

EEO Utilization Report

Organization Information

Name: Maryland Department Of Public And Correctional Services

City: Baltimore

State: MD

Zip: 21215

Type: State Correctional Department and/or Institution

Step 1: Introductory Information

Policy Statement:

The State of Maryland Department of Public Safety and Correctional Services (DPSCS) is committed to an effective equal opportunity and diversity program. It is the policy of DPSCS to promote an environment that exemplifies fairness and respect for all. Employees and applicants for employment will be provided an equal opportunity in every aspect of employment. There will be no discrimination or unfair employment practices in accordance with Governor's Code of Fair Employment Practices, with regard to: race, sex, age, religion, mental or physical disability, national origin, ancestry, color, marital status, sexual orientation, creed; except when sex, physical or mental disability or age constitutes a bona fide occupations qualification. There will be zero tolerance for employment discrimination and any form of prohibited harassment including sexual harassment. Strict and appropriate sanctions will be taken against persons found in violation of this policy to include, but not limited to, termination.

Step 4b: Narrative of Interpretation

With nearly 10,000 employees, and a budget of close to \$1.2 billion, the Department of Public Safety and Correctional Services (DPSCS) is one of the largest state agencies in Maryland. DPSCS functions include the operation of 27 State Correctional facilities, Pretrial facilities and 45 Community Supervision Offices located across the State. DPSCS primary objective is to keep communities safe so that all Marylanders can enjoy living and working in the state.

The workforce data contained in the Workforce Utilization reflects employees working in full-time and part-time positions. Based on the nature of the Departments primary mission, the majority of the employees are in the Protective Services: Non-Sworn job category representing approximately 6,903 employees or 71.9% of the total workforce. This category consists largely of Correctional Officers and Parole and Probation Officers. The second largest job category is Professionals which accounts for 17.7% of the Departments workforce.

The State of Maryland Civilian Labor Force (CLF) data was utilized to compile the under-representation analysis. African-American males and females department-wide are well represented, and in some cases, over represented based on the CLF; however, underrepresentation exists in job classifications outside the correctional ranks and/or at facilities and institutions outside of the Baltimore-metro region.

DPSCS has seen progress towards parity in several job categories based on the workforce utilization report provided in the DOJ EEOP. The DPSCS Office of Equal Opportunity (OEO) reviewed the utilization analysis, comparing the departments workforce to the CLF, and noted the following improvements:

See attachment

Following File has been uploaded:DOJ Bi-Annual 2016 Step 4b.docx

Step 5: Objectives and Steps

1. Increase Female and 'Other Minority' representation in underutilized workforce categories

- a. We have had long standing partnerships with HBCUs from the inception of the team. Our strong partnerships include the following: Morgan State University, University of Maryland, Eastern Shore, Coppin and Bowie State University and new partnerships include Howard University. DPSCS has participated in activities involving the HBCU Market Place for the past 3 years which brings HBCU students from across the country together in one place to shop for career opportunities.
- b. DPSCS has partnered with minority and female based organizations to include Historical Black Colleges and Universities (HBCU) Marketplace, Hispanic Latin American Alliance, Center for Urban Families, Goodwill Industries of the Chesapeake, Woodstock Job Corps,
- c. DPSCS field recruiters have attended more than 100 events over the last year to include: career fairs and information sessions at colleges and universities in Maryland, Washington, DC, Virginia, West Virginia, Pennsylvania and New York; Military based career events in Maryland, West Virginia, Virginia, Washington, DC; Community based events in MD (All 3 regions), MD Department of Labor, Licensing and Regulations events, Private career Fairs (i.e. Careers across America), Political career events (i.e. Congressman Elijah Cumming Career Fair), Virtual Career Fairs and our very own DPSCS Career Fairs previously held in the following cities: Hagerstown, Cumberland, Salisbury, Glen Burnie, Baltimore City and Bel Air Maryland.
- d. HR Recruiting staff is targeting our military partners for hire. DPSCS job announcements are sent directly to the following military affiliates as they are posted:

Delaware National Guard, Maryland National Guard, The Army Partnership for Youth Success Program (PaYS), U.S. Army Soldiers for Life Program (this program forwards DPSCS jobs internationally), U.S. Navy Fleet and Family Services (who also forward DPSCS jobs internationally), West Virginia National Guard, US. Department of Veterans Affairs, Maryland Department of Veterans Affairs.

e. The Maryland Workforce Exchange "One Stop Job Centers" have 33 offices statewide. They, along with sixty-six (66) Local Veterans Employment representatives and Disabled Veterans Outreach Program representatives throughout Maryland's Workforce Exchange Offices receive DPSCS job notifications.

f. DPSCS recruiters recruit for ALL positions including under-utilized; however the highest volume of vacancies by far includes Correctional Officers. Some positions are much more difficult to fill than others and the recruiting approach shifts with each hard-to-fill vacancy. When HR Analysts post positions they are immediately available for prospective candidates to view on indeed.com. This website typically drives a large amount of traffic to our careers page (consistently more than 5000 per week impressions).

g. Additionally, with each encounter at ALL events our recruiters attend they take the opportunity to educate prospective candidates on how to complete an "interest card". An interest card is a job search agent which allows one to receive an email when the position they desire opens. Our recruiters also ensure that our partnerships with community organizations and other agencies remain intact and strong. This is necessary because our partners recruit for our organization as well (similar to that earning interest on money). Our certified internet recruiter then posts positions to more than 200 job boards including social media networks such as Facebook, twitter, LinkedIn and google+ and professional associations that directly relate to the need of the vacancy.

h. The following are just a few of the sites where DPSCS post our vacant positions: HPLA.com (Hispanic Latin American Assoc.), Noblenational.org (National Organization of Black Law Enforcement Executives), iawp.org (National Assoc. of Women Law Enforcement Executives), womenandpolicing.com (National Center for Women and Policing), nawlee.org (National Association of Women Law Enforcement Executives), hapcoa.org (Hispanic American Police Command Officers Association), corrections.com, Jobaps.com, Indeed.com, ZipRecruiter, Glassdoor, Job.com, headhunter.com, ladders.com, discovercorrections.com, GJjobs.com, college job boards, topUSAjobs.com, jobrapido.com, Jobsradar.com, JobsFlag.com, Trovit.com and more.

2. Ensure DPSCS's Equal Opportunity Program is in compliance with both State and Federal regulations

- a. Conduct self-audits to ensure compliance
- b. Develop one day training for all Equal Opportunity staff to include the EO Designees
- c. Develop on-line training on LEP, Structured Interviews, ADA and Cultural Diversity

3. Annually review Department's recruitment and retention process to ensure adverse impact does not exist.

- a. Review all personnel transactions over grade 16 to include termination, promotion, acting capacity, new selections and disciplinary measures to ensure adverse impact does not exist.
- b. Work with hiring managers on developing interview questions to ensure a fair and non-bias process is used.
- c. Develop on-line training for all managers and supervisors on the "Do's and Don'ts of Interviewing"
- d. Review and approve all employees terminated for performance issues.
- e. Annually review workforce data to determine if current recruitment and retention process is positively affect the workforce under utilization

Step 6: Internal Dissemination

Step 7a: Internal Dissemination

1. Will notify employees via the Departments email system that the EEOP is available on the Safety Net, (intranet), the public website and hard copies are available from the Office of Equal Opportunity.
2. Post the EEOP Utilization Report on the Safety Net and public website.
3. Develop posters that notify employees that the EEOP is posted on the Safety Net, public website and available in hard copy from the Office of Equal Opportunity. Posters will be displayed in conspicuous locations visible to employees.

4. Distribute a copy of the EEOP Utilization Report to all of the agency's directors, executive staff and Secretary.

Step 7: External Dissemination

Step 7b: External Dissemination

1. Will notify contractors and vendors via the Department's email system that the EEOP is available on the public website and hard copies are available from the Office of Equal Opportunity.
2. Post the EEOP Utilization Report on the public website.
3. Develop posters that notify contractors and vendors that the EEOP is posted on the public website and available in hard copy from the Office of Equal Opportunity. Posters will be displayed in conspicuous locations visible to contractors and vendors.

Utilization Analysis Chart
Relevant Labor Market: Maryland

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators																
Workforce #/%	88/41%	1/0%	15/7%	0/0%	0/0%	0/0%	0/0%	0/0%	61/29%	0/0%	46/21%	0/0%	1/0%	0/0%	2/1%	0/0%
CLS #/%	160,575/43%	8,305/2%	29,200/8%	270/0%	9,770/3%	15/0%	1,660/0%	890/0%	107,765/29%	6,105/2%	36,965/10%	475/0%	7,905/2%	145/0%	1,400/0%	770/0%
Utilization #/%	-2%	-2%	-1%	-0%	-3%	-0%	-0%	-0%	-0%	-2%	12%	-0%	-2%	-0%	1%	-0%
Professionals																
Workforce #/%	370/22%	5/0%	240/14%	1/0%	8/0%	0/0%	6/0%	0/0%	359/21%	6/0%	648/38%	2/0%	6/0%	2/0%	33/2%	0/0%
CLS #/%	183,270/31%	8,480/1%	39,595/7%	460/0%	29,915/5%	130/0%	2,470/0%	1,490/0%	217,420/37%	10,555/2%	67,040/11%	545/0%	25,485/4%	50/0%	2,940/0%	1,890/0%
Utilization #/%	-9%	-1%	8%	-0%	-5%	-0%	-0%	-0%	-15%	-1%	27%	0%	-4%	0%	1%	-0%
Technicians																
Workforce #/%	11/16%	0/0%	16/24%	0/0%	1/1%	0/0%	0/0%	0/0%	7/10%	0/0%	31/46%	0/0%	0/0%	0/0%	1/1%	0/0%
CLS #/%	23,190/29%	1,570/2%	7,135/9%	50/0%	3,275/4%	0/0%	245/0%	330/0%	25,090/31%	1,285/2%	14,695/18%	95/0%	3,330/4%	50/0%	490/1%	80/0%
Utilization #/%	-12%	-2%	15%	-0%	-3%	0%	-0%	-0%	-21%	-2%	28%	-0%	-4%	-0%	1%	-0%
Protective Services: Sworn																
Workforce #/%	27/48%	0/0%	23/41%	0/0%	0/0%	0/0%	0/0%	0/0%	3/5%	0/0%	3/5%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	27,320/46%	1,495/3%	14,965/25%	60/0%	515/1%	0/0%	325/1%	130/0%	5,525/9%	300/1%	7,875/13%	55/0%	160/0%	0/0%	270/0%	115/0%
Utilization #/%	2%	-3%	16%	-0%	-1%	0%	-1%	-0%	-4%	-1%	-8%	-0%	-0%	0%	-0%	-0%
Protective Services: Non-sworn																
Workforce #/%	2499/36%	23/0%	1871/27%	7/0%	33/0%	2/0%	25/0%	0/0%	392/6%	11/0%	1983/29%	3/0%	6/0%	0/0%	14/0%	0/0%
Civilian Labor Force #/%	1,895/32%	110/2%	745/13%	0/0%	25/0%	0/0%	30/1%	40/1%	1,725/29%	140/2%	1,070/18%	0/0%	20/0%	0/0%	65/1%	40/1%
Utilization #/%	4%	-2%	15%	0%	0%	0%	-0%	-1%	-24%	-2%	11%	0%	-0%	0%	-1%	-1%
Administrative Support																
Workforce #/%	22/3%	1/0%	28/4%	0/0%	3/0%	0/0%	2/0%	0/0%	220/35%	0/0%	347/55%	2/0%	1/0%	1/0%	6/1%	0/0%

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
CLS #/%	145,405/2 2%	11,615/2 %	57,065/9 %	355/0% %	12,505/2 %	165/0% %	3,020/0% %	1,310/0% %	266,125/4 0%	21,765/3 %	117,320/1 8%	785/0% %	15,725/2 %	330/0% %	4,010/1% %	2,580/0% %
Utilization #/%	-19%	-2%	-4%	-0%	-1%	-0%	-0%	-0%	-6%	-3%	37%	0%	-2%	0%	0%	-0%
Skilled Craft																
Workforce #/%	2/67%	0/0%	0/0%	1/33%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	135,655/6 2%	31,465/14 %	31,135/14 %	400/0% %	5,280/2% %	250/0% %	1,640/1% %	1,080/0% %	6,265/3% %	1,095/1% %	2,725/1% %	80/0% %	925/0% %	0/0% %	110/0% %	130/0% %
Utilization #/%	5%	-14%	-14%	33%	-2%	-0%	-1%	-0%	-3%	-1%	-1%	-0%	-0%	0%	-0%	-0%
Service/Maintenance																
Workforce #/%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	1/100%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	147,775/2 6%	47,835/8 %	94,405/17 %	610/0% %	12,625/2 %	65/0% %	2,765/0% %	1,515/0% %	124,085/2 2%	35,040/6 %	82,330/14 %	575/0% %	15,085/3 %	125/0% %	2,725/0% %	1,335/0% %
Utilization #/%	-26%	-8%	-17%	-0%	-2%	-0%	-0%	-0%	-22%	-6%	86%	-0%	-3%	-0%	-0%	-0%

Significant Underutilization Chart

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators					✓											
Professionals	✓	✓			✓			✓	✓	✓			✓			✓
Technicians	✓								✓							
Protective Services: Non-sworn		✓						✓	✓	✓			✓		✓	✓
Administrative Support	✓	✓	✓		✓				✓	✓			✓			

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

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

Certified As Final By: Karen K. Shipley

Executive Director, Office of Equal Opportunity03-13-2017

[signature]

[title]

[date]

The Department of Public Safety and Correctional Services

Bi-Annual DOJ Report 2017

Step 4b – Narrative of Interpretation

With nearly 10,000 employees, and a budget of close to \$1.2 billion, the Department of Public Safety and Correctional Services (DPSCS) is one of the largest state agencies in Maryland. DPSCS' functions include the operation of 27 State Correctional facilities, Pretrial facilities and 45 Community Supervision Offices located across the State. DPSCS' primary objective is to keep communities safe so that all Marylanders can enjoy living and working in the state.

The workforce data contained in the Workforce Utilization reflects employees working in full-time and part-time positions. Based on the nature of the Department's primary mission, the majority of the employees are in the Protective Services: Non-Sworn job category representing approximately 6,903 employees or 71.9% of the total workforce. This category consists largely of Correctional Officers and Parole and Probation Officers. The second largest job category is Professionals which accounts for 17.7% of the Department's workforce.

The State of Maryland Civilian Labor Force (CLF) ¹ data was utilized to compile the underrepresentation analysis. African-American males and females department-wide are well represented, and in some cases, over represented based on the CLF; however, underrepresentation exists in job classifications outside the correctional ranks and/or at facilities and institutions outside of the Baltimore-metro region.

DPSCS has seen progress towards parity in several job categories based on the workforce utilization report provided in the Department's FY 2016 Annual Equal Employment Opportunity (EEO) Report. The DPSCS Office of Equal Opportunity (OEO) reviewed the utilization analysis, comparing the department's workforce to the CLF, and noted the following improvements: ²

	<u>2015</u>	<u>2016</u>
Officials/Administrators White Males	2%	.5%
Officials/Administrators White Females	-3%	-0.1%
Officials/Administrators African-American Females	10%	8.5%
Officials/Administrators Other Minority Females	-4%	-1.1%
Professionals White Males	-8%	-7.9%
Professionals African-American Males	6%	5.9%
Professionals Other Minority Females	-4%	-3.7%
Technicians White Males	-12%	-10.1%

¹ As prepared by U.S. Bureau of Labor Statistics to describe the subset of Americans who have jobs or are seeking a job, are at least 16 years old, are not serving in the military and are not institutionalized.

² A minus (-) signifies an underrepresentation, whereas anything greater than 0 signifies an over representation

	2015	2016
Technicians Other Minority Males	-6%	5.7%
Protective Services: Sworn African American Males	10%	9.5%
Protective Services: Sworn Other Minority Females	-2%	-1.5%
Protective Services: Non-Sworn White Females	-23%	-22.8%
Protective Services: Non-Sworn Other Minority Males	-3%	-2.9%
Protective Services: Non-Sworn Other Minority Females	-4%	-3.5%
Administrative Support African-American Males	-6%	-5.6%
Administrative Support African-American Females	33%	32.6%
Administrative Support Other Minority Males	-4%	-3.4%
Skilled Craft White Females	-3%	-2.6%
Skilled Craft African-American Males	-18%	-17.5%
Skilled Craft African-American Females	-2%	-1.6%
Skilled Craft Minority Males	14%	13.5%
Service Maintenance African-American Males	-19%	-15.8%
Service Maintenance Other Minority Males	22%	-11.7%

As illustrated in the Workforce Analysis, the Protective Services Non-sworn job category accounted for 71.9% of the Department's workforce. A review of the data for that job category reveals that white females and other ethnic minorities are the groups most underrepresented. White females are underrepresented by -22.8% compared to an over representation of 11% for Black/African-American females. White males and African-American males are over represented by 5.2% and 13% respectively. Efforts will be made to continue to recruit, retain, and promote white females, minority males and females in this job category.

In FY 16, the Professional job category comprised 17.7% of the Department's workforce. Of the total 1,706 employees in the Professional job classification, 1,072 or 62.83% of those positions are held by females. White males, white females and other minority males and females are underrepresented by -7.9%, -12.8%, 5.0% and 3.7%, whereas African-American males and females are over represented by 5.9% and 24.5%. The Department will develop relationships with various recruitment sources in an effort to increase the workforce population in these areas.

The Administrative Support job category comprised 6.71% of the Department's workforce. Of the 644 employees in the Administrative Support job classification, 584 or 90.68% of those positions are held by females. White males and African-American males are underrepresented by -16.6% and -5.6%, White females and Other Minority males and females are underrepresented by -2.1%, -3.4% and -5.2%, whereas African-American females are overrepresented by 32.6%. Efforts will be made to continue to recruit white males, minority males and females in this job category.

In the Technician job category, which is supported by 66 employees, White males and females and Other Minority males and females are underrepresented by -10.1%, 17.7%, 5.7% and 5.2% compared to an over representation of African-American males and females of 13.5% and 25%.

In the Officials and Administrators job category, which is supported by 208 employees indicated insignificant instances of underrepresentation. African-American males, Other Minority males, White females and Other Minority females are underrepresented by -2.3%, -5.2%, -.1% and -1.1% compared to an over representation of White males and African-American females of 0.5% and 8.5%

In the Protective Service: Sworn category as there are only 57 employees. In the Skilled Craft and Service Maintenance categories there are a combined total of 4 employees.

As stated previously, the most significant underrepresentation is in White females in the Protective Services: Non-sworn (-22.8%) job category. The Office of Equal Opportunity (OEO), in collaboration with Human Resources, will develop an internal team to research methods to increase the applicant pool in this area in order to reach parity in the workforce. The OEO will review workforce data on a semi-annual basis to determine trends within the workforce and prepare objectives, in conjunction with the Human Resources Division, to reach our goals.

The Department of Public Safety and Correctional Services

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Step 5: Objective and Steps

The Department of Public Safety and Correctional Services (DPSCS) Human Resources Unit (HRU) developed and implemented a comprehensive Departmental Recruiting Plan that was distributed Department-wide in October 2015. Our field recruiters are HR specialists, experienced in full cycle recruitment. They are in constant communication with the Management team and the HR Analysts. This action is necessary in order to recruit the right talent for COs and all other DPSCS vacancies.

HR developed and implemented a three (3) member Recruitment Unit based on gender, race and age. The first full-time recruiter was hired in August 2015 on a contractual basis to recruit and to create the recruiting unit. Two (2) additional recruiters were added in March, 2016; one from the private sector and the second from the US Navy. The recruiter from the private sector is a Certified Internet Recruiter and is addressing the internet/social media component of recruiting.

HRU is currently force multiplying with institutional staff regarding recruitment efforts. Correctional Officers (COs) in designated institutions have been identified and designated to partner on recruitment efforts. A diverse group, based on gender and race, decentralized recruitment team has been assembled in two of the three regions. Eight (8) regional recruiters have been identified. The Cumberland's team is comprised of 4 officers 1 female and 3 male. Eastern Correctional Institute's team is comprised of 4 officers as well, 2 female and 2 male; however they partner with the HR Office of the Secretary Unit team comprised of 2 females and 1 male for a total of 7 recruiters at ECI and 4 recruiters in Cumberland. Cumberland's team includes 3 Caucasians and 1 African American. ECI's team includes 3 Caucasians and 4 African Americans.

These officers have assisted at events and have experience in participating on recruitment events. The Eastern Correctional Institute regional recruiting group has been functioning for about 15 years. Both units are responsible for identifying and attending career and community events likely to attract qualified applicants to DPSCS, as well as taking direction from the Recruiting Examination and Retention Unit. Our field recruiters are consistently and heavily connected with organizations in the Baltimore Metro area; however DPSCS is still in the process of identifying and assembling a team for the Metro area.

DPSCS field recruiters have attended more than 100 events over the last year to include: career fairs and information sessions at colleges and universities in Maryland, Washington, DC, Virginia, West Virginia, Pennsylvania and New York; Military based career events in Maryland, West Virginia, Virginia, Washington, DC; Community based events in MD (All 3 regions), MD Department of Labor, Licensing and Regulations events, Private career Fairs (i.e. Careers across America), Political career events (i.e. Congressman Elijah Cumming Career Fair), Virtual Career Fairs and our very own DPSCS Career Fairs previously held in the following cities: Hagerstown, Cumberland, Salisbury, Glen Burnie, Baltimore City and Bel Air Maryland. Our field

Technicians White Females	-18%	-17.7%
Technicians African-American Females	30%	25.0%
	<u>2015</u>	<u>2016</u>
Technicians Other Minority Males	-6%	5.7%
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In the Protective Service: Sworn category as there are only 57 employees. In the Skilled Craft and Service Maintenance categories there are a combined total of 4 employees.

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