS ASSISTANT 2			M
OFFICE ASSOCIATE			M
OFFICE OPERATIONS ASSOCIATE			M
PROGRAM ASSISTANT-CONF			M
SECRETARY CONF			M
<b>213 CLERKS - SHIPPING, STORAGE, AND RELATED</b>	<b>57.7</b>	<b>6.1</b>	<b>West</b>

INVENTORY CONTROL ASSISTANT			F M
INVENTORY CONTROL COORDINATOR			F M
INVENTORY CONTROL COORDINATOR-ADV			F M
INVENTORY CONTROL SUPERVISOR			F M
MATERIAL REPROCSNG ASST-OBJ			F M
SHIPPING AND MAILING ASSOCIATE			F M
SHIPPING AND MAILING SUPERVISOR			F M
<b>253 FOOD PRODUCTION AND FOOD SERVICE</b>			
	<b>71.7</b>	<b>5.7</b>	<b>West</b>
BAKER 2			M
COOK 1			M
COOK 2			M
CORRECTIONS FOOD SERVICE LEADER 1			M
FOOD PRODUCTION ASSISTANT			M
FOOD RETAIL/CATERING LEADER 1			M
FOOD SERVICE ADMINISTRATOR			M
FOOD SERVICE ASSISTANT 1			M
FOOD SERVICE ASSISTANT 2			M
FOOD SERVICE ASSISTANT 4			M
FOOD SERVICE MANAGER			M
FOOD SERVICE SUPERVISOR			M
<b>262 PERSONAL CARE AIDES</b>			
	<b>76.4</b>	<b>4.1</b>	
BARBER			M
BEAUTICIAN			M
DENTAL ASSISTANT			M
OCCUPATIONAL THERAPY ASST-OBJ			M
PHYSICAL THERAPY ASSISTANT			M
RESIDENT CARE SUPERVISOR			M
RESIDENT CARE TECH 1			M
RESIDENT CARE TECH 2			M
THERAPY ASSISTANT-ENTRY			M
THERAPY ASSISTANT-OBJ			M
<b>265 CLEANING AND BUILDINGS - SUPERVISORS</b>			
	<b>39.9</b>	<b>4.7</b>	
BUILDINGS/GROUNDS SUPERINTENDENT			F M
BUILDINGS/GROUNDS SUPERVISOR			F M
CUSTODIAL SERVICES PROG SUPV			F M
CUSTODIAL SERVICES SUPV			F M
<b>301 MECHANICAL EQUIPMENT, CONSTRUCTION, AND REPAIR</b>			
	<b>8.5</b>	<b>3.2</b>	

AUTOMOTIVE/EQUIPMENT TECH-MASTER			F	M
FACILITIES MAINTENANCE SPEC			F	M
FACILITIES MAINTENANCE SPEC-ADV			F	M
FACILITIES REPAIR WORKER			F	M
FACILITIES REPAIR WORKER-ADV			F	M
<b>320 MISCELLANEOUS MECHANICS AND REPAIRERS</b>				
	<b>21.8</b>	<b>4</b>		
HVAC/REFRIGERATION SPEC-ADVANCED			F	M
LOCKSMITH-JOURNEY			F	M
MECHANICIAN-JOURNEY			F	M
<b>333 CONSTRUCTION TRADES</b>				
	<b>30.7</b>	<b>4.7</b>		
BRICKLAYER & MASON			F	M
CARPENTER			F	M
CRAFTS WORKER SUPERVISOR			F	M
ELECTRICIAN			F	M
PAINTER			F	M
PLUMBER			F	M
STEAMFITTER			F	M
WELDER			F	M
<b>400 POWER PLANT OCCUPATIONS</b>				
	<b>14.6</b>	<b>1.6</b>		
POWER PLANT OPERATOR			F	M
POWER PLANT OPERATOR-IN CHARGE			F	M
POWER PLANT OPERATOR-SENIOR			F	M
POWER PLANT SUPERINTENDENT			F	M
<b>999 GENERAL LABORERS</b>				
	<b>43.6</b>	<b>1.6</b>		
CUSTODIAN			F	
CUSTODIAN LEAD			F	
GROUNDS CREW LEAD			F	
GROUNDSKEEPER			F	
LABORER			F	
LAUNDRY SERVICES SUPERVISOR			F	
LAUNDRY WORKER			F	
MOTOR VEHICLE OPERATOR-HEAVY			F	
MOTOR VEHICLE OPERATOR-LIGHT			F	

<b>NORTH</b>	<b>Labor Market Availability Females</b>	<b>Labor Market Availability Minorities</b>	<b>North</b>
<b>187 ADMINISTRATIVE SUPPORT - GENERAL</b>	<b>83.1</b>	<b>6.2</b>	

ADMINISTRATIVE SUPPORT ASST			M
DISABILITY PROGRAM ASSOCIATE (A)			M
DISABILITY PROGRAM ASSOCIATE (B)			M
EXEC STAFF ASSISTANT			M
EXEC STAFF ASSISTANT SUPERVISOR			M
HUMAN RESOURCES ASSISTANT			M
HUMAN RESOURCES ASSISTANT-ADV			M
INSTITUTION REGISTRAR			M
LEGAL ASSOCIATE			M
LEGAL SECRETARY			M
LIBRARY SERVICES ASSISTANT-SENIOR			M
LIBRARY SERVICES ASST-ADV/LEAD			M
LICENSE/PERMIT PROG ASSOCIATE (A)			M
LICENSE/PERMIT PROG ASSOCIATE (B)			M
OPERATIONS PROGRAM ASSOCIATE (A)			M
OPERATIONS PROGRAM ASSOCIATE (B)			M
PROGRAM ASSISTANT SUPERVISOR			M
PROGRAM ASSISTANT SUPERVISOR-ADV			M
PROGRAM ASSISTANT-ADV-CONF			M
RESEARCH TECHNICIAN 2			M
RESEARCH TECHNICIAN 3			M
RESEARCH TECHNICIAN 4			M
TEACHER ASSISTANT			M

<b>200 GENERAL CLERICAL OCCUPATIONS</b>	<b>82</b>	<b>8.2</b>	
CODING TECHNICIAN-SENIOR			M
DISABILITY ASSOCIATE (A)			M
DISABILITY ASSOCIATE (B)			M
DOCUMENT PRODUCTION ASST			M
OFFENDER RECORDS ASSISTANT 2			M
OFFICE ASSOCIATE			M
OFFICE OPERATIONS ASSOCIATE			M
PROGRAM ASSISTANT-CONF			M
SECRETARY CONF			M

<b>CENTRAL</b>	<b>Labor Market Availability Females</b>	<b>Labor Market Availability Minorities</b>	<b>Central</b>
<b>187 ADMINISTRATIVE SUPPORT - GENERAL</b>	<b>85.8</b>	<b>5.3</b>	
ADMINISTRATIVE SUPPORT ASST			M
DISABILITY PROGRAM ASSOCIATE (A)			M

DISABILITY PROGRAM ASSOCIATE (B)			M
EXEC STAFF ASSISTANT			M
EXEC STAFF ASSISTANT SUPERVISOR			M
HUMAN RESOURCES ASSISTANT			M
HUMAN RESOURCES ASSISTANT-ADV			M
INSTITUTION REGISTRAR			M
LEGAL ASSOCIATE			M
LEGAL SECRETARY			M
LIBRARY SERVICES ASSISTANT-SENIOR			M
LIBRARY SERVICES ASST-ADV/LEAD			M
LICENSE/PERMIT PROG ASSOCIATE (A)			M
LICENSE/PERMIT PROG ASSOCIATE (B)			M
OPERATIONS PROGRAM ASSOCIATE (A)			M
OPERATIONS PROGRAM ASSOCIATE (B)			M
PROGRAM ASSISTANT SUPERVISOR			M
PROGRAM ASSISTANT SUPERVISOR-ADV			M
PROGRAM ASSISTANT-ADV-CONF			M
RESEARCH TECHNICIAN 2			M
RESEARCH TECHNICIAN 3			M
RESEARCH TECHNICIAN 4			M
TEACHER ASSISTANT			M
<b>200 GENERAL CLERICAL OCCUPATIONS</b>			
	<b>82.6</b>	<b>6.5</b>	
CODING TECHNICIAN-SENIOR			M
DISABILITY ASSOCIATE (A)			M
DISABILITY ASSOCIATE (B)			M
DOCUMENT PRODUCTION ASST			M
OFFENDER RECORDS ASSISTANT 2			M
OFFENDER RECORDS ASSISTANT 3			M
OFFICE ASSOCIATE			M
OFFICE OPERATIONS ASSOCIATE			M
PROGRAM ASSISTANT-CONF			M
SECRETARY CONF			M
<b>202 ADMINISTRATIVE SUPPORT - FISCAL</b>			
	<b>89.2</b>	<b>3.4</b>	
FINANCIAL CLERK			M
FINANCIAL SPECIALIST 1			M
FINANCIAL SPECIALIST 1			M
FINANCIAL SPECIALIST 2			M
FINANCIAL SPECIALIST 3			M
FINANCIAL SPECIALIST 4			M
FINANCIAL SPECIALIST 5			M
PAYROLL & BENEFITS SPEC-ADV-CONF			M
PAYROLL & BENEFITS SPEC-CONF			M
PAYROLL & BENEFITS SPECIALIST 1			M

PAYROLL & BENEFITS SPECIALIST 2			M
PAYROLL & BENEFITS SPECIALIST 3			M
<b>213 CLERKS - SHIPPING, STORAGE, AND RELATED</b>			
	<b>57.6</b>	<b>6.3</b>	
INVENTORY CONTROL ASSISTANT			F M
INVENTORY CONTROL COORDINATOR			F M
INVENTORY CONTROL COORDINATOR-ADV			F M
INVENTORY CONTROL SUPERVISOR			F M
MATERIAL REPROCSNG ASST-OBJ			F M
SHIPPING AND MAILING ASSOCIATE			F M
SHIPPING AND MAILING SUPERVISOR			F M
<b>265 CLEANING AND BUILDINGS - SUPERVISORS</b>			
	<b>42.7</b>	<b>6</b>	
BUILDINGS/GROUNDS SUPERINTENDENT			F M
BUILDINGS/GROUNDS SUPERVISOR			F M
CUSTODIAL SERVICES PROG SUPV			F M
CUSTODIAL SERVICES SUPV			F M
<b>301 MECHANICAL EQUIPMENT, CONSTRUCTION, AND REPAIR</b>			
	<b>7.5</b>	<b>3.5</b>	
AUTOMOTIVE/EQUIPMENT TECH-MASTER			F M
FACILITIES MAINTENANCE SPEC			F M
FACILITIES MAINTENANCE SPEC-ADV			F M
FACILITIES REPAIR WORKER			F M
FACILITIES REPAIR WORKER-ADV			F M
<b>320 MISCELLANEOUS MECHANICS AND REPAIRERS</b>			
	<b>22</b>	<b>4.6</b>	
HVAC/REFRIGERATION SPEC-ADVANCED			F M
LOCKSMITH-JOURNEY			F M
LOCKSMITH-JOURNEY			F M
MECHANICIAN-JOURNEY			F M
<b>333 CONSTRUCTION TRADES</b>			
	<b>30.6</b>	<b>4.7</b>	
BRICKLAYER & MASON			F
CARPENTER			F
CRAFTS WORKER SUPERVISOR			F
ELECTRICIAN			F
PAINTER			F
PLUMBER			F
STEAMFITTER			F
WELDER			F

<b>400 POWER PLANT OCCUPATIONS</b>	<b>16.7</b>	<b>2.2</b>	
POWER PLANT OPERATOR			F
POWER PLANT OPERATOR-IN CHARGE			F
POWER PLANT OPERATOR-SENIOR			F
POWER PLANT SUPERINTENDENT			F