



TENNESSEE DEPARTMENT OF CORRECTION

AFFIRMATIVE ACTION PLAN

FY 2020-2021

Equal Opportunity is Everybody's Business



To: Tony Parker, Commissioner
Department of Correction

From: Melanie Koewler, Director of Equal Employment Opportunity (EEO)
Department of Human Resources

Date: December 11, 2020

Subject: EEO Plan Completion 2020-2021

Please be advised that your agency has successfully completed an Equal Employment Opportunity (EEO) Plan for the 2019-20 fiscal year as required under Department of Human Resources (DOHR) Rule 1120-07-.02(6) and DOHR Policy 12-010. You may access a copy of your agency's plan on the Equal Employment Opportunity Planning System (EEOPS) website at:
<http://aap.dohr.tn.gov/aaps/login.aspx>.

Thank you for your continued assistance in equal employment matters. If you have any questions or concerns, please do not hesitate to contact me.

BILL LEE
GOVERNOR



TONY PARKER
COMMISSIONER

STATE OF TENNESSEE
DEPARTMENT OF CORRECTION
SIXTH FLOOR RACHEL JACKSON BUILDING
320 SIXTH AVENUE NORTH
NASHVILLE, TENNESSEE 37243-0465
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MEMORANDUM

TO: Department of Correction Employees

DATE: July 31, 2020

SUBJECT: Affirmative Action Policy Statement

The Department of Correction reaffirms its policy to provide equal employment opportunities to all applicants for state employment and to provide training, compensation, promotion, and all other aspects of employment to current employees without regard to race, religion/creed, national origin, sex, age, veteran's status, disability, pregnancy, or genetic information (except when any of these factors are existing bona fide occupation qualifications) in its policies or in the admission or access to or treatment or employment in its programs, services, or activities.

Therefore, this department established a program of affirmative action in order to ensure that all personnel policies relevant to the recruitment and hiring of employees will guarantee equal opportunities for all minority groups and women. Likewise, all minorities and women will receive equal consideration for all appointment in terms of salaries, promotions, and other general conditions of employment. All Correction divisions will adhere to the Rules of the Tennessee Department of Human Resources, which considers all applicants on the basis of eligibility according to merit standards. To be totally effective and to become a reality in our department, Equal Opportunity and Affirmative Action must be viewed as important by every segment of the work force from the higher levels of management to the first-line employee. All departmental employees will be strictly accountable for adhering to this policy and will use affirmative action to ensure equality of opportunity in the internal affairs of the department.

Each organizational element will set realistic goals taking into consideration geographical areas, labor force, and legal restrictions for hiring and promoting minority groups, veterans, individuals with disabilities and women. Goal accomplishments shall have priority when hiring new employees or promoting from within the department when applicants are equally qualified for the position under consideration.

The Affirmative Action Policy will remain in effect until such goals are achieved, and I anticipate the full cooperation of all managers, supervisors, and other employees to carry out this policy.

Approved:

A handwritten signature in black ink, appearing to read "Tony Parker".

Tony Parker

TP:CB

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Department of Correction

Affirmative Action Plan

I. Introduction

The Affirmative Action Program is designed to increase the percentage of minorities, females, veterans, and persons with disabilities employed by the Department of Correction. Minorities are defined as Black, Hispanic, Asian or Pacific Islanders, American Indian or Alaskan Native. The Affirmative Action program is a positive management tool designed to improve hiring and upward mobility opportunities for minorities, females, veterans, and persons with disabilities employed by the Department of Correction, as well as developing horizontal hiring practices necessary to obtain our equal employment opportunity objectives.

II. Policy Statement

The Department of Correction reaffirms its policy to provide equal employment opportunities to all applicants for state employment and to provide, training, compensation, promotion and all other aspects of employment to current employees without regard for race, color, religion/creed, national origin, sex, age, veteran's status, disability (except when any of these factors is an existing bona fide occupational qualification), pregnancy and genetic information.

Therefore, this department established a program of affirmative action in order to ensure that all personnel policies relevant to the recruitment and hiring of employees will guarantee equal opportunities for all minorities, females, veterans, and persons with disabilities, as well as receiving equal consideration after appointment in terms of salary, promotion, and other general conditions of employment. All Correction Institutions will adhere to the Rules of the Tennessee Department of Human Resources, which considers all applicants on the basis of eligibility. To be totally effective and to become a reality in our department, Equal Opportunity and Affirmative Action MUST be viewed as important by management to the first-line employee. All Department employees will be strictly accountable for adhering to this policy and will take affirmative action to ensure equality of opportunity in the internal affairs of this department.

Each organizational element will set realistic goals taking into consideration geographical area, labor force, and legal restrictions for hiring and promoting all minorities, veterans, individuals with disabilities and females. Goal accomplishment shall have priority when hiring new employees or promoting from within the department when applicants are equally qualified for the position under consideration.

This Affirmative Action policy will remain in effect until such goals are achieved, and it is the expectation of full cooperation from all managers, supervisors, and other employees to carry out this policy.

III. Assignment of Responsibility

The Department of Correction's Director of Human Resources is designated as the Affirmative Action Coordinator (AAC) and has the overall responsibility for matters pertaining to affirmative action.

Carrie Brock is the designated Assistant Director of Human Resources (HR Manager II), TDOC, and oversees the Affirmative Action Program. Ms. Brock supervises all Affirmative Action Officers (AA/EEO Officers), which implement the Affirmative Action Program throughout the Department of Correction.

A. Affirmative Action Officers will:

1. Review and implement employment practices as designated by the Equal Employment Opportunity Commission and Executive Order Number 3 in all divisions of the Department of Correction.
2. Investigate complaints and claims of discriminatory practices arising in the Department of Correction.
3. Make a periodic review of the program and implement recommendations of expansion and improvement where applicable.
4. Review all proposed contracts in which the Department of Correction funds are expended to ensure that non-discriminatory employment practices are being performed.
5. Design, implement, and monitor programs which will increase minority participation in the distribution of Capital Outlay Projects.
6. Develop and implement audit and reporting systems designed for:
 - a. Continually measure the effectiveness of the program and its parts.
 - b. Point out deficiencies and need for remedial action.
 - c. Determine degree to which goals and objectives have been achieved.
7. Conduct periodic audits of hiring and promotion patterns and techniques to ensure that provisions of the program are being met.

B. Assistant Commissioners will:

1. Monitor the progress of their respective division in reaching the affirmative action objectives.
2. Provide leadership and support to the Affirmative Action Program by their commitment to executive order Number 3.
3. Exercise the necessary authority to implement change and resolve complaints within their division.

C. Wardens, Directors, and Superintendents will:

1. Designate a managerial level employee to coordinate and supervise the Affirmative Action Program in their facility, and any other individual deemed necessary to administer the policy.
2. Become familiar with the affirmative action objectives and promotional opportunities in their organization and devise plans for implementing the departmental objectives.
3. Provide leadership in support of the Affirmative Action Program by demonstrating positive action to accomplish departmental objectives.
4. Ensure that each employee in the organization understands his/her responsibility in the implementation of the Department of Correction's Affirmative Action Program.
5. Submit a written response to the Affirmative Action Coordinator stating his/her position when notified that a charge is filed against the organization.
6. Ensure that the employee with designated responsibilities for the Affirmative Action Program at local level is allowed sufficient time in his/her work schedule to fulfill the responsibilities required by the department.
7. Establish a special recruitment and orientation program for minorities and females; disseminate communication regarding available job openings to minority neighborhoods and female organizations.
8. Schedule all Affirmative Action Program administrators for training, Respectful Workplace Training.
9. Review the annual Affirmative Action Plan to ensure that realistic goals have been established for minorities and females prior to submitting to Central Office for consolidation and publication.
10. Assign recruitment coordinators to work directly with organizations and individuals to aid them in understanding the application process and requirements. The recruitment coordinator must direct efforts towards seeking applicants in areas where minorities, veterans, individuals with disabilities, and females have been underutilized.
11. Give priority to goal accomplishment when hiring new employees or promoting from within the department when applicants are equally qualified for the position under consideration.
12. Ensure that each employee reviews the Affirmative Action Plan (AAP) annually and that new employees review the AAP during orientation.

D. The Director of Human Resources for the Department of Correction will:

1. Analyze all procedures of the recruitment and hiring process to ensure that artificial barriers for hiring and promoting minorities and females are eliminated.
2. Assist in providing career counseling to identify employee potential and to establish short range and long-range objectives for advancement.

E. The Superintendent of the Tennessee Correction Academy (TCA) will:

1. Provide training opportunities on a non-discriminatory basis to develop skills needed to improve current performance and for upward mobility.
2. Establish a written policy, which ensures objectivity as the basis for selecting employees for training.

F. The Local Affirmative Action Officer will:

1. Serve as a resource person to provide information concerning the Department of Correction's Affirmative Action Program.
2. Provide a forum for other employees to ask questions concerning the Affirmative Action Program and to suggest improvements from their perspectives.
3. Assist in the review of the Affirmative Action Plan for evaluation and monitoring purposes.
4. Keep abreast of changes in fair employment practices, rules, laws, procedures and/or policies.
5. Serve as liaison between all employees and the Affirmative Action Coordinator/Officer, TDOC.
6. Prepare the annual Affirmative Action Plan for respective institution or region.
7. Serve as a voting member on Hiring or Promotion Review Boards and ensure that consideration is given to meet established goals.

G. All employees will:

1. Be sensitive to the importance of their actions and behaviors in the implementation of this Affirmative Action Program.

2. Assume the responsibility of reviewing the AAP during orientation and annually thereafter.

IV. Internal Communication of the Plan

The Department of Correction's commitment to equal employment opportunity will be communicated internally as follows:

- A. A copy of Executive Order Number 3 will be circulated by the Affirmative Action Officer to all divisions of the Department of Correction.
- B. Directors, Wardens, and Superintendents will display the Executive Order Number 3 conspicuously on the employee bulletin boards.
- C. The Affirmative Action Officer, TDOC, will meet with all Wardens, Directors, and Superintendents to reassure understanding of the intent of the Commissioner's policy statement and to discuss the necessity of affirmative action to fulfill that intent.
- D. Affirmative Action Officer will publish status reports concerning affirmative action activities and progress.
- E. The Department of Correction will feature employees in publications, which represent the composition of the department's workforce.
- F. The Affirmative Action Officer will provide special counseling sessions with employees to discuss the policy and explain the individual responsibilities.
- G. The Affirmative Action Officer will discuss the affirmative action policy with all new employees during orientation.
- H. A copy of the Affirmative Action Policy Statement for the Department and the Institution will be available to all employees and posted on employee bulletin boards.

V. Recruitment

- A. Affirmative Action Officer will analyze and review all recruitment procedure to identify and eliminate discriminatory practices.
- B. Data will be collected on the recruitment and hiring processes of the department to monitor percentages of female and minorities applying for positions. The data will be utilized to identify areas that may require specialized recruitment efforts. The follow are four identified problem areas:

1. The preliminary study has identified the following categories as problem areas:

EEOC Category

Officials/Administrators
Professionals
Technicians
Protective Services
Skilled Crafts

Shortage of Staff

Minority, Female, Individuals with Disabilities
Minority, Female, Individuals with Disabilities
Minority, Female, Individuals with Disabilities
Minority, Female, Individuals with Disabilities
Female, Individuals with Disabilities

2. Retention of minorities and females in entry level positions.
3. Acceptance by minorities of promotion in remote areas of the state.
4. Lack of housing for minorities in remote areas of the state.

- C. The following are suggested methods to be utilized in recruiting minorities and females:

1. Feature pictures of minority and female employees in publications.
2. Use minority and female employees in the recruitment and selection process.
3. Develop and maintain contact with counselor and placement officers at high schools, colleges, and training institutions.
4. Develop and maintain contact with the following organizations:

State and Local Government Organizations

Chamber of Commerce
Tennessee Department of Labor and Workforce Development
Tennessee Department of Human Services/Rehabilitative Services
State Universities and Colleges
State Community Colleges
State Technical and Vocational Schools
Mayor's Employment and Training Resources Agency
Mayor's Office of Community Services

Minority and Women's Organizations

Business and Professional Women's (BPW) Clubs
Federation of Women's Clubs
NAACP Affiliates
National Organization for Women
Religious Organizations
Urban League Affiliates

Other Organizations and Schools

Community Action Agency

Goodwill Home Community Services Inc.

Private Colleges/Universities with high percentages of minority and female students

Private Technical Schools

Public Library for Listing

Senior Citizens Employment Services

United Way

Veteran's Centers

YMCA

YWCA

Youth Corps

VI. Selection and Appointments

- A. It is the policy of the Department of Correction to promote from within those qualified and dedicated employees who have demonstrated the potential to assume greater responsibility. In this regard, a departmental, Institutional, or Unit Promotion Requisition should be initially requested for certification. When there are employees without the requisite skills to fill a vacancy, an Appointment Requisition should be requested for certification.
- B. All selection and appointment procedures will be in compliance with the State of Tennessee T.E.A.M. Act. These procedures are standardized in that appointments are made from requisitions certified by the Tennessee Department of Human Resources. The selection of employees by the appointing authority is from a list of names certified in accordance with preferred service rule interviewing at least three (3) individuals from the certified eligible list, provided there are three (3) individuals on the eligible list.
- C. The Affirmative Action Employment Report (Appendix B) must be completed, signed by the Personnel Officer, Affirmative Action Officer, Warden, Director, or Superintendent for each requisition proceeded, each transfer in or out, and each demotion. Goal accomplishment shall have priority when hiring new employees or promoting from within the department when applicants are equally qualified for the position under consideration.

VII. Training

A review of past practices reveals that the following areas must be addressed:

- A. Ensure that all training programs are publicized and made available equally to all eligible employees by routing through work units and posting to employee bulletin boards.

- B. Develop training programs for employees to enable them to improve their chances of passing promotional or other job entrance employee tests, i.e., pre-service, in-service, and on-the-job training.
- C. Develop on-the-job training classes within the department to improve opportunities for minorities and females. Some examples of these current training programs are as followed:
 - 1. Sergeant's Academy – TDOC Program
 - 2. Management Institute – TDOC Program
 - 3. Commissioner's Academy – TDOC Program
 - 4. Professional Management Academy – TDOC Program
 - 5. Command College – TDOC Program
 - 6. Warden's Academy – TDOC Program
 - 7. LEAD TN – DOHR Program
 - 8. Tennessee Government Management Institute – DOHR program
 - 9. Accelerated Leadership Institute – DOHR Program
- D. Provide the training at an institutional level in the subject matter areas of ADA and Workplace Discrimination/Harassment.

This training shall be coordinated through training channels to the Director of Affirmative Action, Tennessee Department of Human Resources.

VIII. Promotion

Upwards mobility appears to be a critical need of the Department of Correction according to the lack of minorities and females in the Officials/Administrators and the ranks of the Protective Services and Technicians EEO Categories (i.e.; Director, Associate Warden, Captain, Lieutenant, and Sergeant.) Each year Assistant Commissioners, Wardens, Superintendents, and Directors will review the promotional policies, practices, and procedures by addressing the following questions:

- A. Are promotional opportunities given equally to all employees?
- B. Are training opportunities for promotion equally available to all employees?
- C. Do requirements for eligibility for promotion (i.e., Captains, Lieutenants, and Sergeants) have a disparate impact on female and/or minority candidates?
- D. Does the oral interview process have a disparate effect on female and/or minority candidates?
- E. Are female and minorities represented in the administration of the promotional selection process?

- F. What is the nature of the promotional appointment process (i.e., selection by interviewing at least 3 candidates) and, what, if any, identifiable effect does this have on the promotion of female and minorities?

Once these questions are addressed, career ladders and counseling services will be developed for various job classifications to assist employees in upgrading their employment skills and education.

IX. Layoff

The specific criteria, procedures, and conditions for the reduction in the labor force are outlined in Policy 302.07.

X. Dismissal, Separation, Suspension, and Layoff/Reduction-in-Force

The Department of Correction's termination procedures are in accordance with the rules set forth in Chapter 1120-2-.14 in the Rules of the Tennessee Department of Human Resources.

XI. Policy of Non-Discrimination

- A. Pursuant to the State of Tennessee policy on non-discrimination, the Department of Correction does not discriminate on the basis of race, color, sex, religion/creed, national origin, age, disability, veteran's status, pregnancy, or genetic information in its policies, or in the admission or access to, or treatment of, or employment in its programs, services, or activities.
- B. Equal Employment Opportunity/Affirmative Action Inquiries or workplace and/or discrimination/harassment complaints should be directed to the following:

Tennessee Department of Correction
Rachel Jackson Building, 3rd Floor
Attn: Assistant Director of Human Resources, Carrie Brock
320 6th Avenue North
Nashville, TN 37243
Phone: (615) 253-8192
Fax: (615) 532-8821

Also, it should be noted that all ADA inquiries and/or complaints should also be sent to the name and address listed above.

- C. The Department of Correction will attempt to accommodate the need of persons with disabilities whenever possible. Modification of work locations and job assignments shall be made whenever possible in order to guarantee equal employment opportunities for qualified persons with disabilities.

XII. Workplace Discrimination/Harassment Complaint Process

A. Procedures for filing complaints

Employees are strongly encouraged to report any incidents of perceived sexual misconduct, sexual harassment, or workplace discrimination/harassment as soon as possible after the events occur. All complaints will be handled in timely manner, and to the extent permitted by law, the confidentiality of each party involved will be observed, provided it does not interfere with the Department's ability to investigate the allegations or to take corrective action.

Employees may file a complaint with the department's Human Resources Director, the department head, their supervisor(s), or any individual designated by the Department to receive such reports. The TDOC staff person receiving the complaint shall document all information on the Intake and Referral form. All complaints received should be forwarded to the AA/EEO Officer within one (1) business day.

The Department's Assistant Director of Human Resources for the Employee Relations (HR Manager II) in Central Office is the central repository of all workplace harassment complaints. Under no circumstances is the individual alleging workplace harassment required to file a complaint with the alleged harasser. If an employee believes he/she cannot file a complaint within his/her agency, that person should contact the Tennessee Department of Human Resources, Equal Employment Opportunity Commission, or the Employee Relations Division.

B. Investigative Process

All reported complaints of sexual misconduct, sexual harassment, workplace discrimination/harassment (involving a protected class), and claims of retaliation will be promptly, fairly, and thoroughly investigated. These complaints shall be investigated by the Department of Correction Affirmative Action Officers, as well as the Office of Investigation and Conduct, on an as needed basis.

Upon completion of the investigation, the complainant and the accused shall be informed by the Warden, Superintendent, District Director, Director, Assistant Commissioner, Deputy Commissioner, Correctional Administrator, or Director of OIC of the results of the investigation via a formal letter. When a violation of policy is found to have occurred, appropriate corrective action will be taken promptly by the applicable manager.

C. Complaints Not Related to Discrimination/Harassment Issues

If it is determined that the allegations made in the complaint do not come within the range of the conduct that constitutes discrimination and/or harassment; however, does allege conduct which would violate Department of Human Resources Policy 17-001, "*Abusive*

Conduct in the Workplace, a formal investigation will occur, and the complainant and alleged party will be notified of the results of this investigation via memorandum.

If it is determined that the allegation does not allege workplace discrimination/harassment or abusive conduct, a formal investigation will not be conducted and the complainant will be informed via memorandum. These complaints shall be reviewed by the Affirmative Action Officers for review and response, as determined appropriate. These responses will also be given in conjunction with Wardens, Superintendents, District Directors, Correctional Administrators, Assistant Commissioners, and Directors.

XIII. Internal Monitoring

Internal monitoring of the Affirmative Action Program will be an on-going process for each Budget Code/Division submitting and Affirmative Action Plan with established hiring goals to determine specific plans of action necessary to achieve those goals.

Specific attention should be given to the number of minorities and females separated from each EEOC category for any reason when assessing actual goal achievement.

XIV. Affirmative Action Plan Review

The Affirmative Action Program of each Budget Code/Division will be reviewed periodically by the Affirmative Action Officer, TDOC. The Affirmative Action Program Review Checklist, (Appendix C), will be used as a guide in determining the effectiveness of each program.

When indicated, recommendations will be made in effort to improve effectiveness of each Affirmative Action Program.

XV. Goals and Timetables

Goal:	Description:	Timetable:
Goal # 1	Achieve goals for hiring or promoting minorities, females, and persons with disabilities.	On-going
Goal # 2	Maintain already established formal and informal complaint procedure system to assure that all employees have an opportunity to resolve complaints or achieve understanding of management decisions without appealing to external organizations.	On-going
Goal # 3	Establish procedures for recruiting minorities, females, and persons with disabilities.	On-going
Goal # 4	Establish methods for identification of promotable and/or high potential employees in keeping with T.E.A.M. Act procedures and DOHR policies.	On-going
Goal # 5	Review communications, training materials, manuals, etc., to eliminate sexist language; to include photographs of and/or references to minorities and/or females in non-traditional positions.	On-going
Goal # 6	Disseminate information about successful minorities and/or females within the department, state government, and other correction agencies who may serve as role models.	On-going

Goal # 7	Improving hiring persons with disabilities by utilizing State of Tennessee Preferred Service Requisitions which produces the eligible list for each position.	On-going
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XVI. Problem Areas and Corrective Action

Problem:	Corrective Action:
Lack of minorities and females with requisite skills on requisitions in the reasonable recruiting areas is a continuing problem.	On-going recruitment efforts began several years ago to attract interested minorities and females in getting on requisitions for classifications in the Department of Correction. Recruitment Officers are using the local radio, newspapers, internet, television, and Department of Labor and Workforce Development to announce vacancies and special efforts to attract minorities and females. Also, Rapid Hiring events have been explored in order to fill positions in the most efficient manner possible. These efforts will continue.
There continues to be a lack of qualified minorities in close proximity to work sites in several areas of the state. While the pandemic of COVID-19 increased the unemployment rate within the State of Tennessee, available applicants have been sparse due to the competitiveness of all other employers that are seeking to hire qualified staff throughout the state.	Recruitment is occurring outside of the area in order to gather qualified minority applicants for these positions. Also, radio and television ads are being pursued in order to attract targeted candidates. A career help line has been established in order for applicants to call and gather information about vacant positions. Sign-on bonuses have been established and implemented for applicants concerning the positions of Correctional Officers, as these are high turnover positions within the Department of Correction. Retention bonuses have been established and implemented for those in the security series as an incentive to seek and remain employed with the Department of Correction, as these are high turnover positions. Additionally, Correctional Officer positions and the Probation/Parole series of positions have recently established and implemented increased salary ranges in order to attract more talent to these positions, as they are known to be high turnover positions.
Upward mobility and/or the hiring of minorities and females in the EEOC categories officials/administrators are critical areas throughout the Department.	Supervisors and managers who have final promoting and hiring authority take positive steps to identify, promote an/or hire those minorities and females who are qualified to perform the duties of positions in the EEOC categories officials/administrators and professionals in an effort to achieve goals.
The pandemic of COVID-19 has made it difficult to hire staff to work in a high-risk environment, as while the agency strives to maintain safe and secure prisons, the risk of	The Department of Correction has offered and provided the COVID-19 vaccine to all interested employees and inmates within the prison system. Additionally, efforts were expanded to provide the vaccine to all interested employees, even if they did not work in a high-risk environment.

<p>infectious disease is higher in an enclosed environment.</p>	<p>Mask mandates were in place, per statewide mandate, for a period of time, and now mask wearing is an individual decision, should an individual choose to do so. (Mask mandates were disbanded in the late Spring/early Summer 2021.) In addition to the mask mandate, staff were also required to participate in daily temperature checks and screening procedures for COVID-19 exposure.</p> <p>Additional cleaning procedures have been implemented in all state penal facilities to ensure sanitation procedures and cleanliness in the facilities.</p>
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APPENDIX A

EXECUTIVE ORDER
AND AFFIRMATIVE ACTION POLICY STATEMENT



STATE OF TENNESSEE
EXECUTIVE ORDER
BY THE GOVERNOR

No. 4

**AN ORDER MANDATING NONDISCRIMINATION IN EMPLOYMENT PRACTICES
OF THE EXECUTIVE BRANCH**

WHEREAS, this Administration is committed to fair and equal opportunity under the law;
and

WHEREAS, this Administration intends to set an example illustrating the highest standards of employment practices, policies, and procedures to attract, train, promote, and retain qualified employees who are performing at the highest level; and

WHEREAS, a policy that the Executive Branch does not discriminate on the bases of race, color, national origin, age, sex, pregnancy, religion, creed, disability, veteran's status, or any other category protected by state and/or federal civil rights laws in employment matters is not only mandated by law, but also is critical to maintaining the integrity and trust in state government and setting the standard for all employers in the State of Tennessee, both present and future; and

WHEREAS, one of the principal initiatives of this Administration is the recruitment of additional jobs and the development of a workforce with the education, training, and skills necessary (i) to attract new employers and induce existing employers to increase their workforces, and (ii) to perform and carry out those responsibilities in an exemplary manner; and

WHEREAS, this Executive Order No. 4 underscores the commitment of this Administration to the highest standards of nondiscriminatory employment practices in the Executive Branch.

NOW THEREFORE, I, Bill Lee, Governor of the State of Tennessee, by virtue of the power vested in me by the Tennessee Constitution and the laws of the Tennessee, do hereby declare that it is the resolute and steadfast policy of the State of Tennessee to afford equal employment opportunity in all aspects of State government.

This policy specifically prohibits discrimination on the bases of race, color, national origin, age, sex, pregnancy, religion, creed, disability, veteran's status, or any other category protected by state and/or federal civil rights laws.

The Commissioner of Human Resources is hereby directed to review current employment practices and procedures to ensure compliance with this policy of nondiscrimination. In particular, the Commissioner of Human Resources and the Commissioner of Labor and Workforce Development are directed to take appropriate measures to emphasize the recruitment, training, employment, promotion, recognition, and retention of qualified minorities, veterans, women, disabled individuals, and older Tennesseans to serve at all levels of state government. Those responsible in the Executive Branch for employing and appointing persons to positions with boards, commissions, agencies, and divisions of the Executive Branch shall take comparable steps to comply with this overriding policy of nondiscrimination.

In furtherance of this policy of nondiscrimination, the Commissioner of Human Resources and the Commissioner of Labor and Workforce Development are directed to take appropriate measures to train those in the Executive Branch responsible for hiring, firing, promoting, demoting, or otherwise managing employees regarding nondiscrimination practices. Such training is directed to occur within 120 days of this Order and to recur with reasonable frequency to promote this overriding policy of nondiscrimination.

The Commissioner of Economic and Community Development is hereby directed to inform and instruct all companies considering Tennessee as a business location that this prevailing policy of nondiscrimination must be reflected in their employment practices and workforces in Tennessee.

It is imperative that the workforce filling Executive Branch positions accurately reflect the citizens they serve. The Commissioner of Labor and Workforce Development and the Commissioner of Human Resources shall report periodically to the Deputy Governor and Chief of Staff on the steps taken to comply with and carry out the policy and directives of this Order. Any employee of the Executive Branch found in violation of the policy shall be subject to appropriate disciplinary action.

This Executive Order is intended only to improve the internal management of the Executive Branch of the State of Tennessee and does not create any right to administrative or judicial review, or any other right or benefit, substantive or procedural, enforceable at law or equity by a party against the State of Tennessee, its agencies or instrumentalities, its officers or employees, or any other person. Nor does it permit or in any way require the lowering of any job requirements, performance standards, or qualifications for positions.

A copy of this Order shall be placed in conspicuous locations in all state facilities.

This Executive Order No. 4 supersedes and rescinds Governor Haslam's Executive Order No. 3, dated January 15, 2011, and all other directives and memoranda concerning the same subject. All previous executive orders, the terms of which are inconsistent with the terms of this Executive Order No. 4, are hereby repealed.

IN WITNESS WHEREOF, I have subscribed my signature and caused the Great Seal of the State of Tennessee to be affixed this 24th day of January, 2019.

Bill Lee
GOVERNOR

ATTEST:

Joe Mangit
SECRETARY OF STATE



BILL LEE
GOVERNOR



TONY PARKER
COMMISSIONER

STATE OF TENNESSEE
DEPARTMENT OF CORRECTION
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Therefore, this department established a program of affirmative action in order to ensure that all personnel policies relevant to the recruitment and hiring of employees will guarantee equal opportunities for all minority groups and women. Likewise, all minorities and women will receive equal consideration for all appointment in terms of salaries, promotions, and other general conditions of employment. All Correction divisions will adhere to the Rules of the Tennessee Department of Human Resources, which considers all applicants on the basis of eligibility according to merit standards. To be totally effective and to become a reality in our department, Equal Opportunity and Affirmative Action must be viewed as important by every segment of the work force from the higher levels of management to the first-line employee. All departmental employees will be strictly accountable for adhering to this policy and will use affirmative action to ensure equality of opportunity in the internal affairs of the department.

Each organizational element will set realistic goals taking into consideration geographical areas, labor force, and legal restrictions for hiring and promoting minority groups, veterans, individuals with disabilities and women. Goal accomplishments shall have priority when hiring new employees or promoting from within the department when applicants are equally qualified for the position under consideration.

The Affirmative Action Policy will remain in effect until such goals are achieved, and I anticipate the full cooperation of all managers, supervisors, and other employees to carry out this policy.

Approved: _____

A handwritten signature in blue ink, appearing to read "Tony Parker", written over a horizontal line.

Tony Parker

TP:CB

APPENDIX B
AFFIRMATIVE ACTION EMPLOYMENT REPORT

AFFIRMATIVE ACTION EMPLOYMENT REPORT

CIVIL SERVICE REGISTER # _____ DATE: _____
 CLASSIFICATION TITLE: _____ EEO CATEGORY: _____ BUDGET CODE: _____

**NUMBER OF INDIVIDUALS WITH DISABILITY NOTED OR INFORMED BY APPLICANT

	TOTAL APPLICANTS INTERVIEWED	REACHABLE APPLICANTS INTERVIEWED	TOTAL APPLICANTS HIRED	PERCENT HIRED*	INTERVIEWED	HIRED	PERCENT HIRED
WHITE MALES	_____	_____	_____	_____	_____	_____	_____
WHITE FEMALES	_____	_____	_____	_____	_____	_____	_____
BLACK MALES	_____	_____	_____	_____	_____	_____	_____
BLACK FEMALES	_____	_____	_____	_____	_____	_____	_____
***OTHER MALES	_____	_____	_____	_____	_____	_____	_____
***OTHER FEMALES	_____	_____	_____	_____	_____	_____	_____
TOTAL:	_____	_____	_____	_____	_____	_____	_____

ESTABLISHED EMPLOYMENT GOALS FOR THIS EEO CATEGORY:
 (MUST BE COMPLETED PRIOR TO INTERVIEW)

BLACK _____ OTHER _____ FEMALE _____ DISABLED _____

COMMENTS:

* PERCENTAGES ROUNDED TO NEAREST TENTH OF A PERCENT
 **ALL DISABILITY STATISTICS ARE INCLUDE IN A TOTAL HIRED= COLUMN.

***HISPANIC, ASIAN & AMERICAN INDIAN

NOTE: THIS REPORT IS TO BE COMPLETED FOR ALL CIVIL SERVICE AND NON-CIVIL SERVICE HIRES, PROMOTIONS, DEMOTIONS, AND TRANSFERS.

CERTIFICATE

I CERTIFY THAT THE INFORMATION ABOVE IS CORRECT.

SIGNATURE _____ PERSONNEL OFFICER

I CERTIFY THAT INTERVIEW BOARD MEMBERS WERE AWARE OF AA GOALS AND THESE GOALS WERE CONSIDERED WHEN MAKING SELECTIONS

SIGNATURE _____ WARDEN/DIRECTOR/SUPERINTENDENT (ONLY)

SIGNATURE _____ AFFIRMATIVE ACTION OFFICER

APPENDIX D

WORK FORCE ANALYSIS

Job Category Breakdown as of 30-JUN-2021

Business Unit: 32901
Department: 32901

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	26	28.9	10	11.1	1	1.1	0	0.0	34	37.8	19	21.1	0	0.0	0	0.0
Professionals	21	17.8	12	10.2	0	0.0	2	1.7	40	33.9	37	31.4	1	0.8	5	4.2
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	1	10.0	4	40.0	0	0.0	0	0.0	4	40.0	0	0.0	0	0.0	1	10.0
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	48		26		1		2		78		57		1		6	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	30	33.3	53	58.9	90	41.1
Professionals	57	48.3	83	70.3	118	53.9
Technicians	1	100.0	1	100.0	1	0.5
Protective Services	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0
Administrative Support	5	50.0	5	50.0	10	4.6
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0
Total	93		142		219	

Job Category Breakdown as of 30-JUN-2021

Business Unit: 32901
Department: 32906

Job Category	White Males NBR	White Males PCT	Black Males NBR	Black Males PCT	Hispanic Males NBR	Hispanic Males PCT	Other Males NBR	Other Males PCT	White Females NBR	White Females PCT	Black Females NBR	Black Females PCT	Hispanic Females NBR	Hispanic Females PCT	Other Females NBR	Other Females PCT
Officials/Administrators	0	0.0	1	25.0	0	0.0	0	0.0	2	50.0	1	25.0	0	0.0	0	0.0
Professionals	21	45.7	8	17.4	0	0.0	2	4.3	12	26.1	2	4.3	1	2.2	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	1	50.0	0	0.0	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	7	87.5	1	12.5	0	0.0	0	0.0
Skilled Craft	6	85.7	0	0.0	0	0.0	1	14.3	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	2	66.7	0	0.0	0	0.0	0	0.0	1	33.3	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	30		9		0		3		23		4		1		0	

Job Category	Total Minority NBR	Total Minority PCT	Total Females NBR	Total Females PCT	Total Employees NBR	Total Employees PCT
Officials/Administrators	2	50.0	3	75.0	4	5.7
Professionals	13	28.3	15	32.6	46	65.7
Technicians	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	1	50.0	2	2.9
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0
Administrative Support	1	12.5	8	100.0	8	11.4
Skilled Craft	1	14.3	0	0.0	7	10.0
Service Maintenance	0	0.0	1	33.3	3	4.3
Other	0	0.0	0	0.0	0	0.0
Total	17		28		70	

Business Unit: 32901
Department: 32908

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	0		0		0		0		0		0		0		0	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0
Total	0		0		0	

Report ID: TNHR013.SQR
Business Unit: 32901
Department: 32911

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	0		0		0		0		0		0		0		0	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0
Total	0		0		0	

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	1	20.0	1	20.0	0	0.0	0	0.0	0	0.0	3	60.0	0	0.0	0	0.0
Professionals	4	11.8	4	11.8	0	0.0	0	0.0	9	25.5	16	47.1	1	2.9	0	0.0
Technicians	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	12	10.5	21	18.4	1	0.9	4	3.5	15	13.2	55	48.2	4	3.5	2	1.8
Protective Service - Non Sworn	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	1	9.1	0	0.0	1	9.1	5	45.5	4	36.4	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	19		28		1		5		29		78		5		2	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	4	80.0	3	60.0	5	3.0
Professionals	21	61.8	26	76.5	34	20.4
Technicians	0	0.0	0	0.0	1	0.6
Protective Services	87	76.3	76	66.7	114	68.3
Protective Service - Non Sworn	0	0.0	0	0.0	1	0.6
Administrative Support	6	54.5	9	81.8	11	6.6
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	1	0.6
Other	0	0.0	0	0.0	0	0.0
Total	119		114		167	

Business Unit: 32901
Department: 32914

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	6	85.7	0	0.0	0	0.0	0	0.0	1	14.3	0	0.0	0	0.0	0	0.0
Professionals	26	45.6	1	1.8	0	0.0	1	1.8	29	50.9	0	0.0	0	0.0	0	0.0
Technicians	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	137	68.2	8	4.0	5	2.5	2	1.0	46	22.9	1	0.5	0	0.0	2	1.0
Protective Service - Non Sworn	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	5	20.0	0	0.0	0	0.0	0	0.0	19	75.0	0	0.0	0	0.0	1	4.0
Skilled Craft	9	90.0	0	0.0	0	0.0	1	10.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	5	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	190		9		5		4		95		1		0		3	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	1	14.3	7	2.3
Professionals	2	3.5	29	50.9	57	18.6
Technicians	0	0.0	0	0.0	1	0.3
Protective Services	18	9.0	49	24.4	201	65.5
Protective Service - Non Sworn	0	0.0	0	0.0	1	0.3
Administrative Support	1	4.0	20	80.0	25	8.1
Skilled Craft	1	10.0	0	0.0	10	3.3
Service Maintenance	0	0.0	0	0.0	5	1.6
Other	0	0.0	0	0.0	0	0.0
Total	22		99		307	

AFFIRMATIVE ACTION FULL TIME EMPLOYEES REPORT

Report ID: TNHR013.SQR

Job Category Breakdown as of 30-JUN-2021

Business Unit: 32901
Department: 32916

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	2	6.7	10	33.3	0	0.0	0	0.0	0	0.0	17	56.7	1	3.3	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	3	100.0	0	0.0	0	0.0
Protective Services	5	6.3	28	35.0	0	0.0	0	0.0	4	5.0	43	53.8	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
Administrative Support	0	0.0	1	11.1	0	0.0	0	0.0	3	33.3	5	55.6	0	0.0	0	0.0
Skilled Craft	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	2	66.7	0	0.0	0	0.0	0	0.0	1	33.3	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	7		43		0		0		7		70		1		0	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	1	100.0	0	0.0	1	0.8
Professionals	28	93.3	18	60.0	30	23.4
Technicians	3	100.0	3	100.0	3	2.3
Protective Services	71	88.8	47	58.8	80	62.5
Protective Service - Non Sworn	1	100.0	1	100.0	1	0.8
Administrative Support	6	66.7	8	88.9	9	7.0
Skilled Craft	1	100.0	0	0.0	1	0.8
Service Maintenance	1	33.3	1	33.3	3	2.3
Other	0	0.0	0	0.0	0	0.0
Total	114		78		128	

PeopleSoft
AFFIRMATIVE ACTION FULL TIME EMPLOYEES REPORT

Report ID: TNHR013.SQR
Business Unit: 32901
Department: 32917

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males NBR	White Males PCT	Black Males NBR	Black Males PCT	Hispanic Males NBR	Hispanic Males PCT	Other Males NBR	Other Males PCT	White Females NBR	White Females PCT	Black Females NBR	Black Females PCT	Hispanic Females NBR	Hispanic Females PCT	Other Females NBR	Other Females PCT
Officials/Administrators	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

Job Category	Total Minority NBR	Total Minority PCT	Total Females NBR	Total Females PCT	Total Employees NBR	Total Employees PCT
Officials/Administrators	0	0.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0
Total	0	0.0	0	0.0	0	0.0

Business Unit: 32901
Department: 32918

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	5	71.4	0	0.0	0	0.0	0	0.0	2	28.6	0	0.0	0	0.0	0	0.0
Professionals	44	47.3	1	1.1	1	1.1	0	0.0	43	46.2	2	2.2	2	2.2	0	0.0
Technicians	2	66.7	0	0.0	0	0.0	0	0.0	1	33.3	0	0.0	0	0.0	0	0.0
Protective Services	290	74.0	3	0.8	1	0.3	2	0.5	89	22.7	6	1.5	1	0.3	0	0.0
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
Administrative Support	3	10.0	0	0.0	0	0.0	0	0.0	27	90.0	0	0.0	0	0.0	0	0.0
Skilled Craft	23	92.0	0	0.0	0	0.0	0	0.0	2	8.0	0	0.0	0	0.0	0	0.0
Service Maintenance	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	370		4		2		2		165		8		3		0	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	2	28.6	7	1.3
Professionals	6	6.5	47	50.5	93	16.8
Technicians	0	0.0	1	33.3	3	0.5
Protective Services	13	3.3	96	24.5	392	70.8
Protective Service - Non Sworn.	0	0.0	1	100.0	1	0.2
Administrative Support	0	0.0	27	90.0	30	5.4
Skilled Craft	0	0.0	2	8.0	25	4.5
Service Maintenance	0	0.0	0	0.0	3	0.5
Other	0	0.0	0	0.0	0	0.0
Total	19		176		554	

Business Unit: 32901
Department: 32921

Job Category Breakdown as of 30-JUN-2021

PeopleSoft

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	1		0		0		0		0		1		0		0	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	1	50.0	1	50.0	2	100.0
Professionals	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0
Total	1		1		2	

Report ID: TNHR013.SQR
 Business Unit: 32901
 Department: 32922

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males NBR	White Males PCT	Black Males NBR	Black Males PCT	Hispanic Males NBR	Hispanic Males PCT	Other Males NBR	Other Males PCT	White Females NBR	White Females PCT	Black Females NBR	Black Females PCT	Hispanic Females NBR	Hispanic Females PCT	Other Females NBR	Other Females PCT
Officials/Administrators	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	1		0		0		0		0		1		0		0	

Job Category	Total Minority NBR	Total Minority PCT	Total Females NBR	Total Females PCT	Total Employees NBR	Total Employees PCT
Officials/Administrators	1	50.0	1	50.0	2	100.0
Professionals	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0
Total	1		1		2	

Business Unit: 32901
Department: 32923

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	2		0		0		0		0		0		0		0	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	0	0.0	2	100.0
Professionals	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0
Total	0		0		2	

Business Unit: 32901
 Department: 32932

PeopleSoft
 AFFIRMATIVE ACTION FULL TIME EMPLOYEES REPORT

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	5	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	4	50.0	1	12.5	0	0.0	0	0.0	2	25.0	1	12.5	0	0.0	0	0.0
Technicians	17	73.9	4	17.4	0	0.0	1	4.3	1	4.3	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Craft	12	92.3	0	0.0	0	0.0	1	7.7	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	41		5		0		2		3		1		0		0	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	0	0.0	5	9.6
Professionals	2	25.0	3	37.5	8	15.4
Technicians	5	21.7	1	4.3	23	44.2
Protective Services	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0
Skilled Craft	1	7.7	0	0.0	13	25.0
Service Maintenance	0	0.0	0	0.0	3	5.8
Other	0	0.0	0	0.0	0	0.0
Total	8		4		52	

AFFIRMATIVE ACTION FULL TIME EMPLOYEES REPORT

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Job Category Breakdown as of 30-JUN-2021

Business Unit: 32901
Department: 32941

Job Category	White Males NBR	White Males PCT	Black Males NBR	Black Males PCT	Hispanic Males NBR	Hispanic Males PCT	Other Males NBR	Other Males PCT	White Females NBR	White Females PCT	Black Females NBR	Black Females PCT	Hispanic Females NBR	Hispanic Females PCT	Other Females NBR	Other Females PCT
Officials/Administrators	4	44.4	2	22.2	0	0.0	0	0.0	1	11.1	2	22.2	0	0.0	0	0.0
Professionals	19	27.1	7	10.0	0	0.0	0	0.0	14	20.0	30	42.9	0	0.0	0	0.0
Technicians	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	79	22.6	73	20.9	0	0.0	2	0.6	56	16.0	136	39.0	2	0.6	1	0.3
Protective Service - Non Sworn.	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	1	2.9	0	0.0	0	0.0	0	0.0	27	77.1	5	14.3	1	2.9	1	2.9
Skilled Craft	4	80.0	0	0.0	0	0.0	0	0.0	1	20.0	0	0.0	0	0.0	0	0.0
Service Maintenance	2	50.0	1	25.0	0	0.0	0	0.0	0	0.0	1	25.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	113		83		0		2		99		174		3		2	

Job Category	Total Minority NBR	Total Minority PCT	Total Females NBR	Total Females PCT	Total Employees NBR	Total Employees PCT
Officials/Administrators	4	44.4	3	33.3	9	1.9
Professionals	37	52.9	44	62.9	70	14.7
Technicians	0	0.0	0	0.0	3	0.6
Protective Services	214	61.3	195	55.9	349	73.3
Protective Service - Non Sworn.	0	0.0	0	0.0	1	0.2
Administrative Support	7	20.0	34	97.1	35	7.4
Skilled Craft	0	0.0	1	20.0	5	1.1
Service Maintenance	1	25.0	1	25.0	4	0.8
Other	0	0.0	0	0.0	0	0.0
Total	264		278		476	

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males NBR	White Males PCT	Black Males NBR	Black Males PCT	Hispanic Males NBR	Hispanic Males PCT	Other Males NBR	Other Males PCT	White Females NBR	White Females PCT	Black Females NBR	Black Females PCT	Hispanic Females NBR	Hispanic Females PCT	Other Females NBR	Other Females PCT
Officials/Administrators	3	60.0	2	40.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	14	43.8	5	15.6	1	3.1	0	0.0	8	25.0	3	9.4	0	0.0	1	3.1
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
Protective Services	60	37.5	33	20.6	8	5.0	3	1.9	29	18.1	21	13.1	2	1.3	4	2.5
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
Administrative Support	1	9.1	2	18.2	0	0.0	0	0.0	7	63.6	0	0.0	0	0.0	1	9.1
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	78		42		9		3		47		24		2		6	

Job Category	Total Minority NBR	Total Minority PCT	Total Females NBR	Total Females PCT	Total Employees NBR	Total Employees PCT
Officials/Administrators	2	40.0	0	0.0	5	2.4
Professionals	10	31.3	12	37.5	32	15.2
Technicians	0	0.0	1	100.0	1	0.5
Protective Services	71	44.4	56	35.0	160	75.8
Protective Service - Non Sworn.	0	0.0	1	100.0	1	0.5
Administrative Support	3	27.3	8	72.7	11	5.2
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	1	100.0	1	0.5
Other	0	0.0	0	0.0	0	0.0
Total	86		79		211	

Business Unit: 32901
Department: 32943

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	7	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	30	56.6	0	0.0	0	0.0	0	0.0	23	43.4	0	0.0	0	0.0	0	0.0
Technicians	3	50.0	0	0.0	0	0.0	0	0.0	3	50.0	0	0.0	0	0.0	0	0.0
Protective Services	206	78.0	5	1.9	1	0.4	0	0.0	49	18.6	2	0.8	0	0.0	1	0.4
Protective Service - Non Sworn.	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	7	21.9	1	3.1	0	0.0	0	0.0	24	75.0	0	0.0	0	0.0	0	0.0
Skilled Craft	8	88.9	0	0.0	1	11.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	3	75.0	0	0.0	0	0.0	0	0.0	1	25.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	266		6		2		0		100		2		0		1	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	0	0.0	7	1.9
Professionals	0	0.0	23	43.4	53	14.1
Technicians	0	0.0	3	50.0	6	1.6
Protective Services	9	3.4	52	19.7	264	70.0
Protective Service - Non Sworn.	0	0.0	0	0.0	2	0.5
Administrative Support	1	3.1	24	75.0	32	8.5
Skilled Craft	1	11.1	0	0.0	9	2.4
Service Maintenance	0	0.0	1	25.0	4	1.1
Other	0	0.0	0	0.0	0	0.0
Total	11		103		377	

Business Unit: 32901
Department: 32944

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	1		0		0		0		0		0		0		0	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	0	0.0	1	100.0
Professionals	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0
Total	0		0		1	

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	5	83.3	0	0.0	0	0.0	0	0.0	1	16.7	0	0.0	0	0.0	0	0.0
Professionals	33	36.7	10	11.1	1	1.1	0	0.0	35	38.9	11	12.2	0	0.0	0	0.0
Technicians	2	40.0	0	0.0	0	0.0	0	0.0	3	60.0	0	0.0	0	0.0	0	0.0
Protective Services	104	50.7	23	11.2	2	1.0	3	1.5	35	17.1	33	16.1	5	2.4	0	0.0
Protective Service - Non Sworn.	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	4	10.5	0	0.0	0	0.0	0	0.0	32	84.2	2	5.3	0	0.0	0	0.0
Skilled Craft	13	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	3	50.0	0	0.0	0	0.0	0	0.0	2	33.3	1	16.7	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	165		33		3		3		108		47		5		0	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	1	16.7	6	1.6
Professionals	22	24.4	46	51.1	90	24.7
Technicians	0	0.0	3	60.0	5	1.4
Protective Services	66	32.2	73	35.6	205	56.3
Protective Service - Non Sworn.	0	0.0	0	0.0	1	0.3
Administrative Support	2	5.3	34	89.5	38	10.4
Skilled Craft	0	0.0	0	0.0	13	3.6
Service Maintenance	1	16.7	3	50.0	6	1.6
Other	0	0.0	0	0.0	0	0.0
Total	91		160		364	

Business Unit: 32901
Department: 32946

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	3	33.3	2	22.2	0	0.0	0	0.0	1	11.1	3	33.3	0	0.0	0	0.0
Professionals	12	20.0	10	16.7	1	1.7	0	0.0	8	13.3	25	41.7	0	0.0	4	6.7
Technicians	2	12.5	4	25.0	0	0.0	0	0.0	3	18.8	6	37.5	0	0.0	1	6.3
Protective Services	51	25.9	61	31.0	11	5.6	4	2.0	12	6.1	45	22.8	7	3.6	6	3.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	6	28.6	1	4.8	0	0.0	2	9.5	4	19.0	7	33.3	0	0.0	1	4.8
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	1	25.0	0	0.0	3	75.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	74		78		12		7		28		89		7		12	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	5	55.6	4	44.4	9	2.9
Professionals	40	66.7	37	61.7	60	19.5
Technicians	11	68.8	10	62.5	16	5.2
Protective Services	134	68.0	70	35.5	197	64.2
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0
Administrative Support	11	52.4	12	57.1	21	6.8
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	4	100.0	3	75.0	4	1.3
Other	0	0.0	0	0.0	0	0.0
Total	205		136		307	

Business Unit: 32901
 Department: 32947

PeopleSoft
 AFFIRMATIVE ACTION FULL TIME EMPLOYEES REPORT

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	4	66.7	0	0.0	0	0.0	0	0.0	2	33.3	0	0.0	0	0.0	0	0.0
Professionals	51	60.7	1	1.2	0	0.0	0	0.0	32	38.1	0	0.0	0	0.0	0	0.0
Technicians	1	33.3	0	0.0	0	0.0	0	0.0	2	66.7	0	0.0	0	0.0	0	0.0
Protective Services	265	78.2	3	0.9	4	1.2	0	0.0	67	19.8	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	2	100.0	0	0.0	0	0.0	0	0.0
Administrative Support	4	12.5	0	0.0	0	0.0	0	0.0	27	84.4	0	0.0	1	3.1	0	0.0
Skilled Craft	11	91.7	0	0.0	0	0.0	0	0.0	1	8.3	0	0.0	0	0.0	0	0.0
Service Maintenance	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	339		4		4		0		133		0		1		0	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	2	33.3	6	1.2
Professionals	1	1.2	32	38.1	84	17.5
Technicians	0	0.0	2	66.7	3	0.6
Protective Services	7	2.1	67	19.8	339	70.5
Protective Service - Non Sworn	0	0.0	2	100.0	2	0.4
Administrative Support	1	3.1	28	87.5	32	6.7
Skilled Craft	0	0.0	1	8.3	12	2.5
Service Maintenance	0	0.0	0	0.0	3	0.6
Other	0	0.0	0	0.0	0	0.0
Total	9		134		481	

Business Unit: 32901
Department: 32948

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	2	50.0	0	0.0	0	0.0	0	0.0	1	25.0	1	25.0	0	0.0	0	0.0
Professionals	12	75.0	0	0.0	0	0.0	0	0.0	2	12.5	1	6.3	1	6.3	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	16	53.3	7	23.3	0	0.0	0	0.0	5	16.7	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	6	42.9	2	14.3	4	28.6	0	0.0	1	7.1	1	7.1	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	36		9		4		2		10		3		1		0	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	1	25.0	2	50.0	4	6.2
Professionals	2	12.5	4	25.0	16	24.6
Technicians	0	0.0	0	0.0	0	0.0
Protective Services	9	30.0	5	16.7	30	46.2
Protective Service - Non Sworn	7	50.0	2	14.3	14	21.5
Administrative Support	0	0.0	1	100.0	1	1.5
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0
Total	19		14		65	

Business Unit: 32901
Department: 32951

Job Category Breakdown as of 30-JUN-2021

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	8	36.4	2	9.1	0	0.0	0	0.0	9	40.9	3	13.6	0	0.0	0	0.0
Professionals	293	27.2	100	9.3	3	0.3	6	0.6	363	33.7	285	26.5	14	1.3	13	1.2
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	4	5.5	0	0.0	0	0.0	0	0.0	47	64.4	21	28.8	0	0.0	1	1.4
Skilled Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	305		102		3		6		419		309		14		14	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	5	22.7	12	54.5	22	1.9
Professionals	421	39.1	675	62.7	1077	91.9
Technicians	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0
Administrative Support	22	30.1	69	94.5	73	6.2
Skilled Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0
Total	448		756		1172	

Job Category Breakdown as of 30-JUN-2021

Business Unit: 32901
Department:

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	84	43.3	21	10.8	1	0.5	0	0.0	54	27.8	34	17.5	0	0.0	0	0.0
Professionals	586	31.4	170	9.1	7	0.4	11	0.6	620	33.2	430	23.0	21	1.1	23	1.2
Technicians	32	48.5	8	12.1	0	0.0	1	1.5	14	21.2	10	15.2	0	0.0	1	1.5
Protective Services	1226	52.6	265	11.4	33	1.4	22	0.9	408	17.5	342	14.7	21	0.9	16	0.7
Protective Service - Non Sworn	12	48.0	2	8.0	4	16.0	0	0.0	5	20.0	2	8.0	0	0.0	0	0.0
Administrative Support	36	10.7	10	3.0	0	0.0	3	0.9	234	69.6	45	13.4	2	0.6	6	1.8
Skilled Craft	86	90.5	1	1.1	1	1.1	3	3.2	4	4.2	0	0.0	0	0.0	0	0.0
Service Maintenance	24	60.0	4	10.0	0	0.0	1	2.5	5	12.5	6	15.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	2086		481		46		41		1344		869		44		46	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	56	28.9	88	45.4	194	3.9
Professionals	662	35.4	1094	58.6	1868	37.7
Technicians	20	30.3	25	37.9	66	1.3
Protective Services	699	30.0	787	33.7	2333	47.1
Protective Service - Non Sworn	8	32.0	7	28.0	25	0.5
Administrative Support	66	19.6	287	85.4	336	6.8
Skilled Craft	5	5.3	4	4.2	95	1.9
Service Maintenance	7	17.5	11	27.5	40	0.8
Other	0	0.0	0	0.0	0	0.0
Total	1527		2303		4957	

APPENDIX C

AFFIRMATIVE ACTION PROGRAM REVIEW CHECK LIST

AFFIRMATIVE ACTION PROGRAM REVIEW
CHECK LIST

Budget Code/Facility Employees:	Date: Total Total Black: Total Other: Total Females:
1. Is the Institutional Affirmative Action Policy Statement on hand and available to all employees? <input type="checkbox"/> Yes <input type="checkbox"/> No	
2. Has a managerial level employee been designated to coordinate and supervise the AA program? (Recommend Personnel Officer be designated.) <input type="checkbox"/> Yes <input type="checkbox"/> No	
3. Has the AAO allowed sufficient time in his/her work schedule to fulfill the responsibilities of the Office? <input type="checkbox"/> Yes <input type="checkbox"/> No	
4. Has a special recruitment and orientation program for minorities and females been established? <input type="checkbox"/> Yes <input type="checkbox"/> No	
5. Have Recruitment Coordinators been assigned to aid individuals in the application process and requirements? <input type="checkbox"/> Yes <input type="checkbox"/> No	
6. Does the local AAO provide a Forum for other employees to ask questions concerning the AAP and to suggest improvements from their perspectives? <input type="checkbox"/> Yes <input type="checkbox"/> No	
7. Does the Affirmative Action Officer serve as a voting member of Promotional and Hiring Review Boards? <input type="checkbox"/> Yes <input type="checkbox"/> No	
8. Do employees assume responsibility for reviewing the AAP? <input type="checkbox"/> Yes <input type="checkbox"/> No	
9. Is a copy of Executive Order #3 posted on Employee Bulletin Boards? <input type="checkbox"/> Yes <input type="checkbox"/> No	
10. Have on-the-job training classes been developed to improve opportunities for minorities and females? <input type="checkbox"/> Yes <input type="checkbox"/> No	
11. Has training been scheduled at institutional level in Respectful Workplace. <input type="checkbox"/> Yes <input type="checkbox"/> No	
12. Does the Affirmative Action Officer analyze and review recruitment procedures to identify and eliminate all discriminatory practices? <input type="checkbox"/> Yes <input type="checkbox"/> No	

13. Are employees made aware of vacant positions at the Institutions/Divisions?
 Yes No
14. Are training programs publicized and made available equally to all eligible employees? Yes No
15. Are promotional opportunities made fully and equally known to all employees? Yes No
16. Are females and minorities represented in the administration of promotional selection process? Yes No
17. Are individual Hiring and Promotion packets maintained indicating the decision of the board and reasons for non-selection? Yes No
18. Does the AAO review the records of transfers between shifts during past twelve months? (The following will be considered: race, frequency of moves, seniority, experience, requested vs. involuntarily moves.) Yes No
19. Are promotional registers requested initially to fill vacant positions?
 Yes No
20. Interview at least two employees to determine effectiveness of institutional/divisional AA Program from their perspective. (selected at random from institutional roster). Yes No
21. Is an Equal Opportunity Employer poster posted on the Employee Bulletin Board? Yes No
22. Are employees aware of whom the Affirmative Action Officer is for their institution/division? Yes No

APPENDIX E
GOALS - AFFIRMATIVE ACTION PLAN
FY 2020-2021

Budget Code	Job Group Code	Job Group Name	Female Utilized	Black Utilized	Hispanic Utilized	Asian Utilized	Native Utilized	Hawaiian Utilized	Other Utilized	Vacancy	Female Goal	Black Goal	Hispanic Goal	Asian Goal	Native Goal	Hawaiian Goal	Other Goal
32900	10100	Officials and Administrators	Y	Y	Y	Y	Y	Y	Y	1	0	0	0	0	0	0	0
32900	10101	Officials and Administrators	Y	Y	Y	Y	Y	Y	Y	4	0	0	0	0	0	0	0
32900	20000	Professionals	Y	Y	Y	Y	Y	Y	Y	3	0	0	0	0	0	0	0
32900	20002	Professionals	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32900	20101	Professionals	Y	Y	Y	Y	Y	Y	Y	1	0	0	0	0	0	0	0
32900	20104	Professionals	Y	Y	Y	Y	Y	Y	Y	1	0	0	0	0	0	0	0
32900	30101	Technicians	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32900	60101	Administrative Support	N	Y	Y	Y	Y	Y	Y	0	1	0	0	0	0	0	0

Budget Code	Job Group Code	Job Group Name	Female Utilized	Black Utilized	Hispanic Utilized	Asian Utilized	Native Utilized	Hawaiian Utilized	Other Utilized	Vacancy	Female Goal	Black Goal	Hispanic Goal	Asian Goal	Native Goal	Hawaiian Goal	Other Goal
32906	10601	Officials and Administrators	Y	Y	Y	Y	Y	Y	Y	1	1	1	0	0	0	0	0
32906	20101	Professionals	N	Y	Y	Y	Y	Y	Y	2	1	0	0	0	0	0	0
32906	40601	Protective Service	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32906	60601	Administrative Support	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32906	70601	Skilled Craft Service	Y	Y	N	Y	N	Y	Y	1	0	0	1	0	1	0	0
32906	80601	Maintenance	Y	Y	Y	Y	Y	Y	Y	1	0	0	0	0	0	0	0

Budget Code	Job Group Code	Job Group Name	Female Utilized	Black Utilized	Hispanic Utilized	Asian Utilized	Native Utilized	Hawaiian Utilized	Other Utilized	Vacancy	Female Goal	Black Goal	Hispanic Goal	Asian Goal	Native Goal	Hawaiian Goal	Other Goal
32914	11401	Officials and Administrators	Y	Y	Y	Y	Y	Y	Y	1	1	0	0	0	0	0	0
32914	21302	Professionals	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32914	21401	Professionals	Y	Y	Y	Y	Y	Y	Y	2	1	0	0	0	0	0	0
32914	21601	Professionals	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32914	21602	Professionals	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32914	21702	Professionals	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32914	31401	Technicians	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32914	41401	Protective Service	Y	Y	Y	Y	Y	Y	Y	72	10	5	2	0	0	0	0
32914	41701	Protective Service	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32914	41702	Protective Service	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32914	51401	Protective Service - Non Sworn	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32914	60000	Administrative Support	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32914	61401	Administrative Support	Y	Y	Y	Y	Y	Y	Y	1	0	1	0	0	0	0	0
32914	71401	Skilled Craft Service	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32914	81401	Maintenance	Y	Y	Y	Y	Y	Y	Y	1	1	0	0	0	0	0	0

Budget Code	Job Group Code	Job Group Name	Female Utilized	Black Utilized	Hispanic Utilized	Asian Utilized	Native Utilized	Hawaiian Utilized	Other Utilized	Vacancy	Female Goal	Black Goal	Hispanic Goal	Asian Goal	Native Goal	Hawaiian Goal	Other Goal
32916	11601	Officials and Administrators	N	Y	Y	Y	Y	Y	Y	1	1	0	0	0	0	0	0
32916	21302	Professionals	N	Y	Y	Y	Y	Y	Y	0	1	1	0	0	0	0	0
32916	21601	Professionals	N	Y	N	Y	N	Y	Y	1	1	1	1	0	1	0	0
32916	31601	Technicians	Y	Y	Y	Y	Y	Y	Y	1	1	1	1	0	0	0	0
32916	41601	Protective Service	N	Y	Y	Y	Y	Y	Y	14	5	5	4	3	0	0	0
32916	51601	Protective Service - Non Sworn	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32916	61601	Administrative Support	N	Y	Y	Y	Y	Y	Y	0	1	1	1	0	0	0	0
32916	71601	Skilled Craft Service	Y	Y	Y	Y	Y	Y	Y	1	1	1	1	1	1	0	0
32916	81601	Maintenance	Y	Y	Y	Y	Y	Y	Y	0	1	1	1	1	1	0	0

Budget Code	Job Group Code	Job Group Name	Female Utilized	Black Utilized	Hispanic Utilized	Asian Utilized	Native Utilized	Hawaiian Utilized	Other Utilized	Vacancy	Female Goal	Black Goal	Hispanic Goal	Asian Goal	Native Goal	Hawaiian Goal	Other Goal
32918	11801	Officials and Administrators	Y	Y	Y	Y	Y	Y	Y	1	0	0	0	0	0	0	0
32918	21801	Professionals	Y	Y	Y	Y	Y	Y	Y	5	0	0	0	0	0	0	0
32918	31801	Technicians	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32918	41801	Protective Service	Y	Y	Y	Y	Y	Y	Y	27	0	0	0	0	0	0	0
32918	51801	Protective Service - Non Sworn	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32918	61801	Administrative Support	Y	Y	Y	Y	Y	Y	Y	5	0	0	0	0	0	0	0
32918	71801	Skilled Craft Service	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32918	81801	Maintenance	Y	Y	Y	Y	Y	Y	Y	1	0	0	0	0	0	0	0

Budget Code	Job Group Code	Job Group Name	Female Utilized	Black Utilized	Hispanic Utilized	Asian Utilized	Native Utilized	Hawaiian Utilized	Other Utilized	Vacancy	Female Goal	Black Goal	Hispanic Goal	Asian Goal	Native Goal	Hawaiian Goal	Other Goal
32932	11101	Officials and Administrators	N	Y	Y	Y	Y	Y	Y	0	1	0	0	0	0	0	0
32932	20102	Professionals	Y	Y	Y	Y	Y	Y	Y	0	0	0	0	0	0	0	0
32932	30102	Technicians	N	Y	Y	Y	Y	Y	Y	0	1	0	0	0	0	0	0
32932	71701	Skilled Craft Service	Y	N	Y	N	Y	Y	Y	1	0	1	0	0	1	0	0
32932	81701	Maintenance	N	Y	Y	Y	Y	Y	Y	0	1	0	0	0	0	0	0

