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WISCONSIN COUNCIL ON CRIMINAL JUSTICE

EQUAL OPPORTUNITY / AFFIRMATIVE ACTION PROGRAM 1978



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December, 1977

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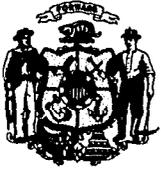
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**THE WISCONSIN COUNCIL
ON CRIMINAL JUSTICE
EQUAL OPPORTUNITY/
AFFIRMATIVE ACTION
PROGRAM FOR
1978**

PLAN PREPARED

BY

Nathaniel E. Robinson

Executive Assistant To The Executive Director

December, 1977

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THE WISCONSIN COUNCIL ON CRIMINAL JUSTICE

EQUAL OPPORTUNITY/

AFFIRMATIVE ACTION PROGRAM

FOR 1978

I. INTRODUCTION

The Wisconsin Council on Criminal Justice (WCCJ) is a state planning agency (SPA) which administers federal assistance available under the Omnibus Crime Control and Safe Streets Act of 1968, 1973 and 1976 as amended. WCCJ receives funds annually from the Law Enforcement Assistance Administration (LEAA) for distribution to units of local government, state agencies and certain private non-profit agencies. These funds support programs designed to reduce crime, improve law enforcement and other criminal justice services.

In accepting grants from LEAA to operate the state planning agency, WCCJ assures that it will comply and will ensure compliance by its recipients, contractors and subcontractors with Title VI and VII of the Civil Rights Act of 1964, the Department of Justice regulations and LEAA guidelines on equal employment opportunity, Executive Order 11246 as amended by 11375 and the Wisconsin Governor's Executive Orders 39 and 9, to the end that no person shall on the grounds of race, color, national origin, creed, sex, handicap, age, marital status, economic status, physical characteristics or political beliefs, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity, funded in part or in whole from the U. S. Department of Justice or the Wisconsin Council on Criminal Justice.

The issue of equal employment opportunity in the criminal justice system was also addressed in LEAA's Equal Employment Opportunity Guidelines established in 1973 in 28 CFR 42.301 et. seq. Subpart E. These guidelines provide recognition of the fact that "...full and equal participation of minority and female individuals, in employment opportunities in the criminal justice system is a necessary component of the Safe Streets Act's program to reduce crime and delinquency in the United States."

The experience of WCCJ over the past several years has shown that many discriminatory practices of the past continue to remain so deeply embedded in basic institutions of society that even today these practices continue to have a deleterious effect on certain segments in our population, even when employers have no conscious intent to discriminate. Therefore, passive non-prohibition of minorities and women is not enough to assure truly equal employment opportunity. Only through positive, affirmative action can these discriminatory practices be eliminated.

WCCJ is committed to the principle that equal employment opportunity is the law and acknowledges its responsibility under

state and federal law to vigorously pursue a program of affirmative action designed to increase the proportionate representation and utilization of women, minorities, the handicapped and elderly (40-65 years old) in the Wisconsin criminal justice system workforce.

II. THE WISCONSIN COUNCIL ON CRIMINAL JUSTICE'S
POLICY STATEMENT ON EQUAL EMPLOYMENT OPPORTUNITY,
AFFIRMATIVE ACTION AND DELIVERY OF SERVICES

The Wisconsin Council on Criminal Justice's (WCCJ) commitment to equal employment opportunity in all personnel actions and provision of services stems from its compelling interest and concern in establishing and maintaining itself as a truly representative state agency.

The WCCJ is committed to the principle that equal employment and equal provision of services is not only the law, but benefits the employer, employee and service recipient when minority, female, handicapped and elderly resources are adequately represented and properly utilized. WCCJ has set aggressive yet achievable goals as part of its total EEO/AA program. In calling upon itself and its subgrant recipients, contractors, sub-contractors and other criminal justice agencies to formulate, implement and maintain sound personnel policies and practices, WCCJ has adopted the following policy statements:

A. Equal Employment Opportunity

The WCCJ, through the implementation of an approved EEO/AA program, will strive to become a true equal opportunity employer. While progress has been made, the program will ensure that recruitment, hiring, training, transfer, promotion, discipline and termination of persons in all job classifications will be done without regard to the traditional disadvantages of race, color, religion, sex, age, handicap, or national origin. WCCJ will affirmatively hire, promote and properly utilize women, minorities, handicapped, and the elderly throughout its organizational structure.

B. Affirmative Action

WCCJ will continue to seek out individuals at all levels of the organization whose potential has not been fully utilized, with the objective of assisting them to reach their full potential and meet job standards. Affirmative action efforts involve the continuous review and analysis of all personnel policies and practices to ensure they are relevant, job related and bias free. This includes:

1. The modeling of personnel hiring and promotion policies after state and federal civil rights requirements to ensure that all personnel actions, i.e., compensation, benefits, transfers, layoffs, return from layoff, agency-sponsored training, education, tuition assistance, etc.

will be administered in a consistent manner according to the law and in accordance to the WCCJ EEO/AA plan.

2. The continued development of a WCCJ work force that fully utilizes the talents of qualified, and qualified minorities, women, handicapped and older workers throughout the full range of job opportunities. A continuous evaluation of the work force composition, job structure, personnel and management practices to create and implement remedies for the effects of past and/or present unintentional discrimination.
3. The requirement that all audio visual materials used by the WCCJ will reflect no biases with regard to race, color, religion, sex, age, handicap or national origin.
4. Monitoring of agency activities to make sure that the EEO/AA Plan will be disseminated internally, externally and implemented according to the guidelines within the Plan.
5. The enhancement of morale within the agency by vigorously and objectively implementing and monitoring the EEO/AA Plan.
6. Reaching out and aggressively seeking minority, women and other protected groups so they may compete for job openings and/or promotional opportunities.

C. Equality In The Provision Of Services

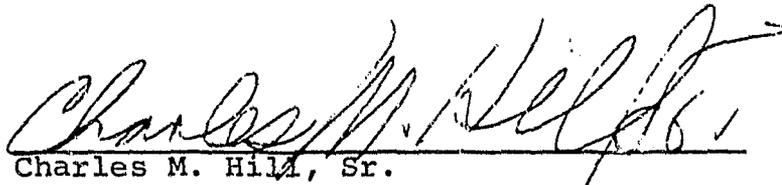
WCCJ will strive to ensure equality in its service delivery system. Services will be provided to all eligible criminal justice groups, agencies, and organizations without regard to race, color, sex, age, handicap or national origin. Assuring equality in providing services includes:

1. Providing proper and timely information to minorities, women and other protected groups regarding WCCJ's mission, goals and funding opportunities.
2. Ensure that these groups have opportunities to participate in WCCJ's planning process.
3. Ensure that these groups receive adequate technical assistance for formulating and implementing grant-in-aid projects.
4. Ensure these groups receive an appropriate and adequate share of WCCJ funds.

5. Ensure the participation of these groups in any services activity funded in part or in whole by WCCJ.

The Executive Director as well as the Wisconsin Council on Criminal Justice and its Executive committee accept and hereby commit the WCCJ to equal opportunity employment in all personnel actions. All sections within the agency are responsible for implementation of the EEO/AA Plan under the guidance and support of the Executive Director and the EEO/AA officer.

The success of equal employment opportunity/affirmative action lies in the commitment of us all to fairness and just treatment. I commit myself and WCCJ to equal opportunity, affirmative action, and an equal services delivery system. Employees shall have their work performance evaluated, in part, on the extent to which they comply with the EEO/AA plan.



Charles M. Hill, Sr.
EXECUTIVE DIRECTOR
WISCONSIN COUNCIL ON CRIMINAL JUSTICE

March 30, 1978
Date

III. THE WISCONSIN COUNCIL ON CRIMINAL JUSTICE'S EQUAL OPPORTUNITY/AFFIRMATIVE ACTION ACHIEVEMENT REPORT FOR 1977

In January of 1977, the Wisconsin Council on Criminal Justice (WCCJ) submitted its 1977 Equal Opportunity/Affirmative Action Plan (EEO/AA) to the Department of Administration's (DOA) State Office of Affirmative Action for review and analysis. On May 13, 1977, WCCJ received notice that the plan was approved. Included in the 1977 EEO/AA Plan is a description of WCCJ's service delivery efforts, staffing patterns and personnel policies and practices. Also included is a review and analysis of staff, policies and a plan of action for improving deficiencies.

This plan of action was intended to be implemented during the entire 1977 calendar year, and WCCJ's efforts in achieving its goals and objectives from January through December 31, 1977 are delineated in this progress report.

A. PERSONNEL (PERMANENT)

1. New Employees

- a. Non-Minority Women - During the time WCCJ submitted its 1977 plan, no goal and timetable were stated for hiring non-minority women as their representation was above percentages in Wisconsin's relevant labor market and service population.

However, subsequent to submitting the plan, additional vacancies occurred and WCCJ employed three (3) white females in the clerical area and one (1) white female in the para-professional area.

Although WCCJ's ten (10) regions' operation was not addressed in the 1977 EEO/AA Plan, it should be noted that a White female was hired as Regional Planning Director for the Southeast Regional Criminal Justice Planning Council. This hiring represents the major personnel hiring action within WCCJ'S ten regions.

- b. Minority Women - While WCCJ established a goal of hiring at least one (1) minority during calendar year 1977, the goal did not specify minority male or female; however one (1) Spanish-American female was hired during 1977.
- c. Minority Men - WCCJ hired one (1) Black male as a Planning Analyst 3.

- d. White Males - WCCJ hired seven (7) white males in the professional area and one (1) white male in the para-professional area.
- e. Handicapped and Elderly - When the 1977 plan was submitted, WCCJ employed one (1) full-time handicapped employee. This individual (white male) is still a part of the workforce. One (1) elderly (40-65 year old) individual has been hired in the professional area.

B. LIMITED TERM PERSONNEL

While WCCJ did not establish a goal and timetable for hiring limited term employees (LTE's), three were hired during 1977.

1. A white male who was employed for approximately four (4) months. His working title was Research Analyst and he was assigned to the agency's Juvenile Justice Section.
2. A white female was hired for about a month, as a typist.
3. A Native American male was hired in mid-January as Native American Technical Assistant Coordinator. He is working full time under a special grant awarded by the Law Enforcement Assistance Administration (LEAA). WCCJ is currently pursuing normal Bureau of Personnel channels for making this position permanent.
4. A white male has been employed throughout the year as a Research Analyst 1 in the Program Evaluation Section.

C. PERSONNEL UTILIZATION

When WCCJ submitted its 1977 Plan, the following goal statements were made regarding utilization:

1. Women - A study will be conducted during 1977 to determine how and where to best utilize the high number of women presently concentrated in the clerical category.

WCCJ has delayed action on conducting such a study in lieu of a related survey presently conducted by the Bureau of Personnel (BOP). The BOP's survey, which began in March of 1977, is designed to establish uniform standards, criteria, and classification procedures for all statewide clerical positions. WCCJ believes the results from such a study may be helpful in addressing our specific concern. We are anticipating the results of this survey sometime this year (1978).

It should be noted that WCCJ does anticipate some form of staff reorganization during the first quarter of 1978. The question of how and where to utilize our clerical staff will also receive major consideration during this time.

2. Minorities - There is a need to increase minority utilization in the clerical, professional and para-professional areas of the agency. A course of action will be developed to address this concern during 1977.

A plan of action was initiated the latter part of 1977 and is still in the developmental stages. This plan includes the following components and should be completed by April 1, 1978.

- a. A staff development and training program, coordinated by WCCJ's Personnel Management/Equal Opportunity Section.
- b. Continuous review and analysis of position descriptions, internal competitive examination, recruitment and selection methods, etc.

Although the plan of action was not completed during 1977, WCCJ made progress toward accomplishing the above stated needs. For example, one (1) Spanish-American female was hired in the clerical category, one (1) Black male was hired as a professional and one (1) Native American male (LTE) was hired as a professional.

WCCJ was not as successful in getting minorities represented in the para-professional category during 1977. However, full implementation of the new staff development and training program is expected to help address this concern during 1978.

3. Other Personnel Action Affecting Staff Utilization And/Or Representation

- a. The following staff positions were reclassified between January and December 1977:

- (1). Non-minority women - 5
- (2). Minority women - 0
- (3). Minority men - 0
- (4). White males - 6

(Note: Three reclassification requests are currently pending in the Bureau of Personnel - all for non-minority females.)

b. The following staff positions were reallocated between January and December, 1977:

- (1). Non-minority women - 1
- (2). Minority women - 0
- (3). Minority men - 0
- (4). White males - 2

c. The following staff positions were transferred, re-stored, voluntarily demoted or involuntarily terminated:

- (1). Restored: - 1 white female
- (2). Transferred within the agency: - 2 white females
1 Spanish-American female
1 white male
- (3). Transferred to another agency: - 2 white males
2 white females
- (4). Voluntary demotion: - 2 white females
- (5). Involuntarily terminated: - 1 white male (Regional staff)

4. Summary of WCCJ staffing pattern as of January 1977 as compared with December 31, 1977 pattern.

January 1977 Staffing Patterns

	Non-Minority Males	%	Non-Minority Females	%	Minority Males	%	Minority Females	%	Grand Total	%
Management	5	8.47	2	3.39	2	3.4	0	0	9	15.25
Professional	20	33.90	7	11.86	1	1.7	2	3.4	30	50.85
Para-Professional	0	-	4	6.78	0	0	0	0	4	6.78
Clerical	1	1.7	14	23.73	0	0	1	1.7	16	27.12
Grand Total	26	44.07	27	45.76	3	5.08	3	5.08	59	100.00

December 31, 1977 Staffing Patterns

	Non-Minority		Non-Minority		Minority		Minority		Grand	
	Males	%	Females	%	Males	%	Females	%	Total	%
Management	4	8.7	2	4.3	2	4.3	0	0	8	17.4
Professional	14	30.4	2	4.3	2	4.3	2	4.3	20	43.5
Para-Professional	1	2.2	5	10.9	0	0	0	0	6	13.0
Clerical	<u>1</u>	<u>2.2</u>	<u>10</u>	<u>21.7</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>2.2</u>	<u>12</u>	<u>26.1</u>
Grand Total	20	43.5	19	41.3	4	8.6	3	6.5	46	100.0

As can be seen from the January, 1977 and December, 1977 staffing patterns, there are thirteen fewer employees in December (46) as compared to January (59). This represents a 20.3% decrease in staff within a twelve month period. While the total number of staff has decreased overall, the number of minorities increased by one in the professional category, thus resulting in a total of 7 or 15.2% minorities as of December 31, 1977. Neither representation nor utilization status for minority males or females change in the other categories.

The number of non-minority women decreased from 27 (45.76%) in January, 1977 to 19 or 41.3% in December 1977. The categories affected most by the decrease in female employees are professional and clerical. Much of this discrepancy can be credited to the different methods WCCJ used in categorizing staff when formulating the 1977 and 1978 EEO/AA plans.

While the total number of non-minority female employees has decreased, a problem in female overall representation within the agency is not evident at this time, as non-minority female representation percentages are commensurate with statewide labor force and unemployment rates for this group. For example, women account for 40% of the state's labor force and 43% of the state's employed. Non-minority female representation in WCCJ as of December 31, 1977 is 41.3%.

The staffing data presented above indicates little improvement in the total utilization of non-minority women from January to December, 1977. Women remain concentrated in the clerical area and underrepresented in the professional category.

5. Other On-Going Progress

WCCJ's on-going activities for improving personnel policies and practices include:

- a. Up-dating and expanding the recruitment list.
- b. Reviewing and revising job announcements and position descriptions as needed.
- c. Validation of selection procedures.
- d. Implementation of a comprehensive staff development and training program.
- e. Develop formal policy and procedures on transfer and voluntary termination.
- f. Refine performance evaluation criteria and record-keeping system.
- g. Develop a method for accurately assessing effectiveness of WCCJ service delivery system.
- h. Conduct survey to assess WCCJ's handicapped individuals.
- i. Broader distribution of WCCJ's EEO/AA policy statement.

D. PERSONNEL POLICIES AND PRACTICES

Improvements have been made in the following personnel policies and practices during 1977:

1. Creation of a Personnel Management and Equal Opportunity Section (PM/EO)

In order to achieve greater efficiency, effectiveness and coordination, WCCJ combined its personnel and EEO/AA activities into one section - note title above. This section is responsible for all activities relevant to personnel, equal opportunity, and affirmative action.

Creating the PM/EO Section represents the single most important personnel action taken by the WCCJ.

2. Evaluation of Staff's Compliance with Agency's Equal Opportunity/Affirmative Action Plan

For the first time in WCCJ's history, assessment of supervisors and lead staff's compliance with WCCJ's EEO/AA policies and principles were made during the 1977 Annual Performance Evaluation process. This rating factor has been made a permanent part of the Annual Performance Evaluation form.

3. Comprehensive Staff Development and Training Program

WCCJ has never had a systematic comprehensive program for staff development and training. Such a program was initiated subsequent to the 1977 Annual Performance Evaluation. The program is still in the developmental stage and is expected to be completed during 1978.

4. Revision of Staff's Position Descriptions

During 1977, WCCJ initiated efforts to revise position descriptions for staff in accordance with Bureau of Personnel's rules and regulations. This process is on-going. As needed, a position analysis is also conducted when position descriptions are revised.

5. Recruitment and Selection Procedures

During 1977, WCCJ continued to expand its recruitment lists for minority and female groups. WCCJ also initiated efforts to refine and validate its selection processes in accordance with new standards promulgated by the Bureau of Personnel. While this effort is on-going, WCCJ has completed work in three classification areas.

6. Revision of Reclassification Policy

WCCJ revised its reclassification policy and procedure in accordance with the Bureau of Personnel guidelines. This revision will result in more uniform and equitable review and analysis of requests and decrease the time it takes for agency's review.

7. Improved Recordkeeping

WCCJ's recordkeeping improved significantly during 1977. More accurate and complete records are maintained on all personnel actions affecting job applicants and staff. This improvement is an on-going process.

IV. WISCONSIN'S WORK FORCE PROFILE AND SERVICE
POPULATION CHARACTERISTICS

The service population and relevant labor market for the Wisconsin Council on Criminal Justice (WCCJ) is composed of the entire State of Wisconsin's population as WCCJ is a statewide agency. WCCJ will strive to ensure that representation and utilization of minorities, women, handicapped and elderly in the agency remains comparable to percentages of these groups in the labor force and service population.

The following tables delineate the state's total population work force, profile and service population broken down by ethnic and sex group.

TABLE 1
WISCONSIN STATE POPULATION COUNTS AND
PERCENT DISTRIBUTION BY SEX AND
ETHNICITY FOR 1976

<u>Sex</u>	<u>1976 Total Population</u>	<u>Total Minority</u>	<u>Black</u>	<u>Hispanic</u>	<u>American Indian</u>	<u>Other Non-White</u>
Female	2,304,656	123,742	76,643	25,302	14,059	7,738
Male	<u>2,210,526</u>	<u>117,027</u>	<u>70,735</u>	<u>25,399</u>	<u>13,440</u>	<u>7,453</u>
Totals:	4,515,182	240,769	147,378	50,701	27,499	15,191
% of Total Population	(100%)	(5.3%)	(3.3%)	(1.1%)	(.6%)	(.3%)

Source: Department of Industry, Labor and Human Relations (DILHR)
Bureau of Research and Statistics, October, 1976

As can be seen from Table 1 depicting the state's total population, women account for approximately 51% of the population. While the total minority population is approximately 5.3%, of this percentage, Blacks account for 3.3%; Hispanic's 1.1%; American Indian .6% and other Non-White account for .3%.

Another way of examining Table 1 is to look at the percentage of each minority group's males and females as compared to the state's non-minority males and females. When this kind of analysis is conducted, we get the following picture: Of the state's 51% female population, 4.1% of this is comprised of minority women. By the same token, of the state's 49% male population, 3.3% is comprised of minority men.

TABLE 2

1976 WISCONSIN LABOR FORCE ESTIMATES
BY NUMBER AND PERCENTAGE DISTRIBUTION
BY SEX AND ETHNICITY

<u>Sex</u>	<u>Total Labor Force (LF)</u>	<u>Total Minority</u>	<u>Black</u>	<u>Hispanic</u>	<u>American Indian</u>	<u>Other Non-White</u>
Female	844,108	34,218	21,705	6,977	3,455	2,081
Male	<u>1,283,892</u>	<u>42,762</u>	<u>26,319</u>	<u>9,148</u>	<u>4,651</u>	<u>2,644</u>
Totals:	2,128,000	76,980	48,024	16,125	8,106	4,725
% of Total L.F.	(100%)	(3.6%)	(2.2%)	(.8%)	(.4%)	(.2%)

Source: DILHR, op. cit.

As can be seen from Table 2 depicting the state's labor force data, women account for 40% of the total number of persons available for work. Of the 3.6% minorities available for work, 2.2% are Black, .8% are Hispanic, .4% American Indian and .2% Other Non-White.

TABLE 3

1976 WISCONSIN UNEMPLOYMENT ESTIMATES BY NUMBER
AND PERCENTAGE DISTRIBUTION BY SEX AND ETHNICITY

<u>Sex</u>	<u>Total Unemployed</u>	<u>Total Minority</u>	<u>Black</u>	<u>Hispanic</u>	<u>American Indian</u>	<u>Other Non-White</u>
Female	63,941	4,583	2,922	927	464	270
Male	<u>84,059</u>	<u>5,785</u>	<u>3,470</u>	<u>1,240</u>	<u>702</u>	<u>373</u>
Totals:	148,000	10,368	6,392	2,167	1,166	643
% of Total Unemployed	(100%)	(7.0%)	(4.3%)	(1.5%)	(.8%)	(.4%)

Source: DILHR, op. cit.

Table 3 shows that women account for 43% of the state's total unemployed and minorities account for 7.0%. Of the 7.0%, Blacks comprise 4.3%; Hispanic 1.5%; American Indians .8%; and other Non-Whites .4%.

TABLE 4

1976 WISCONSIN ADULT ARREST RATES (PARTS 1 and 2 CRIME RATES)

<u>Sex</u>	<u>Total Arrests</u>	<u>Total Minority</u>	<u>Blacks</u>	<u>Indian</u>	<u>Other</u>
Male	86,111	Ethnic Background Statistical Data on Sex Not Available			
Female	<u>14,332</u>	_____	_____	_____	_____
Total	100,443	20,305	17,723	2,114	468
% Of Total Arrested	(100%)	(20.2%)	(17.6%)	(2.1%)	(0.46%)

Source: Wisconsin Criminal Justice Information Crime and Arrests
for 1976. Department of Justice, Division of Law Enforcement Services. Crime Information Bureau.

TABLE 5

1976 WISCONSIN JUVENILE ARREST RATES (PARTS 1 and 2 CRIME RATES)

<u>Sex</u>	<u>Total Arrests</u>	<u>Total Minority</u>	<u>Blacks</u>	<u>Indian</u>	<u>Other</u>
Male	64,384	Ethnic Background Statistical Data on Sex Not Available			
Female	<u>22,129</u>	_____	_____	_____	_____
Total	86,513	9,858	8,512	1,035	311
% Of Total Arrested	(100%)	(11.39%)	(9.83%)	(1.19%)	(0.35%)

Source: Wisconsin Criminal Justice Information Crime and Arrests for 1976. Op. Cit.

TABLE 6

1977 WISCONSIN PROBATION DATA

<u>Sex</u>	<u>1977 Total Probation</u>	<u>Total Minority</u>	<u>Black</u>	<u>Spanish American</u>	<u>N.A.</u>	<u>Oriental</u>
Male	12,935	3,097	2,557	268	146	126
Female	<u>2,548</u>	<u>1,048</u>	<u>981</u>	<u>15</u>	<u>42</u>	<u>10</u>
Total	15,483	4,145	3,538	283	188	136
% Of Total On Probation	(100%)	(26.7%)	(22.8%)	(1.82%)	(1.21%)	(0.87%)

Source: Wisconsin Department of Health and Social Services (DHSS) Bureau of Systems and Data Processing/Bureau of Management Information. Data as of September 1977.

TABLE 7

1977 WISCONSIN PAROLE DATA

<u>Sex</u>	<u>1977 Total Parole</u>	<u>Total Minority</u>	<u>Black</u>	<u>Spanish American</u>	<u>N.A.</u>	<u>Oriental</u>
Male	2,696	900	783	33	77	7
Female	<u>193</u>	<u>86</u>	<u>77</u>	<u>2</u>	<u>7</u>	<u>0</u>
Total	2,889	986	860	35	84	7
% Of Total Paroled	(100%)	(34.1%)	(30.6%)	(1.2%)	(2.9%)	(0.24%)

Source: DHSS. Op. Cit.

TABLE 8

1977 WISCONSIN INSTITUTIONALIZATION DATA

<u>Sex</u>	<u>Total Institution</u>	<u>Total Minority</u>	<u>Black</u>	<u>Spanish American</u>	<u>N.A.</u>	<u>Oriental</u>
Male	3,119	1,336	1,217	45	71	3
Female	<u>139</u>	<u>92</u>	<u>82</u>	<u>7</u>	<u>3</u>	<u>0</u>
Total	3,258	1,428	1,299	52	74	3
% Of Total Institu- tionalized	(100%)	(43.8%)	(39.8%)	(1.59%)	(2.27%)	(0.09%)

Source: DHSS. Op. Cit.

As can be seen from Tables 4 and 5, minority adults and juveniles are arrested for both Part 1 and 2 crimes at a significantly higher rate than their representation in general population (8.3%) especially Blacks.

While Tables 4 and 5 show minority arrest rates at 20.2% for 1976, Tables 6, 7 and 8 respectively show that as of September 1977, 22% of all persons on probation were minority group members, 34.1% were on parole and a startling 42.8% were institutionalized. Data presented in Table 8 indicates that almost half of all incarcerated inmates are members of minority groups. Again, these data are startling in light of Wisconsin's very small minority population.

WCCJ's planning process must be sensitive to these facts and continue to initiate solutions which will adequately address criminal justice issues causing these ever increasing problems.

Note: THE WISCONSIN COUNCIL ON CRIMINAL JUSTICE HAS BEEN UNSUCCESSFUL IN ITS ATTEMPTS TO OBTAIN VARIOUS STATISTICAL BREAK-DOWN DATA ON THE NUMBER OF HANDICAPPED AND ELDERLY (AGES 40-65) INDIVIDUALS IN WISCONSIN.

V. ANALYSIS OF THE WISCONSIN COUNCIL ON CRIMINAL JUSTICE MEMBERSHIP

The Wisconsin Council on Criminal Justice (WCCJ) consists of a 30 member council, representative of the state's law enforcement and criminal justice processes and citizens' interests. The Governor serves as Chairperson.

Of these 30 members, 4 or 13.3% represent non-minority women and 6 or 20.0% are minorities. The minority representation consists of 1 Black woman, 3 Black males, 1 Hispanic and 1 American Indian.

The major functions of the WCCJ membership are to review and approve a statewide annual plan for the improvement of Wisconsin's total criminal justice system. Implementation of this plan occurs through the making, monitoring and evaluations of grants to state and local governmental agencies and private non-profit agencies.

VI. WORK FORCE PROFILE - CENTRAL OPERATION

As of December 31, 1977, the Wisconsin Council on Criminal Justice was authorized 54 full-time equivalent permanent positions. As of December 31, 1977, WCCJ had 42.0 filled permanent full-time equivalent positions and a breakdown follows:

	<u>Classified Civil Service</u>	<u>Unclassified Civil Service</u>	<u>Total</u>
Filled Permanent Positions	38.0	4.0	42.0
Unfilled Permanent Positions	<u>11.0</u>	<u>1.0</u>	<u>12.0</u>
Grand Totals	49.0	5.0	54.0

A. Filled Permanent Positions

Included in the total filled positions (42.0) are 30.5 "B" funded employees, 2.0 Juvenile Justice Delinquency Prevention Act funded employees and 9.5 "C" funded employees.

B. Unfilled Permanent Positions

1. One (1) Legislative Liaison - Unclassified, frozen
2. One (1) PA3 - Adult Services, in recruitment
3. One (1) RA2 - Evaluation, in recruitment
4. One (1) PA3 - Juvenile Services, frozen
5. One (1) PA2 - Native American Technical Assistance Coordinator, in recruitment
6. One (1) PA1 - Evaluation, in recruitment
7. One (1) Administrative Assistant I - Planning, frozen
8. Five (5) EEO/AA staff - One Administrative Secretary 1, three Administrative Assistant 3's, and one Administrative Assistant 1, in recruitment

These positions, whenever they are filled, will be filled in accordance with existing personnel rules and affirmative action measures.

C. Permanent Part-Time

Currently WCCJ employs two (2) permanent part-time employees, 2 white females.

D. Limited Term Employees (LTE's)

In addition to WCCJ's 42 permanent filled positions, two (2) full-time and one (1) part-time LTE's are employed. LTE's are usually students, recent college graduates or knowledgeable persons who perform various para-professional and professional tasks within the agency. LTE positions are created as needed or financially possible and filled within the principles of affirmative action.

The WCCJ is currently recruiting for a permanent position (Native American Technical Assistance Coordinator) currently filled by one of the LTE's. LTE's are informed of job openings and qualifications in order that they may compete for permanent positions. A breakdown of LTE's are:

1 Native American male
1 white male
1 white female

E. University of Wisconsin Student Interns

WCCJ jointly operates a student internship program with the University of Wisconsin. The University places interns in various agencies so they may gain experience which will aid in their academic goals. Three (3) students (2 white males and 1 white female) are placed in WCCJ. Although WCCJ has no direct authority over the recruitment activities, the University is aware of WCCJ's strong commitment to EEO/AA and WCCJ will continue to request that intern referrals be representative of minorities and women.

F. University of Wisconsin Graduate Student Placements

WCCJ also participates in the University of Wisconsin's School of Social Work Graduate Field Placement Program. Of the placements made in 1977, 3 were white males and 1 white female.

G. Volunteers

WCCJ accepts volunteer service from University students and unemployed persons. During 1977, six (6) persons volunteered services to the agency's Program Evaluation and Personnel Management/Equal Opportunity sections. A breakdown of volunteers consists of:

1 white male
3 white females
2 Oriental females

H. Madison's Neighborhood Youth Group - High School Student Placements

The WCCJ employed four (4) Neighborhood Youth Corps (NYC) students for the summer of 1977. All NYC students worked on a half-time basis. Two of these students were high school graduates and two would be entering their junior year of high school. All of the students were involved in data tabulation and information gathering for the Juvenile Services section.

1 Black male
1 Black female
2 white females

I. Work Incentive Program (WIN) Placements

WCCJ participated in the WIN Program by accepting a placement in late September, 1977. This person, an Oriental female, was assigned to the Program Evaluation Section as a typist and worked for three months.

J. Comprehensive Employment and Training Act (CETA) Employees

WCCJ did not employ CETA personnel during 1977.

VII. STAFF ANALYSIS - CENTRAL OPERATION

A. Representation

As of December 31, 1977, WCCJ employed a total of 46 employees which include all full- and part-time permanent employees and full- and part-time LTE's. Note that the University student interns and others are not included in this total.

The staff analysis delineated below is based on the total staff as opposed to just the 43 permanent staff.

TABLE 9

WISCONSIN COUNCIL ON CRIMINAL JUSTICE
CURRENT WORK FORCE BY SEX

<u>Breakdown of Staff</u>	<u>No.</u>	<u>Percentage</u>
Males	24.0	52.2%
Females	<u>22.0</u>	<u>47.8%</u>
Total Staff	46.0	100.0%

As can be seen from Table 9, staff is about equally divided between male and female employees. Female representation in WCCJ is 47% and well within the direction of female population percentage in the state (51%) and significantly surpasses female availability in the labor force (40%). WCCJ does not have problems or deficiencies with female representatives. However, staff composition changes significantly when the number of minority individuals are considered as shown in Table 10.

TABLE 10

WISCONSIN COUNCIL ON CRIMINAL JUSTICE
CURRENT WORKFORCE BY SEX AND ETHNIC GROUP

<u>Breakdown of Staff</u>	<u>No.</u>	<u>Percentage</u>
MALES		
Non-Minority	20.0	43.5%
Minority	4.0	8.7%
FEMALES		
Non-Minority	19.0	41.3%
Minority	<u>3.0</u>	<u>6.5%</u>
Total Staff	46.0	100.0%

Minority representation in WCCJ (15.2%) significantly surpasses the percentage of minorities in the state (5.3%) and in the state's labor force (3.6%). However, since WCCJ is a criminal justice planning agency and 43.8% of all incarcerated adults are non-white,* and 16.13% of all persons arrested in 1976 were minorities, there is a special need for minority representation to be increased until it is compatible with the percentages of these groups who are most affected by the criminal justice system and our services.

Additionally, all WCCJ's existing and future employees must develop, manifest and perpetuate a basic understanding of cultural and ethnic needs, backgrounds and characteristics of minority groups within and out of the criminal justice system. This understanding is a pre-requisite for effective criminal justice planning, programming and rehabilitation of minorities within the system and for the prevention of minorities from becoming clients or inmates of the criminal justice system.

* The 43.8% figure represents minority incarceration rates within the total (statewide) corrections system, however, minority incarceration rates in some individual correctional facilities, i.e., Waupun and Green Bay, are as high as 50% or better.

B. Utilization

Utilization of WCCJ's staff is depicted in Table 11.

TABLE 11

WISCONSIN COUNCIL ON CRIMINAL JUSTICE
CURRENT WORKFORCE BY JOB CATEGORY, SEX AND ETHNIC GROUP

	Non-Minority Males	%	Non-Minority Females	%	Minority Males	%	Minority Females	%	Grand Total	%
Management	4	8.7	2	4.3	2	4.3	0	0	8	17.4
Professional	14	30.4	2	4.3	2	4.3	2	4.3	20	43.5
Para-Professional	1	2.2	5	10.9	0	0	0	0	6	13.0
Clerical	<u>1</u>	<u>2.2</u>	<u>10</u>	<u>21.7</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>2.2</u>	<u>12</u>	<u>26.1</u>
Grand Total	20	43.5%	19	41.3%	4	8.6%	3	6.5%	46	100.0%

As stated previously, WCCJ does not have a deficiency in minority representation which is 15.2%, or female representation, but based on data presented above in Table 11, utilization of minorities and women needs improving in the following areas:

1. Management - Of WCCJ's total staff (46), 8 represent the management category. The 2 (4.3%) female representatives and minority representation of 2 Black males (4.3%) are not a concern at this time. However, there is concern about the absence of minority females in this category. WCCJ's recruitment and selection policies and staff development training programs are geared toward improving this and other such deficiencies noted throughout its plan.
2. Professional - In this category, the concern is under-utilization of women (2 or 4.3%) in comparison to their non-minority male counterparts (14 or 30.4%). Table 11 shows that almost half of all WCCJ personnel (43.5%) is concentrated in the professional category, but it is

dominated by non-minority males. The four (4) minorities (both males and females) represent 1 Black male, 2 Black females and 1 Native American male. WCCJ's goals and timetable should recognize and address this unbalanced utilization.

3. Para-Professional - As Table 11 also shows, this category is almost 100% non-minority women. Some improvements in utilization should be taken to ensure minority groups are also represented and utilized in this area of the workforce. Minorities should be utilized in all areas of the agency's workforce. Again, WCCJ's goals and timetable should address this deficiency.
4. Clerical - Of WCCJ's 19 female employees, 10 are concentrated on this category. The 1 (2.2%) minority is an Hispanic female and the 1 male clerical position is filled by a physically handicapped white male. Greater efforts should be made to utilize a larger proportion of female and minority employees throughout the agency's workforce especially in the professional and para-professional categories.

Minority representation in the clerical category is too low. Immediate steps should be taken to correct this deficiency.

C. Other Areas of Needed Improvement

1. Minority Representation Throughout All WCCJ's Working Section - While the overall percentage for minority representation far exceeds the state's minority population, labor force and relevant labor market percentages, there is still need for WCCJ to address the lack of minority representation in some of the working sections. For example, there is no minority representative in WCCJ's Program Evaluation, Audit or Planning and Grants section. Since these sections play a significant role in the delivery of our services to criminal justice agencies, groups, etc., and since minorities are also recipients of these services, minorities should be represented in these sections and participate in the planning and provision of such services.

Minorities are needed at all levels of WCCJ's planning and decision-making process so that these groups perceive WCCJ as being fair and equitable. Full and equal participation of minorities (and females) throughout WCCJ's total organizational structure is an important component for the successful accomplishment of the agency's goals.

These areas of concern will receive further study and consideration.

2. Handicapped Representation in WCCJ - WCCJ does employ one (1) physically handicapped white male, but currently, there is no data on existing employees for determining how many consider themselves handicapped as defined by the State of Wisconsin.

A survey, which is in process of being finalized, will be distributed to staff before April 1, 1978 for determining whether or not they consider themselves handicapped. Results of the survey will be used as appropriate and will be forwarded to the State's Affirmative Action Office.

3. Elderly (45-65 years old) Representation in WCCJ - WCCJ employs 5 employees 40 years or older. A breakdown consists of 2 white males, 1 white female and 2 Black males.

D. Summary

Overall, minority and female representation is adequate, however, improvement in utilization throughout the agency's organization should be made.

Assessment of the handicapped representation and utilization is in progress and should be completed by April 1, 1978.

VIII. WORK FORCE PROFILE AND STAFF ANALYSIS - REGIONAL OPERATION

The Wisconsin Council on Criminal Justice (WCCJ) has ten (10) Regional Criminal Justice Planning Councils and two (2) Criminal Justice Coordinating Councils. The ten regional councils are located throughout the state. For geographical location of the councils' offices, please refer to the map in the attachments.

The purpose of the regional councils is to assess local criminal justice needs and priorities as determined by citizens and form into a regional plan. Each region submits its plan to the WCCJ where the plans are integrated into a statewide Annual Criminal Justice Improvement Plan.

While the WCCJ has ten regional criminal justice planning councils, eight councils have elected to use the state staff option whereby they are administratively responsible to the WCCJ Executive Director, but follow the policy dictates of their councils. The two remaining councils (Metropolitan Milwaukee and South West) have chosen to employ their own staff. Therefore, the work force profile and staff analysis presented below includes only those eight regional councils which have exercised the state staff option.

A. Regional Work Force Profile

As of December 31, 1978, the WCCJ's eight regional planning councils were authorized 19 permanent positions. A breakdown follows:

	<u>Unclassified Civil Service</u>
Filled Permanent Positions	14
Unfilled Permanent Positions	<u>5</u>
Total	19

1. Filled Permanent Positions

Included in the total filled positions (14) are 13 "B" funded employees and one employee funded 75% from Juvenile Justice Delinquency Prevention Act funds and 25% "B" funds.

2. Unfilled Permanent Positions

The following permanent positions are vacant and/or in recruitment at this time:

- a. Two (2) secretaries (both temporarily filled by LTE's) South Central and Northeast, respectively.
- b. One (1) Assistant Regional Planning Director (Southeast - frozen)
- c. Two (2) regional planning directors (one frozen and one temporarily filled by an LTE) Northeast and Upper West Central, respectively.

3. Permanent Part-Time

Currently one (1) permanent part-time employee is employed in the regions (South Central).

4. Limited Term Employees (LTE's)

In addition to the regions 15 permanent filled positions, 11 LTE's are employed both as clerk/typists and para-professionals and one as an Acting Regional Planning Director.

The 11 LTE's employed as para-professionals are all non-minority males and females, with the exception of one Black female employed in the South Central office. However, it should be noted that each region participating in the para-professional program recruited and selected these LTE's in accordance with approved WCCJ recruitment and selection plans. The Southeast region also employed at least two minority LTE's during the fall school semester. For personal reasons, these LTE's decided not to work the second semester (January - June, 1978).

B. Regional Staff Analysis - Representation

An analysis of the regional staff is delineated below:

TABLE 12

WISCONSIN COUNCIL ON CRIMINAL JUSTICE'S REGIONAL WORK FORCE
BY SEX

<u>Breakdown of Staff</u>	<u>No.</u>	<u>Percentage</u>
Males	8.0	57.1%
Females	<u>6.0</u>	<u>42.9%</u>
Total Staff	14.0	100.0%

As can be seen from Table 12, males outnumber females. However, female representation in the regions (42.9%) is well within the direction of female population percentage in the state (51%) and surpasses female availability in the labor force (40%). WCCJ does not determine a problem or deficiency in female representation in the regions at this time.

The situation cited above changes significantly when the number of minority individuals are considered in Table 13 below:

TABLE 13

WISCONSIN COUNCIL ON CRIMINAL JUSTICE REGIONAL WORK FORCE
BY SEX AND ETHNIC GROUP

<u>Breakdown of Staff</u>	<u>No.</u>	<u>Percentage</u>
MALES		
Non-Minority	8.0	57.1%
Minority	0.0	0
FEMALES		
Non-Minority	6.0	42.9%
Minority	<u>0.0</u>	<u>0</u>
Total Staff	14.0	100.0%

It is obvious that no minorities are employed in a permanent status in any of the regions, including the two regions (Milwaukee and Southwest) which are not under WCCJ's administrative authority. The fact that no minorities are employed throughout WCCJ's ten regions is a serious deficiency especially in light of the following statistics: The total minority population rate is 5.3%, however, minorities account for 42.8% of all persons incarcerated as of September 1976. In 1977 20.2% of all persons arrested were minority group members; additionally, minorities account for 26.7% of all persons on probation and 34.1% of those on parole.

The WCCJ is a criminal justice planning agency and one cannot over-emphasize the critical need for minorities to be represented in the employment ranks of the regional criminal justice planning councils. This is especially true in those regions where minority population is significant.

C. Regional Staff Analysis - Utilization

Utilization of WCCJ's regional staff is depicted in the table below:

TABLE 14

WISCONSIN COUNCIL ON CRIMINAL JUSTICE REGIONAL WORKFORCE BY
JOB CATEGORY, SEX AND ETHNIC GROUP

	Non-Minority Males	%	Non-Minority Females	%	Minorities (Males and Females)	%	Total	%
Management	6	42.9%	1	7.1%	0	-	7	50.0%
Professional	2	14.3%	1	7.1%	0	-	3	21.4%
Clerical	<u>0</u>	<u>-</u>	<u>4</u>	<u>28.6%</u>	<u>0</u>	<u>-</u>	<u>4</u>	<u>28.6%</u>
Grand Total	8	57.2%	6	42.8%	0	-	14	100.0%

As stated in the previous section, there is a serious deficiency in the composition of regional staff as there is absolutely no minority representation present. Although women are represented (42.9%), the utilization of women needs improving in the following areas:

1. Management - The one (7.1%) female represented in the regional management category was just hired the latter part of December, 1977. Prior to this time, WCCJ had never had a full-fledged female regional planning director, although there is an "acting" female regional planning director (Northeast). While the recent employment of a permanent full-fledged female regional planning director represents an historic action and progress made by the WCCJ, improvement remains to be done in this area.
2. Professional - As noted in Table 14, the utilization of women in the regional professional category is divided about evenly between non-minority males and females. The utilization of females (7.1%) in the professional category is not a great concern at this time.
3. Clerical - Of WCCJ's six regional non-minority female employees, the majority (4) are located in the clerical category. These figures not only represent an "over" utilization of women in the clerical category (note that no men are utilized in this category), but also clearly indicate a clustering or concentration of women in the traditional lowest paying category of any agency - the clerical category. There is a need for women to be adequately utilized throughout all of the regional job categories.
4. Summary - The most disturbing aspect of the regional staff make-up is the fact that no minorities are represented. Plans are currently under study to reorganize and consolidate the current ten regional councils into four (4) regions. If this proposal is approved by the WCCJ, the Governor and DOA, it is not expected that the sexual and ethnic composition of the staff will change in the immediate future. An analysis of regional staff turnover over the past 3 to 5 years indicates that regional staff has been fairly stable with very little turnover evident. Therefore, it is unrealistic to think that significant improvements will be made in minority representation in the very near future, even when (and if) the current vacant positions are filled.

IX. PROBLEM ANALYSIS - A SUMMARY

There are areas in WCCJ's personnel policies and practices which need improving. Although the specific problem areas and proposed remedial plans are discussed in detail throughout this EEO/AA plan, the major improvement areas are summarized in this section.

- A. Employment - WCCJ's overall minority and female representation is not a concern at this time; however, there is a need for WCCJ to increase its Hispanic representation. WCCJ does employe an Hispanic female as a clerical worker, but the need remains for Hispanics to be represented in the para-professional and/or professional category. The main problem has been a failure to attract an ample number of Hispanic applicants to compete for these positions. Contributing factors probably are salary, training and experience requirements, interest in certain job areas, lack of knowledge about job openings, etc. WCCJ will continue to work and cooperate with Hispanic groups to address these problems.

Utilization of staff is also a problem area. After receiving staffing placement data, it is determined that improvement is needed in the utilization of staff. Part of the problem is due to the lack of a systematic career development and training program for existing staff. Another part of the problem results from our inability to attract a measurable number of women and minorities to WCCJ's more technical jobs, i.e. Research Analysts in our Program Evaluation Section, Auditors in our Audit Section and to a lesser extent, accountant-type persons in the Fiscal Section. WCCJ is continuously reviewing its recruitment and selection criteria for deletion of all disparate requirements which cannot be shown to be job related and lend itself to viable alternative criteria.

The identification of handicapped employees is another area WCCJ has not yet addressed. With the exception of one physically handicapped employee, WCCJ has no idea of how many other handicapped staff are employed - handicapped as determined by state and federal definitions. WCCJ is presently gathering such data on its employees and will submit our findings and a plan of action, if necessary, as a supplement to this EEO/AA plan by May 1, 1978.

- B. Service Delivery (Programming) - While WCCJ strives to provide adequate and relevant criminal justice programming to all relevant and eligible groups, we do recognize the need

to initiate and maintain a more detailed and "group" specific recordkeeping and reporting system on minority, female, handicapped and elderly participation in WCCJ's service delivery system. For example, WCCJ does not know what percent of funds are presently distributed to criminal justice organizations which primarily provide services to members of these groups. We do not know approximately what technical assistance is provided in the formulation or maintenance of projects, we do not know the degree of participation of these groups in the planning process and we do not know whether or not to what extent these groups are being informed of WCCJ's grant-in-aid projects. Lastly, we do not know if adequate and complete information on WCCJ's function, funding opportunities and guidelines is reaching these groups.

The lack of information about WCCJ programming and service delivery system is a problem area which will receive significant attention in 1978. During 1978, we may not obtain all the answers to the questions raised above, but we hope to develop a mechanism that will provide us with ongoing feedback.

X. GOALS AND TIMETABLES

A. Personnel - Representation

1. Minorities - Minority representation in WCCJ currently exceeds the state and labor force percentages. However, as previously stated, WCCJ is a criminal justice planning agency and should strive to employ a cadre of staff that is reflective and commensurate with the clientele for whom the planning and provision of services are most needed. The non-white incarceration rate is 16.3% for juveniles and 20.2% for adults. 26.7% of all persons on probation are minorities and 34% of all paroled persons are minorities.

Positions which are currently in recruitment or planned to be filled later will be filled in accordance with affirmative action principles.

WCCJ commits itself to hiring at least two (2) minority individuals during 1978. Achievement of this goal will be made possible by utilizing the following methods:

- a. Implementation of an LEAA discretionary EEO/AA grant. This grant will provide between 3-5 staff positions.
 - b. Continuation of vigorous recruitment efforts.
 - c. Strict adherence to job related and validated selection criteria.
2. Women - Because WCCJ's female representation is significantly above their percentage with the state's labor force and service population, no specific numerical goal and timetable for representation is needed at this time. However, WCCJ does commit itself to maintaining female representation at the same level as their population and labor force percentages during the next twelve (12) months.
 3. The Handicapped and Elderly - Although WCCJ already has one (1) full time physically handicapped person, during 1978 efforts will continue for recruiting and hiring the handicapped and elderly.

WCCJ is in the process of compiling a recruitment list especially for the state's handicapped and elderly. Additionally, we are continuing efforts to obtain more accurate numerical and service population data on these groups.

Because of incomplete numerical data existing on Wisconsin's handicapped and elderly, WCCJ is not making a definite goal and timetable statement at this time. However, WCCJ will continue to ensure equal employment opportunity for these groups by:

- a. Continuing to expand and utilize recruitments for these persons.
- b. Continuing to use the State of Wisconsin application form which incorporates a special section for the handicapped.
- c. Placing the following phrase on all job announcements "Minorities, women, handicapped and elderly are urged to apply - WCCJ is an Equal Employment Opportunity/Affirmative Action Employer."

B. Personnel - Utilization

1. Minorities - While WCCJ overall minority representation far exceeds the statewide and labor force statistics, there is a need to improve the utilization of minorities in all sections of WCCJ's organization. For example, there is no minority representation in the para-professional category and there is no minority representation in the Program Evaluation and Audit sections of the agency.

Whenever vacancies occur or transfer and promotional opportunities exist, WCCJ pledges to ensure that equal opportunity is afforded to minorities in competing for all vacancies and upward mobility opportunities.

2. Women - Women are adequately utilized throughout WCCJ's organization, except the Audit section. There is no female representation in the Audit section.

In WCCJ's 1977 EEO/AA plan, we stated that "A study will be conducted during 1977 to determine how and where to best utilize the high number of women presently concentrated in the clerical category."

Since that time, the State Bureau of Personnel has initiated a clerical position survey for all state agencies. Recommendations from this study will be considered for implementation. It is hoped that the implementation of recommendations (if any) will increase the utilization of women from the clerical pool to some para-professional and other categories and sections through the agency.

3. The Handicapped and Elderly - WCCJ will make every effort to utilize the handicapped and elderly throughout the agency's organizational structure.

A survey of WCCJ's present employees will be made for determining who considers themselves handicapped under the statewide definition.

A SPECIAL NOTE:

IT SHOULD BE NOTED THAT WCCJ CONTINUES TO EXPERIENCE SIGNIFICANT REDUCTIONS IN FUNDS WHICH WILL POSSIBLY RESULT IN A REDUCED STAFF AND REORGANIZATION. IF A REDUCTION IN FORCE IS MADE, PLANNED EEO/AA EFFORTS WILL BE SUBJECTED TO THE SENIORITY SYSTEM AND PERSONNEL RULES AND REGULATIONS WHICH GOVERN EMPLOYEES' RIGHTS. REASSIGNMENT OF JOB DUTIES WILL ALSO BE DONE IN ACCORDANCE WITH EEO/AA PRINCIPLES AND STAFFING PATTERNS.

C. Personnel Policies and Practices

Planned improvement in WCCJ's personnel policies and practices are already noted throughout this plan. In addition to the various plans of action delineated throughout each section of the EEO/AA plan, the following EEO/AA audits will be initiated and/or completed during 1978:

1. Salary Audit

This audit will be concerned with whether or not there is a difference in the salary of employes with the same job responsibilities. Before doing a salary analysis, overlapping job titles may be merged so that persons doing the same work but having different job titles are compared.

2. Promotion Audit

This audit will be concerned with the gathering of information on the success or failure of the women and minorities in attaining promotion. Information will be gathered on the time spent prior to promotion by both male and female and minorities and whites of similar experience and training. Also, information should show the percentage, by group (women and minorities) of those eligible for promotion and those who have been granted them.

3. Location Audit

This audit is concerned with the development of information on job occupants in each of the many physically

separative locations. (e.g., regional staff). Information should be gathered by race, sex, national origin composition of each job title in each location.

4. Placement, Job Classification, and Assignment

This audit will examine job category assignments and treatment of individuals within a single job classification to determine if there is "clustering."

It will determine whether there are valid or substantial differences in duties or qualifications between different job classifications and if persons in those classifications are segregated by race, color, religion, sex, or national origin.

It will also determine whether minorities and women are being classified as L.T.E., seasonal, part time or any other categories of employment which do not carry benefits and protections of regular hiring.

5. Policy of EPA's

In addition to initiating and/or completing the aforementioned audits, WCCJ will also devise policies for awarding Discretionary Performance Awards (DPA's) and Exceptional Performance Awards (EPA's).

XI. DESCRIPTION OF EXISTING EMPLOYMENT POLICIES, PRACTICES,
FINDINGS, EVALUATIONS AND PLANNED IMPROVEMENTS
FOR 1978

A. POSITION DESCRIPTIONS AND JOB ANNOUNCEMENTS

1. Current Policy and Practice - Position descriptions are based on job analyses which are conducted jointly by the lead supervisor and staff of the Personnel Management/Equal Opportunity Section. The analysis basically consists of:
 - a. What is to be done.
 - b. The nature of the various duties and responsibilities.
 - c. Approximately how much time will be spent on each duty and responsibility.
 - d. Ensurance that each duty and responsibility is necessary and job related.
 - e. Ensurance that educational and training requirements are minimum, necessary and job related.
 - f. Ensurance that salary is commensurate with job duties and responsibilities.

All job descriptions are approved by WCCJ's Executive Director before transmittal to the State Bureau of Personnel for action. Once the Bureau of Personnel has acted, the job announcement, which is based on the job description, is distributed in accordance with our recruitment lists. All job announcements contain the following phrase: "Minorities, women, handicapped and elderly are urged to apply for employment. WCCJ is an Equal Opportunity/Affirmative Action Employer."

2. Analysis of Current Policy and Practice - Job descriptions are reviewed or updated for the following reasons:
 - a. When an employee leaves the agency and the vacant position is announced for recruitment.
 - b. An employee's current working status changes, i.e., reclassification, promotion, additional job assignment, etc.

There is a need for a systematic review of all employee's job or position description on an annual basis irregardless of whether or not personnel action noted above in 2(b) are taken. Such a systematic review to be conducted

by employee's lead supervisor and PM/EOS staff will result in on-going refinement, adjustments and ensurance that the job relatedness is maintained.

Position descriptions for lead supervisor and management staff do not contain accountability measures for equal opportunity/affirmative action compliance. There is a need for such measures to be incorporated in the Position Descriptions of these workers.

WCCJ will continue to strive to make sure that all job announcements are complete and contain all relevant information for applicant's information and consideration. Criteria for selection should be noted.

3. Planned Improvement - All employees' positions which have not been the recipient of the kinds of job action spelled out in item 2(b) noted above will automatically receive an annual review during the time of their annual performance evaluation. Additionally, during 1978, efforts will be made to include equal opportunity/affirmative measures in lead workers' position descriptions.

WCCJ will make greater efforts to ensure that criteria for selection are noted on all announcements.

B. RECRUITMENT AND APPLICATION

1. Current Policy and Practice - WCCJ uses two (2) major methods for recruiting permanent staff - the Wisconsin Career Candidate (WCC) and the Current Opportunity Bulletin (COB). Under the WCC concept, WCCJ's Executive Director is delegated authority for recruitment, selection and appointment of employees in PA1 through PA3 positions. The Executive Director also makes direct appointments for all unclassified, exempt positions. All clerical, administrative assistants, Research Analysts 2-4, PA4 and on, are recruited, screened and certified by the State Bureau of Personnel under the COB concept. However, WCCJ's Executive Director receives the top candidates and makes the selection from this slate.

Under both WCC and COB methods, WCCJ utilizes the minority and women recruitment list attached. WCCJ accepts personal resumes from applicants; however, where application forms are requested, the standard State of Wisconsin application is used (See Attachments).

2. Analysis of Current Policy and Practice - WCCJ does not determine an adverse or disparate affect of its recruitment policy or practices on minorities and women. However, there is a need for placing more emphasis on the recruitment of the handicapped and elderly and continuing to update and expand all recruitment lists.

The State of Wisconsin recently revised job application form should contain a control mechanism for the elderly (40-65) similar to the assurance of equal employment for the handicapped.

3. Planned Improvements - As already noted, WCCJ plans to continue to re-evaluate job descriptions, duties and qualifications to determine and eliminate bias and unnecessary criteria in the recruitment process. While changes have been made, we are constantly striving for additional improvements in this area.

WCCJ will make improvements in recruitment lists that will not only update and expand minorities and women groups, but will also concentrate on the handicapped and elderly.

WCCJ will make its concerns known to the State Affirmative Action Officer regarding the need to place emphasis on the ensurance of equal opportunity for the elderly similar to the protection for the handicapped.

C. SELECTION AND APPOINTMENT

1. Current Policy and Practice - As already stated, WCCJ uses both the WCC and the COB methods for recruiting and selecting permanent employees. Under the WCC program, WCCJ's Executive Director is delegated authority to recruit, select and appoint employees in PA1-3 positions. Presently the Director utilizes in-house staff and outside persons to screen resumes, hold oral interviews and recommend candidates for final selection.

A summary of the WCC selection process follows:

After the application deadline closes, the Personnel Management and Equal Opportunity (PM/EO) Chief Officer ensures that women and minorities are adequately represented. This is determined by analyzing the EEO/AA Ethnic Assessment Form which all applicants are requested (voluntarily) to complete and return. Once this concern is satisfied, the following steps usually are taken:

- a. Applicants must meet minimum requirements as determined through the resume screening process. Two (2) to three (3) WCCJ management and professional employees and occasionally an outside person screen resumes independently and make recommendations.

Composition of the resume screening committee is reviewed by the EEO/AA Officer to ensure representation of women and minorities.

- b. Applicants with the strongest and most competitive qualifications are invited for an oral interview. Oral board members are usually WCCJ employees, both management and professional. Non-governmental persons also participate as oral board members. Again, minorities and women are represented on this Board.
- c. The Executive Director, Deputy Director and/or Chief of the affected WCCJ section, hold final interviews of one or more candidates and the Executive Director makes final selection.
- d. Professional, para-professional and clerical workers generally serve a six (6) month probationary period. Middle and upper management employees serve a twelve (12) month probation period.

When employees are recruited by the State Bureau of Personnel (COB), recruitment (assisted by WCCJ), screening of resumes and certification is handled by the Bureau. Final selection is made by WCCJ's Executive Director.

2. Analysis of Current Policy and Practice

- a. Under the WCCJ process - There is a need for the WCCJ to refine and improve its criteria and rating scales for the resume or application review process of the selection. While the resume review criteria are pre-established, greater efforts should be made to ensure that the criteria are validated and/or job-related.

A significant amount of work remains to be done in order to get the oral examination criteria in an acceptable manner. WCCJ has begun to validate all of its selection procedures, especially the oral examination part, however, only three (3) areas are completed. The majority of areas remains to be addressed.

The final interview held by the Executive Director, Deputy and lead supervisor also need to be guided by some standard guidelines regarding questions, rating scale and the basis on which the hiring decision is made.

- b. Under the COB process - Pursuance of the COB method through the Bureau of Personnel (BOP) appears to have an apparent disparate effect on minorities and to a lesser extent, women, especially in some job areas. Under the COB process, no minorities were included in the top three WCCJ candidates certified by the BOP during 1977. Women made up less than 1/3 of all the top three WCCJ candidates certified by the BOP. WCCJ recommends that the BOP re-examine its testing criteria to ensure that they are validated, job-related and have no disparate effect on minorities and women. WCCJ further recommends that the State Affirmative Action Office followup on this concern.

3. Planned Improvement - During 1978, WCCJ will:

- a. Review and improve selection criteria for both resume review and oral examination.

- b. Persons outside the WCCJ will continue to be invited to serve on resume review and oral interview boards for employees recruited under the WCCJ concept.

D. ORIENTATION FOR NEW EMPLOYEES

1. Current Policy and Practice - Orientation of new employees is not conducted in a systematic manner at the WCCJ. While all new employees are briefed on matters such as salary, insurance benefits, etc., it is not clear whether such information as operating hours, WCCJ's organization, and function of each program section is fully discussed with all new employees. The coordination responsibility is left to each lead supervisor.
2. Analysis of Policy and Practice - WCCJ needs a systematic and comprehensive orientation program for all new employees. Such a uniform approach will:
 - a. Ensure all new employees receive complete information about the agency.
 - b. Decrease misunderstandings about agency's rules, regulations and other operating procedures.
 - c. Foster greater understanding and appreciation of one's work and how it relates to the total agency's mission.
3. Planned Improvement - Work is already in progress on a comprehensive orientation package which will place major responsibility on lead workers and supervisors. This includes placing responsibility for supervision to:
 - a. Preparing letters of introduction for new employees for the Executive Director's signature.
 - b. A defined plan of action to be implemented by supervisor during the orientation period.
 - c. Supervisor will complete an orientation check off list which must be returned to the PM/EO section for review and placing in new employee's personnel file.

It is expected that this orientation will be completed during 1978.

E. TRAINING AND STAFF DEVELOPMENT

1. Current Policy and Practice - Training and staff development is reviewed and approved on an "as needed" basis or determined by employee's supervisors. Such training may be obtained by attending conferences, workshops, various meetings, and taking selected courses at a college, university, etc. The current practice is for the employees to complete a memo requesting special training or course work including approximate cost to the agency, time involved and expected benefit to the agency. This request is reviewed by the lead supervisor, Personnel Management and Equal Opportunity Section and Administrative Services. This information is then reviewed for approval or disapproval by WCCJ's Deputy Executive Director.

Because of restricted funds, staff is limited to one out-of-state developmental attendance per fiscal year and one developmental course per fiscal year. However, this does not restrict attendance to other job related activities reimbursed by other funding sources. For further information, please refer to policy IV-H located in the WCCJ's Policy and Procedure Manual. A copy of this manual will be forwarded upon request. In-service training is on-going and available to all staff. In-service training covers all WCCJ programs and criminal justice areas including EEO/AA. It is usually presented via films, guest speakers, WCCJ staff speakers, etc.

2. Analysis of the Policy and Practice - WCCJ does not have a specific coordinated staff development program for each employee. As previously stated, training of staff is at best ad hoc and many times impromptu. The PM/EOS is in process of devising a detailed yearly staff development training program by job categories, duties or positions, to ensure all employees receive needed training. This program will be completed during 1978.

Each employee's developmental program will be based on areas of needed improvement noted in the 1977-1978 Performance Evaluation. While 1977 was the first year WCCJ attempted to systemize staff development and training, the completion of the program lacks comprehensiveness mainly because of the following reasons:

- a. Supervisors were not adequately informed that the 1977 performance would also be used to devise such a program; therefore,
- b. In many cases, the 1977 Performance Evaluation did not clearly delineate employee's areas of needed improvement.

A well defined in-service training program needs to be established to ensure that all employees receive needed assistance.

3. Planned Improvement - For development of the 1978 staff training and development program, the Personnel Management and Equal Opportunity Section (PM/EOS) will place greater emphasis on the total utilization of performance evaluation data. Also, the 1978 performance evaluation period will begin earlier in order to allow more time for lead supervisors to give more thought to employee's staff development program.

The PM/EO staff is currently working with other state agencies' training officers for the purpose of improving both our staff development program and our in-service training program.

WCCJ also has allocated special funds for implementing a formal staff development and training program. These funds will allow staff to attend training and educational sessions on subjects related to the upgrading and improvement of skills. Staff must follow uniform procedures when requesting usage of these funds.

F. TRANSFERS

1. Current Policy and Practice - WCCJ complies with the State of Wisconsin Personnel Administrative Code for Transfer. The practice is that any employee may request a transfer from one job to another depending on vacancy, type of positions, required duties, rate of pay, etc. In the event two (2) or more clerical employees with similar qualifications request a lateral transfer for the same position, seniority will be the deciding factor. (This is in accordance with the Wisconsin Clerical Contract Agreement).
2. Analysis of Policy and Practice - To date, no apparent disparate affect on minorities and women.
3. Planned Improvement - No change anticipated at this time.

G. PROMOTIONS AND UPWARD MOBILITY

1. Current Policy and Practice - Current upward mobility policy and practice consists of: a) reclassification, and b) promotional examinations.

- a. Reclassification

A reclassification is defined as the reallocation of a position. One of two criteria must be met in order to justify a reclassification:

- i. There must be a significant logical change of a permanent nature in the duties and responsibilities of a position which are identified at a different level. The change usually occurs over a period of time and is the result of a "natural outgrowth" of responsibilities of the position. Normally, the new duties and responsibilities must have been a part of the performance in a position performed for at least six months.
- ii. "Attainment of specified training and experience, and demonstrated performance by an incumbent in a position identified in a classification series where the class levels are differentiated on this basis." (Wis. Adm. Code Section Pers. 3.04(b))

- b. Promotional Examination

Permission must be obtained from the State Bureau of Personnel in order for WCCJ to utilize this method. WCCJ must have at least 3 employees qualified, however, LTE and emergency or provisional employees are not eligible.

2. Analysis of Current Policy and Practice - There appears to be no adverse effect of WCCJ's promotional examination on minorities and women, however, there appears to be an adverse trend developing in the pursuance of WCCJ's reclassification policy. For example, during 1977, 11 persons were reclassified; none were minorities. It should also be noted that during this same period, there were no reclassification requests from supervisors regarding minority employees.
3. Planned Improvement - WCCJ will study this trend and make a determination on what course of action should be taken, if any.

H. EMPLOYEES' PERFORMANCE EVALUATIONS

1. Current Policy and Practice - WCCJ's employee performance evaluation is future oriented for the purpose of assisting staff in improving skills and knowledge. WCCJ's performance evaluation program consists of the following:

- a. New Employees

New employees receive two evaluations during the probationary period. Employees who serve a six (6) month probation normally are evaluated at the end of the third and sixth month, respectively. Employees who serve a 12 month probationary period are evaluated at the end of the sixth and twelfth month respectively. Informal feedback is given to employees during interims. The state's Bureau of Personnel rating forms are used for new employees' probationary evaluations.

- b. Permanent employees

Permanent employees are formally evaluated once a year, usually between April and June, however, feedback is given to employees on an on-going basis.

The 1977 evaluation process marked the first time a Management By Objective (MBO) assessment was initiated. While only lead supervisors were assessed by this method this year, all para-professionals and professionals will be covered by an MBO type method for 1978.

The annual performance evaluation serves as the basic tool for formulating WCCJ's staff development and this marks the first year it has been used for this purpose. WCCJ has traditionally used rating forms constructed by the Department of Administration (DOA) for assessing employee's performance and determining areas of needed improvement. WCCJ amended DOA's 1977 form to include a section on Equal Opportunity/Affirmative Action Compliance for rating supervisors.

2. Analysis of Current Policy and Practice -

- a. New Employees

While WCCJ does not determine needed changes in the current policy and practices, there is a need for

WCCJ's supervisory staff to emphasize the following to new employees:

- i. Job duties and function;
- ii. Expectation (goals and objectives);
- iii. Performance rating criteria.

Emphasizing the above points will foster greater understanding on the part of both the new employee and supervisor and hopefully, this will result in more acceptable job performance.

b. Permanent Employees

WCCJ's supervisory and lead staff work performance should be evaluated annually and reviewed at least twice per year in strict accordance with pre-determined and mutually agreed upon (by supervisor and administrator) performance standards and goals. This frequency will allow both supervisor and WCCJ administration the opportunity to assess progress and make necessary adjustment along the way as opposed to a once a year review. This bi-annual review should also lead to greater effectiveness, efficiency and agency accountability.

WCCJ administrative management staff and lead supervisors need to formally institute a comprehensive MBO type process for all staff, except clerical. While the MBO assessment for lead supervisors during the 1977 evaluation was a start, such a process must be used more broadly and must be accepted by all affected employees if it is to serve as a useful tool.

WCCJ's regional staff has not been evaluated in a consistent manner like the central staff. It has been approximately 1½ years since regional staff performance was assessed. Performance evaluations for the regional staff is usually a joint effort conducted by WCCJ's Executive Director and regional chairpersons.

WCCJ is also not satisfied with the Annual Employee Performance Evaluation Rating Form used in the 1977 evaluation process. The form was too narrowly constructed and did not contain enough relevant rating factors and rating variances for diverse situations.

3. Planned Improvement - During 1978, WCCJ will make greater efforts to ensure that new employees are thoroughly familiar with the job's requirement, WCCJ's expectations and how their performance will be assessed.

Further study will be given to the need for bi-annual review for lead supervisory staff. Additionally, greater efforts will be made to incorporate the MBO method for all professional employees and regional staff into our existing performance evaluation structure.

Beginning with the 1978 Annual Performance Evaluation, regional staff will also be evaluated on a regular basis during the same time central staff is evaluated. The Regional Planning Directors should also be evaluated bi-annually in accordance with a mutually agreed upon MBO type method.

Lastly, for the 1978 annual evaluation process, WCCJ will make necessary improvements in the evaluation rating forms.

I. DISCIPLINE

1. Current Policy and Practice - The current policy is as follows:
 - a. The Executive Director or the Deputy Director represent the appointing authority in this agency and only they may approve disciplinary actions involving loss of pay, suspension with pay, demotion, or termination.
 - b. An employee at the WCCJ will be suspended, reduced in pay or position, or discharged only if the appointing authority deems that such action is based on evidentiary "just cause." Supervisors may recommend such disciplinary actions.
 - c. Supervisory staff in this agency may issue verbal warnings or written reprimands without the appointing authority's express approval.
 - d. Actions which require the appointing authority's approval and which may be appealed through Wis. Statutes, Section 16.05(a) or for employees covered by a union contract as outlined in their particular contract are:
 - i. Suspension without pay for up to 30 days.
 - ii. Reduction in pay.
 - iii. Reduction in position.
 - iv. Discharge.
 - e. Probation terminations prior to gaining permanent status are not usually considered disciplinary actions. The emphasis is on evaluation and assessment of fitness for permanent status. This action will be subject to the same review as indicated in (b) above.
2. Analysis of Current Policy and Practice - WCCJ's disciplinary policy needs further delineation of type of infraction and resulting sanction.

The current policy still does not formally include a role for the Chief of Personnel Management/Equal Opportunity.

3. Planned Improvement - During 1978, WCCJ will delineate at least in general terms, various types of employee infractions and resulting sanction.

Also during 1978, WCCJ will formally address the appropriate role of the Chief of Personnel Management/Equal Opportunity in the disciplinary process.

J. TERMINATION

1. Current Policy and Practice - WCCJ complies with the State of Wisconsin Personnel Administrative Code for Terminations. The practice has been for employees to give at least a two (2) week notice before terminating (voluntarily). Involuntary terminations usually result after a series of infractions and necessary disciplinary actions. For more detail, refer to the WCCJ's Policy and Procedure Manual. A copy will be furnished upon request.
2. Analysis of Current Policy and Practice - As stated in the analysis of the Discipline policy, WCCJ needs to further delineate causes for termination. Because discipline and termination are closely related, they will be considered and addressed in a similar manner.
3. Planned Improvement - A delineation will be made of causes for termination in conjunction with discipline during 1978. A written internal policy and procedure for voluntary terminations will also be developed. The policy will include notification of all terminations to the Chief of the Personnel Management/Equal Opportunity Section.

(Note: "An employe who has separated from the classified service without misconduct or delinquency, or who has accepted voluntary demotion for personal reasons, shall be eligible for reinstatement in any agency for 3 years from date of such separation or demotion. The effective date of reinstatement shall be within the 3 year time limit." Wisconsin Administrative Code, Rules of Director, Bureau of Personnel, Chapter Pers. 16, "Reinstatement and Restoration", pages 47-50.

K. GRIEVANCE PROCEDURE

1. Current Policy and Practice - The current policy follows:

- a. Any employee in the classified service of the WCCJ may utilize the official department grievance procedure to present any problem involving an opinion of unfair treatment or dissatisfaction with working conditions beyond the control of the employee for consideration by department management. This grievance procedure does not preclude statutory appeal rights provided to an employee under the rules of the State Personnel Board.
- b. Representation - Employees have the right to assistance by a representative of their own choosing in processing grievances at any level in the process.

A reasonable amount of work time will be allowed the employee, and also his representative, if any, who is a state employee, in processing the grievance. Such time off must be authorized by the appropriate supervisor.
- c. Discussion of Complaints - Prior to filing a written grievance, employees with personnel problems or complaints must try to get their problems settled through discussion with their immediate supervisor within five work days from the date of awareness of the action or condition giving rise to the problem.
- d. Grievance Form - The grievance must be filed on the standard departmental grievance form, copies of which are available from the Personnel Assistant. Time limits outlined in the procedure may be extended by mutual written consent of the parties concerned.

The WCCJ has established that there will be no more than three levels of an employee grievance. The levels of review may include the following:

- i. The immediate supervisor
- ii. The Deputy Director
- iii. The Executive Director, after consultation with the Chief of the Personnel Management/Equal Employment Opportunity Section.

- e. Time Limits - If the employee fails to take necessary further action within five days after the receipt of the management response at any level, the grievance would be considered to have been satisfied unless the time limit has been extended by mutual consent of both parties.

If a written decision at any level is not received within the time imposed, the employee may appeal directly to the next level. Such appeal must be made within five work days of the due date of the decisions not received.

- f. Grievance File - Whenever the grievance is satisfactorily resolved or dropped by the employee before reaching the Personnel Board, the complete record of all responses shall be filed with the Personnel Management/Equal Opportunity Section. A copy will also be submitted to the State Bureau of Personnel.
2. Analysis of Policy and Procedure - Current policy does not include participation of minorities, women, the handicapped, elderly, or the Chief of the Personnel Management/Equal Employment Opportunity Section at any level.
 3. Planned Improvement - In cases where a complaint charging sex, ethnic background or other protected class type discrimination, some stage of the resolution process will involve representation of the protected class which submitted the complaint. A procedure will be devised by January 1, 1979. Also, the Chief of the Personnel Management/Equal Employment Opportunity Section will be made aware of all grievances and complaints and a proper role in such cases will be established during 1978.

NOTE: For more detailed information on current policies and practices, please refer to the WCCJ Policy and Procedures Manual. A copy will be furnished upon request. Also for clerical workers, WCCJ will abide by the State of Wisconsin clerical contract whenever applicable.

L. EMPLOYEE'S EXIT INTERVIEW

1. Current Policy and Practice - Presently, WCCJ does not conduct a formal exit interview with employees. However, interviews with the lead supervisor, WCCJ's Executive and Deputy Director and occasionally the Personnel Management and Equal Opportunity staff are sometimes conducted.
2. Analysis of Current Policy and Practice - WCCJ needs to develop a formal exit interview policy as invaluable information can be gathered from departing employees that will improve and strengthen the agency's effectiveness and efficiency.
3. Planned Improvement - It is WCCJ's understanding that the State Training Council is in the process of developing an appropriate exit interview tool. WCCJ will utilize progress made toward this effort and have an exit interview tool in operation by December, 1978.

M. RECORDKEEPING

1. Current Policy and Practice - WCCJ's major EEO/AA recordkeeping and reporting system consists of the following:
 - a. Applicant or Employer Flow Data is kept:
 - i. Throughout the recruitment and selection processes, broken down by sex and ethnic background.
 - ii. For all promotions, reclassifications or other personnel actions, by sex and ethnic background.
 - b. WCCJ's Executive and Deputy Director are kept informed of actions as they occur and given various "informational" reports on staffing which include sex and ethnic breakdown, where appropriate.
2. Analysis of Policy and Practice - The Personnel Management and Equal Opportunity Section should devise a regular schedule for reporting to the Executive Director, Deputy Director and management staff.
3. Planned Improvement - The feasibility of a regular reporting system and areas of pertinent information will be further studied in 1978. Also included in this study will be improved methods for collecting and maintaining information on the following:
 - a. Copies of personnel policies
 - i. Records of practices,
 - ii. Records of procedures.
 - b. Job Announcements
 - i. Paper advertisement,
 - ii. Record of who was told by word-of-mouth.
 - c. Job Applications
 - i. By sex, race, ethnic group and age.
 - d. Names and Reasons of those selected for jobs.
 - i. Test scores,
 - ii. Interview records,

- iii. Letter of rejection,
- iv. By sex, race, ethnic group and age.
- e. Termination data on all employees.
 - i. Information as to the cause of termination: voluntary, involuntary, and pressured,
 - ii. By sex, race, ethnic group and age.
- f. Disciplinary action on all employees.
 - i. Information as to the cause of disciplinary action,
 - ii. Manner in which it was handled,
 - iii. Sanction imposed,
 - iv. By sex, race, ethnic group and age,
 - v. Supervisor's name imposing sanction.
- g. Transfer Requests
 - i. Those requested and reasons stated,
 - ii. Those approved and reasons stated,
 - iii. Those rejected and reasons stated,
 - iv. Name of supervisor and department transferring,
 - v. Name of supervisor and department accepting,
 - vi. By transferred sex, race, ethnic group and age.
- h. Promotion
 - i. Those eligible,
 - ii. Those who applied for promotion,
 - iii. Those granted promotion and reason,
 - iv. Those denied promotion and reason,
 - v. Name of supervisor,
 - vi. By sex, race, ethnic group and age.

- i. Skill Bank
 - i. Sex, race, ethnic group and age,
 - ii. Training,
 - iii. Experience.
- j. Grievance filed and the disposition by sex, race, ethnic group and age.
- k. Composition of work force
 - i. By job categories,
 - ii. Classification,
 - iii. Job title,
 - iv. By sex, race, ethnic group and age.
- l. Pay Range
 - i. By job categories,
 - ii. Classification,
 - iii. Job title,
 - iv. By sex, race, ethnic group and age.
- m. Handicap
 - i. Job categories,
 - ii. Classification,
 - iii. Job titles,
 - iv. By sex, race, ethnic group and age.
- n. Service population
 - i. Area population,
 - ii. Status,
 - iii. Delivery areas (who receives services),
 - iv. Shifts in populations,
 - v. By race, sex, national origin, religion, age, and handicap.

N. ASSIGNMENT OF PROGRAM RESPONSIBILITIES

1. Activities

Overall responsibility for Equal Employment Opportunity activities, Affirmative Action and Personnel Management for the Wisconsin Council on Criminal Justice is vested in Nathaniel E. Robinson as Chief of WCCJ's Personnel Management/Equal Employment Opportunity Section. Mr. Robinson, who also serves as Executive Assistant to the Executive Director, reports directly to the Executive Director and may be contacted at telephone number (608) 266-3323.

In the professional staff and non-professional salaried and hourly categories, each Section Chief is responsible for EEO/AA performance results and compliance with Agency Affirmative Action requirements. This Agency's Annual Employee's Performance Evaluation Procedures Form incorporates a section on EEO/AA performance results and employee total job performance will be evaluated, in part, on the extent to which they comply with the EEO/AA Plan.

Responsibility for recruiting, screening, testing (if applicable), orientation and referral of hourly and salaried personnel rests primarily with the PM/EO Section. Should candidates for positions be rejected, the Section Chief, Deputy Director or Executive Director who made such a decision shall have supporting documents to be able to carefully spell out the reasons for such rejection. The reasons shall be directly related to the job description and employee specifications.

In addition, the Chief of the Personnel Management/Equal Employment Opportunity Section will have the lead responsibility for integrating the efforts of WCCJ's Executive Director, Deputy Director, and the Section Chiefs to achieve the following:

- a. Implement and audit semi-annually, and at more frequent intervals as may be necessary, a reporting system to evaluate the effectiveness of the program and
 - i. Determine the degree to which goals are being reached.
 - ii. Define and recommend any necessary remedial actions.

- b. Audit employment and hiring patterns, including applicant flow and rejection rates monthly by race and sex to identify and eliminate impediments to the attainment of goals.
- c. Make contact for recruiting purposes, with State minority, women's, handicapped and elderly groups for the purpose of obtaining candidates. Such local organizations might also include Women's Rights Groups, local Urban League offices, the local Chamber of Commerce, OIC, Fraternal Organizations, Sororities and other state groups. (See attachments for detailed recruitment lists.)
- d. Ensure Section Chiefs and Regional Planning Directors are providing instructions to new employees on WCCJ's EEO/AA policy, obtaining signatures from all managers and supervisors indicating that they have read and will follow the EEO/AA policy and encouraging all management and supervisory personnel to cover this subject in regular round table meetings with all employees, as well as in periodic performance appraisals. To assure that this responsibility is being carried out, work performance will continue to be evaluated by the Executive Director partially on the basis of their equal opportunity efforts, as provided in the Policy.
- e. See that all minorities, women, handicapped and elderly employees are afforded full opportunity and encouragement to participate in all Agency sponsored educational and social activities, or related programs.

In addition to the above interactive efforts, the Chief of the Personnel Management/Equal Employment Opportunity Section responsibilities include, but are not limited to, the following:

- 1. Administering WCCJ's EEO/AA program.
- 2. Evaluating activities in EEO/AA program area and determining if changes in approach or emphasis are desirable.
- 3. Creating an EEO/AA resource bank for recruiting and reaching out to minorities and women.
- 4. Recommending the hiring, transfer, suspension, layoff, recall, promotion, discharge, assignment, evaluation, discipline, and adjustment of grievances of employees.

5. Helping management and staff solve EEO problems as they occur, functioning as consultant, counselor and/or conciliator.
6. Assisting Executive management in informing supervisors by means of memoranda, training programs and staff meetings that their work performance is being evaluated on the basis of their equal employment opportunity efforts, as well as other criteria.
7. Making certain that the technical requirements of State EEO notices are conformed with; that equity in total work force will be achieved as required by Federal and State law and Executive Order #9; that all other technical phases of EEO are adhered to.
8. Keeping management continuously informed of latest developments in the equal employment area.
9. Assuring that the Agency's transfer and relocation practices are consistently implemented in such a manner as to insure that all services are provided to all qualified and affected women, minority, handicapped and elderly individuals on a fair and equitable basis.
10. Training WCCJ staff in requirements of state and federal civil rights statutes and regulations. Serving as a resource person in the application of these statutes and regulations by WCCJ staff to specific program areas.
11. Making recommendations for legislative changes in EEO/AA to meet changing needs and goals.
12. Attending meetings of the WCCJ and the WCCJ Executive Committee to interpret state and federal civil rights requirements to the membership of these bodies.
13. Preparing material relative to civil rights requirements and compliance for inclusion in the annual state comprehensive plan for the improvement of criminal justice. Review other sections of the comprehensive plan to assure their compliance and consistency with civil rights requirements.
14. Investigating complaints concerning discriminatory acts due to age, race, color, sex, handicap, religion, national origin or ancestry.
15. Assisting in answering inquiries and interpreting requirements necessary to comply with labor standards

laws, rules and regulations. Assisting in preparing educational and promotional materials designed to further the acceptance of the equal opportunity concept.

16. Coordinating WCCJ's civil rights compliance program with other state and federal agencies. Responding to inquiries directed to WCCJ and/or Governor's office relating to civil rights requirements in the criminal justice system.
17. Serving as liaison to Civil Service Commissions and working to eliminate employment bias and to create standards for recruitment, hiring and selection procedures for similar positions. Will also act as liaison between federal, state and other local governments on cooperative efforts as they relate to EEO/AA.

Follow-Up

Monitoring of our affirmative action activities must be diligently done to avoid follow-up problems. The Chief of the Personnel Management/Equal Employment Opportunity Section in connection with these responsibilities will:

1. Monitor records of referrals, placements, transfers, promotions and terminations at all levels to ensure that a non-discriminatory policy is carried out.
2. Review all job descriptions, announcements, recruitment sources before finalization.
3. Review the applications of all women, minority, handicapped, and elderly individuals to ensure that all such individuals receive the maximum consideration for job openings.
4. Submit reports to the Executive Director and Deputy Director on:

Expected vacancies report - once each month a report outlining the number, category, salary range, LTE status and location of all vacancies will be submitted. These reports will include but not be limited to:

- a. expected permanent vacancies;
- b. LTE vacancies;
- c. positions where paraprofessionals can be hired;

- d. avenues for advancement in classification;
- e. career ladder development;
- f. problem areas; and
- g. recommendations for the EEO/AA Plan.

Conflicts between the Chief of the Personnel Management/
Equal Employment Opportunity Section and management person-
nel on recruitment and hiring will be resolved by the
Executive Director.

O. DISSEMINATION OF THE EEO/AA PROGRAM

In order to ensure that all employees, applicants for employment and the public at large are aware that WCCJ is an EEO/AA employer and has an official policy on EEO/AA, the following steps have been taken and will continue to be undertaken as prescribed below.

The Chief of the Personnel Management/Equal Employment Opportunity Section shall aid in disseminating WCCJ's EEO/AA policy as follows:

1. Internal Dissemination

- a. Inclusion of the policy and program in WCCJ's Administrative Procedures and Policy Manual. Each permanent employee has a copy of the manual.
- b. Publication of policy in WCCJ's communications and Criminal Justice Annual Improvement Plans.
- c. Discuss policy thoroughly in both employee orientation and management training program.
- d. Frequently, articles covering WCCJ's EEO/AA program, progress reports, hiring, promotion and utilization of minority and female employees, are included in agency's publications.
- e. Conduct special meetings with executive management and supervising personnel to:
 - i. Explain the commitment of the Executive Director, WCCJ and WCCJ's Executive Committee on EEO/AA.
 - ii. Explain intent of EEO/AA.
 - iii. Make clear the individual responsibility for effective implementation.
 - iv. Communicate any changes or revisions in WCCJ's EEO/AA policy or program.
- f. Hold special meetings with all other employees to discuss the policy and to explain individual employee responsibilities.

- g. Put policy on agency's bulletin board and other conspicuous places.
- h. Policy will be reiterated through inter-agency memos and special meetings, as necessary.
- i. Regional planning directors will receive copy of policy and EEO/AA plan to be shared with their staff.
- j. Staff will continue to receive training on EEO/AA through workshops and seminars.

2. External Dissemination

- a. Policy is stated in WCCJ's Annual Improvement Plan.
- b. All recruiting sources are informed in writing concerning Agency Policy. These sources are requested to recruit and refer minorities, women and handicapped for all openings. The list is constantly studied and evaluated to determine the effectiveness of the sources. Where the record indicates lack of cooperation, the resource is eliminated and new sources are added as they come to our attention.
- c. The clause "Minorities, women, the handicapped and elderly are urged to apply. Equal Employment Opportunity/Affirmative Action Employer" is included in all job announcements, purchase orders, contracts, etc.
- d. Through the use of various techniques and media, minority organizations, community agencies, secondary schools, universities and colleges, vendors, contractors, subcontractors, etc. have been kept aware of the Agency EEO/AA Policy.
- e. Whenever employees are pictured in consumer, public relations or help wanted advertising, minority and non-minority men and women will continue to be shown.
- f. Written notification of Agency Policy is embodied in communications to region, subcontractors and vendors.
- g. All employees and prospective employees are informed of the existence of the Agency's EEO/AA plan and such elements of the program are made available as will enable employees and prospective employees to learn about the program's benefits and how to make them available.

In addition to the external sources noted above, WCCJ will continue to use the Department of Administration Minority and Women networks. The Chief of the Personnel Management/Equal Employment Opportunity Section will develop applicant networks for specialized areas. WCCJ will also do the following:

1. Continue to advertise vacancies in the Wisconsin minority press.
2. Contingent upon necessity, WCCJ will also continue to advertise vacancies in media outside Wisconsin where a strong likelihood exists that such advertisements will reach sizable minority populations.
3. Specialized recruitment sources as needed will also be contacted. Such sources include, but not limited to, the following:
 - a. American Bar Association
 - b. National Bar Association
 - c. National Urban League-Minorities in Criminal Justice Program
 - d. Marquette University
 - e. National Association of Social Workers
 - f. American Society of Planning Officials
 - g. League of Cities/National Conference of Mayors-Minorities in Public Administration Program
 - h. Wisconsin Black Lawyers Association
 - i. National Association of Women Police
 - j. National Association of Negro Business and Professional Women's Club
 - k. National Organization for Women
 - l. Business and Professional Women
 - m. The National Women's Equality Action League

4. Contact various women and minority groups within Wisconsin universities, law schools and graduate schools in an attempt to generate female and minority job applicants.

WCCJ's additional recruitment lists for minority and female groups are included in the attachments.

ATTACHMENT A - Pages 73 - 97

WCCJ's Workforce as of December 31, 1977, by Job Classification, Sex, Race, Pay Range, and Duties

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of 12/31/77 (Date)
(See back of form for example)

VOLUNTEERS, FIELD PLACEMENTS AND WORK STUDY STUDENTS

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Field Placement	2						1				2	1		Review EEO Plans, student assistant
Volunteers						3	1					4		Review EEO Plans, assist evaluators
Work Study	1										1			Assist evaluators
WINN Placement							1					1		General clerical
Interns	2										2			Student assistant to evaluators
Limited Term						1						1		Assist evaluators.

C = Caucasians
O = Orientals
I = American Indians

N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 12
TOTAL MALES 5

TOTAL FEMALES 4
TOTAL MINORITIES 3

THIS FORM MAY BE XEROXED IF ADDITIONAL COPIES ARE NEEDED

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of 12/31/77 (Date)
(See back of form for example)

MANAGEMENT - Full-time Permanent

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Executive Director				1							1		\$38,089/yr.	Department head, administration
Deputy Director	1										1		\$2,388/mo.	Administration and supervision
Executive Assistant				1							1		\$1,559/mo.	Affirmative Action, Personnel
Plan Analyst 6-Mgt.	2					1					2	1	\$10.701- \$12.073/hr.	Section Chiefs - Adult, Juvenile & Evaluation
Accountant 4-Supv.						1						1	\$10.085/hr.	Grant administration
Audit Supervisor 2	1										1		\$9.696/hr.	Audit coordination & supervision

C = Caucasians
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N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 8
TOTAL MALES 4

TOTAL FEMALES 2
TOTAL MINORITIES 2

THIS FORM MAY BE XEROXED IF ADDITIONAL COPIES ARE NEEDED

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of 10-31-77 (Date)
(See back of form for example)

PROFESSIONAL - Full-time Permanent

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Plng. Analyst 3-Eval.	3					1					3	1	\$8.158/hr.	Research, direct & prepare evaluation reports.
Plng. Analyst 3-Plng.	1										1		\$8.008/hr.	Data research, coordination and management information systems
Plng. Analyst 3-Adult	1			1		1					2	1	\$7.70 \$8.323/hr.	Planning & Administration - Adult Svcs.
Plng. Analyst 3-Juv.	1								1		1	1	\$8.159- \$8.323/hr.	Planning & Administration - Juvenile Svc
Plng. Analyst 2-Eval.	2										2		\$6.806- \$6.935/hr.	Research, direct and prepare evaluation reports.
Plng. Analyst 2-Adult									1			1	\$7.178/hr.	Planning & Administration-Adult Svcs.
Auditor 3	2										2		\$7.521/hr.	Auditing of WCCJ grants.
Auditor 1	1										1		\$6.301/hr.	Auditing of WCCJ grants.
Research Analyst 2 Eval.	1										1		\$5.783/hr.	Data collection, research design for evaluation reports.

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= Caucasians
= Orientals
= American Indians
N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 17
TOTAL MALES** 12
TOTAL FEMALES 2
TOTAL MINORITIES 3

THIS FORM MAY BE XEROXED IF ADDITIONAL COPIES ARE NEEDED
Non-minorities

Breakdown of Agency Workforce by Job Classification, Sex, Race, Pay Ranges and Duties, as of 10-31-77 (Date)
(See back of form for example)

PROFESSIONAL - Full-time LTE

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Plng. Analyst 2-NATC			1								1		\$7.085/hr.	Native American Tech. Asst. Coord.
Research Analyst 2-Eval.	1										1		\$5.300/hr.	Collects & analyzes research data
Plng. Analyst 1-Juv.						1						1	\$5.634/hr.	Grant review, data collection

C = Caucasians
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 S = Spanish Surnamed Americans

TOTAL WORKFORCE 3
 TOTAL MALES** 1
 TOTAL FEMALES 1
 TOTAL MINORITIES 1

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**Non-minorities

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of 10-31-77 (Date)
(See back of form for example)

PARA-PROFESSIONAL - Full-time Permanent

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Adm. Asst. 2						1						1	\$5.012/hr.	Contract coordinator
Acct Spec. 3						1						1	\$6.933/hr.	Fund disbursement & fiscal person for criminal justice plan.
Acct Spec 1	1											1	\$5.476/hr.	Grant fiscal review, fiscal reporting
WCCJ Secretary						1						1	\$981/mo.	Coordinate all meetings & mailings
Acct Examiner 3						1						1	\$5.030/hr.	Review travel vouchers, invoices
Personnel Asst. 2						1						1	\$5.579/hr.	Personnel, payroll

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C = Caucasians
O = Orientals
I = American Indians
N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 6
TOTAL MALES 1

TOTAL FEMALES 5
TOTAL MINORITIES 0

THIS FORM MAY BE XEROXED IF ADDITIONAL COPIES ARE NEEDED

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of 10-31-77 (Date)
(See back of form for example)

CLERICAL - Full-time Permanent

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Ad Sec 3-Conf.						1						1	\$6.325/hr.	Secretary to Exec. Director
Ad Sec 2-Conf.						1						1	\$5.124/hr.	Secretary to Deputy Director
Ad Sec 2-Adult						1						1	\$5.452/hr.	Secretary to Adult Svcs. Chief
Ad Sec 1-Conf.						1						1	\$4.663/hr.	Secretary to Adminis. Svcs. Chief
Typist 3						3						3	\$3.851- 3.880/hr.	Typing, filing, clerical duties
Typist 2						1				1		2	\$3.466/hr.	Receptionist, typing, filing, clerical
Clerk 2	1										1		\$3.880/hr.	Xeroxing, mail runs, receptionist dutie

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C = Caucasians
O = Orientals
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S = Spanish Surnamed Americans

TOTAL WORKFORCE 10
TOTAL MALES 1

TOTAL FEMALES 9
TOTAL MINORITIES 1

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CONTINUED

1 OF 2

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of December 31, 1977 (Date)
(See back of form for example)

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Management	4			2		2					6	2		
Professional	12			1		2			2		13	4		
Professional - LTE	1		1			1					2	1		
Para- Professional	1					5					1	5		
Clerical	1					8				1	1	9		
Clerical - LTE						2						2		

C = Caucasians
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N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 46
TOTAL MALES ** 19

TOTAL FEMALES 20
TOTAL MINORITIES 7

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** Non-minority

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex, Race, Pay Ranges and Duties, as of December 31, 1977 (Date)
(See back of form for example)

Program Evaluation Section

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Plan. Analyst 6 Mgmt	1										1			
Plan Analyst 3	3					1					3	1		
Plan. Analyst 2	2										2			
Research Analyst 2	1										1			
Research Analyst 2 LTF	1										1			
Admin. Asst. 2						1					1			
Typist 3						1					1			
Typist 3 (half-time)						1					1			
Typist 2						1					1			

C = Caucasians
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S = Spanish Surnamed Americans

TOTAL WORKFORCE 13
TOTAL MALES 8

TOTAL FEMALES 5
TOTAL MINORITIES 0

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Breakdown of Agency Workforce by Job Classification, Sex, Race, Pay Ranges and Duties, as of December 31, 1977 (Date)
(See back of form for example)

Administrative Services Section

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Acct. 4 - Supervisor						1					1	1		
Acct. Spec. 3						1						1		
Acct. Spec. 1	1										1			
Acct. Exam. 3						1						1		
Ad. Sec. 1 - Conf.						1						1		
Typist 2										1		1		
Clerk 2 (half-time)						1						1		
Clerk 2	1											1		

C = Caucasians
O = Orientals
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N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 8
TOTAL MALES** 2
TOTAL FEMALES 5
TOTAL MINORITIES 1

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** Non-minority

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of December 31, 1977 (Date)
(See back of form for example)

Juvenile Services Section

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Plan. Analyst 6 - Mgmt.	1										1			
Plan. Analyst 3	1								1		1	1		
Plan. Analyst 1 LTE						1						1		
Typist 3						1						1		

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C = Caucasians
O = Orientals
I = American Indians
N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 5
TOTAL MALES** 2
TOTAL FEMALES 3
TOTAL MINORITIES 1

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** Non-minority

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of December 31, 1977 (Date)
(See back of form for example)

Adult Services Section

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Plan. Analyst 6 Mgmt.						1						1		
Plan. Analyst 3	1			1		1					2	1		
Plan. Analyst 2									1			1		
Ad. Sec. 2						1						1		

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C = Caucasians
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S = Spanish Surnamed Americans

TOTAL WORKFORCE 6
TOTAL MALES ** 1

TOTAL FEMALES 3
TOTAL MINORITIES 2

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** Non-minority

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of 12/31/77 (Date)
(See back of form for example)

PERSONNEL MANAGEMENT/EQUAL OPPORTUNITY SECTION

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Executive Asst.				1							1			
Plng. Analyst 2-LTE			1								1			
Pers. Assistant						1						1		

-86-

C = Caucasians
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S = Spanish Surnamed Americans

TOTAL WORKFORCE 3
TOTAL MALES ** 0

TOTAL FEMALES 1
TOTAL MINORITIES 2

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**Non-minorities

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of 12/31/77 (Date)
(See back of form for example)

SOUTH CENTRAL

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Regional Plng. Dir.	1										1		\$1,829/mo.	Criminal Justice Planning, Admin.
Asst. Reg. Dir.	1										1		\$1,436/mo.	Criminal Justice Planning
Clerk/Typist (LTE)						1						1	\$3.50/hr.	Act as secretary for region
Para-Professional(LTE)						1			1			2	\$3.35/hr.	Assist in data collection, analysis

C = Caucasians
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N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 5
TOTAL MALES 2

TOTAL FEMALES 2
TOTAL MINORITIES 1

THIS FORM MAY BE XEROXED IF ADDITIONAL COPIES ARE NEEDED

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of 12/31/77 (Date)
(See back of form for example)

LOWER WEST CENTRAL

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Regional Plng. Dir.	1										1		\$1,548/mo.	Criminal Justice Plng. & Adminis.

-96-

C = Caucasians
O = Orientals
I = American Indians

N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 1
TOTAL MALES 1

TOTAL FEMALES 0
TOTAL MINORITIES 0

THIS FORM MAY BE XEROXED IF ADDITIONAL COPIES ARE NEEDED

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of 12/31/77 (Date)
(See back of form for example)

SOUTHEAST

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Regional Plng. Dir.						1						1	\$,1340/month	Criminal Justice Planning & Admin.
Secretary						1						1	\$778/month	Act as secretary for region.
Para-Professional(LTE)	1					2					1	2	\$3.00-3.35/hr.	Assist in data collection, analysis

C = Caucasians
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N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 5
TOTAL MALES 1

TOTAL FEMALES 4
TOTAL MINORITIES 0

THIS FORM MAY BE XEROXED IF ADDITIONAL COPIES ARE NEEDED

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of 12/31/77 (Date)
(See back of form for example)

EAST CENTRAL

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Regional Plng. Dir.	1										1		\$1,954/mo.	Criminal Justice Plng. & Admin.
Asst Reg. Plng. Dir.	1										1		\$1,167/mo.	Criminal Justice Plng.
Secretary						1					1		\$635/month	Act as secretary to region.

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C = Caucasians
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TOTAL WORKFORCE 3
TOTAL MALES 2

TOTAL FEMALES 1
TOTAL MINORITIES 0

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FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex, Race, Pay Ranges and Duties, as of 12/31/77 (Date)
(See back of form for example)

NORTHEAST

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Acting Regional Planning Director						1						1	\$1,011/mo.	Criminal Justice Plng. & Admin.
Para-Professional(LTE)1												1	\$8.35/hr.	Assist in data collection, analysis
Secretary (LTE)						1						1	\$3.00/hr.	Act as secretary for the region

C = Caucasians
O = Orientals
I = American Indians

N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 3
TOTAL MALES 1

TOTAL FEMALES 2
TOTAL MINORITIES 0

THIS FORM MAY BE XEROXED IF ADDITIONAL COPIES ARE NEEDED

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex,
Race, Pay Ranges and Duties, as of 12/31/77 (Date)
(See back of form for example)

GRAND SUMMARY

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Off. of Exec. Dir.	2			1		4					3	4		
PM/EO Section			1	1		1					2	1		
Admin. Servs.	2					5				1	2	6		
Audit Section	4										4			
Juvenile Services	2					2			1		2	3		
Adult Services	1			1		3			1		2	4		
Program Evaluation	8					5					8	5		

-96-

C = Caucasians
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S = Spanish Surnamed Americans

TOTAL WORKFORCE 46
TOTAL MALES ** 19

TOTAL FEMALES 20
TOTAL MINORITIES 7

THIS FORM MAY BE XEROXED IF ADDITIONAL COPIES ARE NEEDED

** Non-minorities

FORM ACT-3

Breakdown of Agency Workforce by Job Classification, Sex, Race, Pay Ranges and Duties, as of 12/31/77 (Date)
(See back of form for example)

OFFICE OF EXECUTIVE DIRECTOR

Job Classifications	Males					Females					Total		Pay Ranges	Principle Duties
	C	O	I	N	S	C	O	I	N	S	M	F		
Exec. Director				1							1			
Deputy Director	1										1			
Plng. Analyst 3	1										1			
WCCJ Secretary						1						1		
Ad Sec 3-Conf.						1						1		
Ad Sec 2-Conf.						1						1		
Typist 3						1						1		

C = Caucasians
O = Orientals
I = American Indians

N = Negroes and Blacks
S = Spanish Surnamed Americans

TOTAL WORKFORCE 7
TOTAL MALES ** 2

TOTAL FEMALES 4
TOTAL MINORITIES 1

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** Non-minorities

ATTACHMENT B - Pages 99 - 102

WCCJ's Minority and Women Recruitment Lists

Ms. Emmetta Young
417 Harrison Avenue
Beloit, WI 53511

Ms. Mary Mahone, Urban League
1202 60th Street
Kenosha, WI 53140

Mr. Sam McCaskill, Director
Milwaukee New Careers Program
2800 West Center Street
Milwaukee, WI 53210

Beloit College
Mr. Michael Young
Minority Student Specialist
Beloit, WI 53511

Ms. Hettie Doss, Personnel Asst.
Southern Wisconsin Colony &
Training School
Personnel Office
Union Grove, WI 53182

Mr. Jim Johnson, EEO Specialist
Job Service
819 North 6th Street
Milwaukee, WI 53203

Ms. Maryland Lewis
1003 Randal
Beloit, WI 53511

Director
Washington Park Neighborhood
Center
2301 12th Street
Racine, WI 53403

Mr. Joseph Byrd
Staff Counselor
Volunteer Probation Program
1644 North 26th Street
Milwaukee, WI 53205

Ms. Wyetta Branigan, Chrperson
Beloit Fire & Police Comm.
1138 Central Avenue
Beloit, WI 53511

Director
Project Breakthrough
1134 Milwaukee Avenue
Racine, WI 53404

Ms. Linda Lowe
Apt. 205-A
222 Randolph Drive
Madison, WI 53703

Ms. Velma Heard, Counselor
Rock County Guidance Clinic
431 Olympic Blvd.
Beloit, WI 53511

Ms. Flora Harvey, Supervisor
Work Incentive Program
440 Main Street
Racine, WI 53403

Ms. Ruth Turner, Job Developer
Opportunities Industrialization
Center - Job Service
2947 North 3rd Street
Milwaukee, WI 53212

Ms. Phyllis Flowers, Counselor
Blackhawk Technical Institute
1149 4th Street
Beloit, WI 53511

Mr. John Hall, Assoc. Director
Urban League of Racine, Inc.
718 N. Memorial Drive
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Mr. Carl Gee, Director
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Madison, WI 53702

Mr. George Thomas
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Wis. State Employment Service
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Ashland, WI 54806

Abisola Gallagher
Student Counselor
UW-Parkside
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Kenosha, WI 53140

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c/o Franklin Center
924 Center Street
Racine, WI 53403

Mr. Thomas E. White
State President, NAACP
72 7th Street
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Mr. Lonzie White, Director
Franklin Neighborhood Center
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Native American Resources
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YMCA - North Central Branch
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Executive Director
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151 East Gorham Street
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LEAA
613 Indiana Avenue
Washington, D.C. 20531

Mr. Ted Pearson
Martin Luther King
2803 North Teutonia Avenue
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Rev. Lowell Johnson
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City-County Building
Madison, WI 53709

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Commando Project
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Milwaukee, WI 53212

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NAACP, Madison Chapter
c/o 10 South State Capitol
Madison, WI 53702

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Minority Women's Coalition
3601 Memorial Drive
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Assistant Dean
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Minority Affairs Director
Medical College of Wisconsin
561 North 15th Street
Milwaukee, WI 53233

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Executive Director
Equal Employment Commission
351 W. Wilson Street
Madison, WI 53703

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MATC-Room 221
211 North Carroll
Madison, WI 53703

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Marquette University
Multi-Cultural Center
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Milwaukee, WI 53203

Mr. Donald Sykes, SDC
161 W. Wisconsin Avenue
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to Chancellor For AA
UW-Madison
175 Bascom Hall
Madison, WI 53706

Neighborhood House
941 North 28th Street
Milwaukee, WI 53209

Mr. Percy Julian
330 East Wilson Street
Madison, WI 53703

Mr. Monroe Swan
10 South State Capitol
Madison, WI 53702

Mr. Daniel Gaytan
Spanish American Organization
1845 South Park Street
Madison, WI 53713

Ms. Ramona Salazar, Director
Adult Basic Education Project
528 West National Avenue
Milwaukee, WI 53204

UMOS
152 West Johnson Street
Room 210
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Mr. Oscar Cervera, Latin Couns.
Milwaukee Area Technical College
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Rev. Hubert Armstrong, Min.
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Madison, WI 53713

Mr. Luis Salazar, Ph.D.
Consultant, Migrant Education
Department of Public Instr.
126 Langdon Street
Madison, WI 53702

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Ms. Rosalia Quintana de Hackmeis
Wisconsin Latin Council
22 Wisconsin Street
Elkhorn, WI 53121

Mr. Federico Saragoze
Latin Manpower Programs
30 West Mifflin
Madison, WI 53702

Mr. William Baily, Jr.
Counselor/Coordinator
Disabled Migrant Farm Worker
809 West Greenfield Avenue
Milwaukee, WI 53204

Ms. Tee Evans
802 E. Allouez Ave.
Green Bay, WI 54301

Ms. Juanita Renteria
Spanish Center
524 West National Avenue
Milwaukee, WI 53204

Mr. Ted Uribe, Director
Esperanza Unida
1334 South 11th Street
Milwaukee, WI 53204

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Director for Field Operation
& Governmental Affairs
425 13th St., NW, Suite 515
Washington, D. C. 20004

Dept. of Vocational Rehab.
6815 W. Capitol Drive
Ms. Plummer, Supervisor
Milwaukee, WI 53216

Mr. Manuel Oyerbides, President
LULAC, Council 383
1002 White Rock Avenue
Waukesha, WI 53186

Career Advising & Placement
UW-Madison, Room 40
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Madison, WI 53706

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Work Incentive Program
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Milwaukee, WI 53204

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UMOS, Inc.
6603 - 26th Avenue
St. Andrews Church
Kenosha, WI 53140

Mr. Guadalupe Martinez, Dir.
UMOS
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Milwaukee, WI 53204

Mr. Lucio Fuentes, Director
Comunidad de Amigos
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Belgium, WI 53004

Mr. Fred Johannes, President
La Raza, Inc.
1825 North McDonald Street
Appleton, WI 54911

City Personnel Division
ATTN: Jean Trager
351 W. Wilson Street
Madison, WI 53703

Mr. Pedro Rodriguez, Director
La Casa de Esperanza
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La Raza Unida
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Ebony Boutique
1610 Gilson
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Ms. Angie Salas, Chairman
Spanish Speaking Task Force
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Mr. Bob Miller, Equal Employment
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DILHR
201 East Washington Ave. #301
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Larry Saunders, AAO
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Mr. Roger Philbrick
Native American Specialist
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Madison, WI 53702

Governor's Commission on the
Status of Women
% Kathryn F. Clarenbach
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Madison, WI 53706

Wis. Federation of Women's Clubs
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Mr. Cal Whiteagle
Employment Specialist
State Employment Security
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Black River Falls, WI 54615

Mt. Zion Baptist Church
Rev. Joe Dawson, Minister
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Wis. Women's Political Caucus
c/o Ms. Katie Morrison
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Platteville, WI 53818

Ms. Idell Duffy
Red Cliff Outreach Coordinator
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League of Women Voters
% Mrs. Richard Whalen
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Mr. Isidro Lucas
Spanish Speaking Task Force
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Mr. Eugene Taylor, Tribal Chair.
Saint Croix Reservation
Star Route Webster, WI 54893

National Org. for Women
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Eau Claire, WI 54701

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Native American Studies Program
University of Wisconsin
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Milwaukee, WI 53211

Mr. Richard D. Connor
St. Croix Outreach Coordinator
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Webster, WI 54893

National Secretaries' Association
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Second Baptist Church
Minister
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Madison, WI 53713

Mr. Leonard Miller
Tribal Chairman
Stockbridge-Munsee Reservation
Route 1
Bowler, WI 54416

Ms. Edna Hood
Women in Higher Education
Dept. of English
University of Wisconsin
Eau Claire, WI 54701

Madison Black Teachers
Caucus
Muriel Simms
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Madison, WI 53713

Mr. Robert Miller, Sr.
Stockbridge-Munsee Outreach
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Ms. Mary Lehman
Equal Rights Division
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Mr. Arnold Garvin
Winnebago Tribal Chairman
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Evansdale, IA 50707

Wisconsin Equal Employment
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Beaver Dam, WI 53916

Ms. Bertha Lowe, Indian Planner
Empower Planning Council
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Madison, WI 53702

Ms. Kathleen Casey Gigl
Coordinator, Alverno College
Research Center on Women
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Milwaukee, WI 53215

Wisconsin Federation of Business
and Professional Women's Clubs
% Ruth Lenz
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Burlington, WI 53105

Women for Equal Opportunity
c/o Ms. Bridget Mugane
University of Wisconsin
Green Bay, WI 54302

Ben's Barbershop
1610 Gilson
Madison, WI 53713

ATTACHMENT C - Pages 104 - 112

Executive Orders: 23, 86, 39, and 9



EXECUTIVE ORDER NO. 23

WHEREAS, the State of Wisconsin has an obligation to promote equality of opportunity for all its people; and

WHEREAS, Wisconsin's Spanish-speaking residents have faced particular difficulties in achieving equality of opportunity, and society has thereby been deprived of many of their potential contributions; and

WHEREAS, many Spanish-speaking residents of Wisconsin are not employed to the full extent of their capabilities; and problems in many areas, including education, law enforcement, job-related and other forms of discrimination, housing, social services and health care contribute to this underutilization of their talents; and

WHEREAS, an organizational framework is required to provide a mechanism by which the special concerns of Spanish-speaking people may be brought to the attention of state governmental leaders; and

WHEREAS, state government could benefit from the advice of people who are knowledgeable and experienced with regard to the impact of state policies on its Spanish-speaking minority and methods by which its service to these citizens could be improved;

NOW, THEREFORE, I, PATRICK J. LUCEY, Governor of the State of Wisconsin, pursuant to the power vested in me by Section 14.019, Wisconsin Statutes, do hereby establish

THE GOVERNOR'S COUNCIL FOR SPANISH-SPEAKING PEOPLE

The council shall conduct a careful study of state laws and policies which are of special concern to Spanish-speaking people, identify particular problems and recommend measures which state government could appropriately take to alleviate them.

The council shall report to the Governor and may also make recommendations to the Legislature and state agencies.

In carrying out this mandate, the council shall consider recommendations developed by the 1971 Task Force on Spanish-speaking Affairs and the 1974 report on their implementation, as well as other state services which are especially important to Spanish-speaking people.

UNITED STATES OF AMERICA

The State of Wisconsin

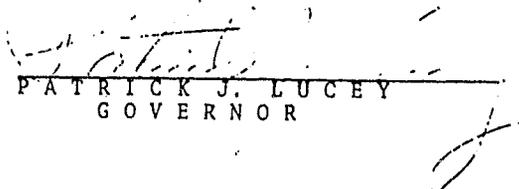


EXECUTIVE DEPARTMENT

Whenever appropriate, the council shall coordinate its activities with those of other agencies and committees, in order to prevent any duplication of effort in areas of mutual concern.

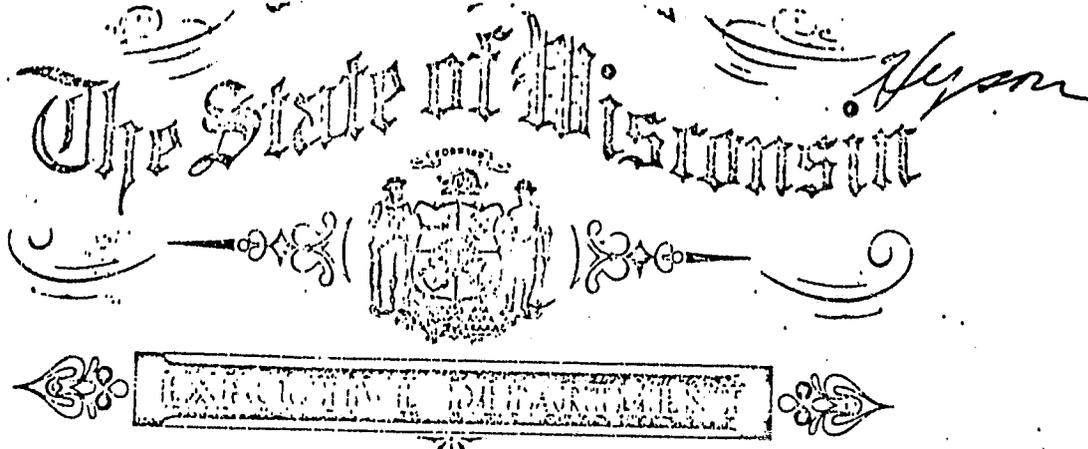
IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Wisconsin to be affixed. Done at the Capitol in the City of Madison, this thirtieth day of December, in the year of our Lord one thousand nine hundred and seventy-five.




PATRICK J. LUCEY
GOVERNOR

By the Governor:

MARGARET LA FOLLETTE
Secretary of State



EXECUTIVE ORDER NO. 86

WHEREAS, the State of Wisconsin must fully utilize the talents of all its citizens; and

WHEREAS, the Governor's Task Force on the Problems of People with Physical Handicaps has identified underrepresentation of persons with disabilities in the Wisconsin work force as a significant problem; and

WHEREAS, the federal Vocational Rehabilitation Act of 1973 requires contractors and subcontractors to implement affirmative action for the handicapped; and

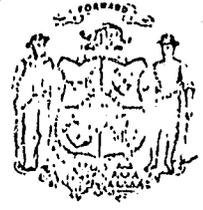
WHEREAS, similar affirmative action progress is necessary on the part of state departments to assure that the skills of persons with disabilities are used and developed to the fullest extent.

NOW, THEREFORE, I, PATRICK J. LUCEY, Governor of the State of Wisconsin, do hereby order:

- (1) that the head of each state department, board and commission assess their present employment policies to determine whether these policies may arbitrarily discriminate against persons with disabilities and to take or recommend appropriate steps to remedy such discrimination.
- (2) that each department, board, and commission shall develop and implement, through its existing person responsible for affirmative action, appropriate plans encompassing the development of recruitment and referral sources, adjustment of examination processes, restructuring of jobs, and training of supervisors and administrators concerning the needs of persons with disabilities.
- (3) that the Bureau of Personnel and the state employment service shall, in cooperation with the Department of Vocational Rehabilitation and other public and private agencies assist in such a program by exchanging information concerning appropriate positions and by furnishing qualified applicants.
- (4) that the head of each state department, board and commission shall be responsible for the active encouragement of handicapped persons in applying for promotion, and shall promote the requisite training at all levels which will qualify such persons for appointment and advancement in a climate of true equal opportunity. Departments shall evidence willingness to discuss problems, provide counseling for employees who feel aggrieved, and shall encourage the resolution of employee problems.

UNITED STATES OF AMERICA

The State of Wisconsin



EXECUTIVE DEPARTMENT

(5) that departments shall be responsible for thorough dissemination of an affirmative action policy for persons with disabilities within the department. Recruitment sources and prospective employees should likewise be informed of these policies and practices.

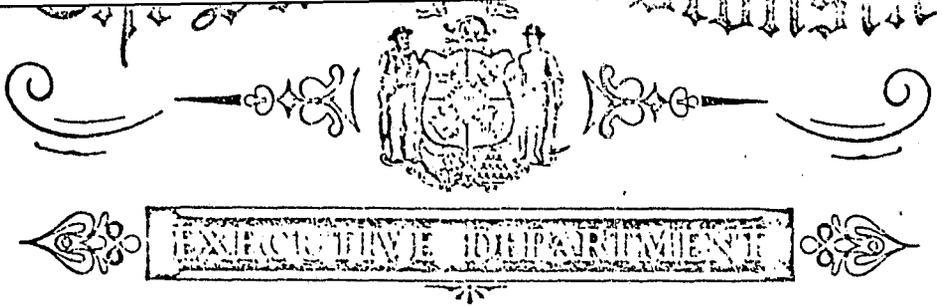
IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Wisconsin to be affixed. Done at the Capitol in the City of Madison, this seventh day of October in the year of our Lord one thousand nine hundred and seventy-four.



Patrick J. Lucey
PATRICK J. LUCEY
GOVERNOR

By the Governor:

[Signature]
Secretary of State



EXECUTIVE ORDER NO. 39

WHEREAS, the Wisconsin State Legislature has recently ratified the 29th Amendment to the United States Constitution assuring equal rights for all women; and

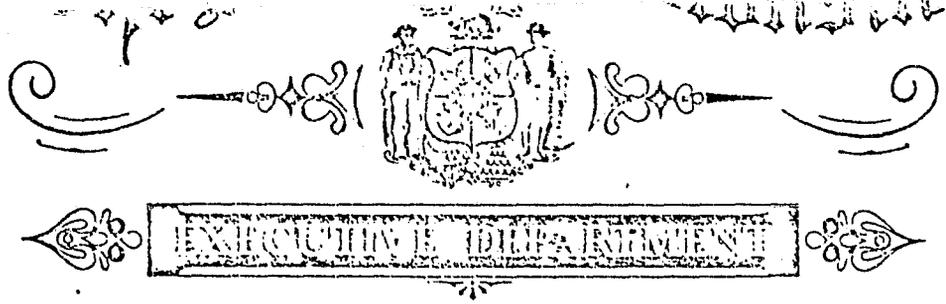
WHEREAS, recent United States Supreme Court cases have ruled unconstitutional any statutes which arbitrarily discriminate against women; and

WHEREAS, there is increasing evidence that women are not accorded the full rights of citizenship; and

WHEREAS, there is a growing awareness of the need to take affirmative steps to assure equal rights for women.

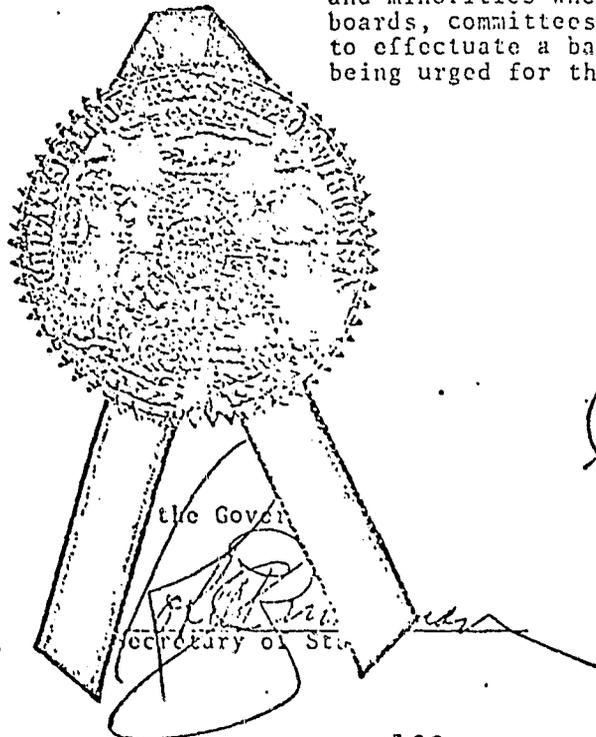
NOW, THEREFORE, I, PATRICK J. LUCEY, Governor of the State of Wisconsin, do hereby order:

- (1) that the head of each state department, board and commission examine and assess those statutes over which he has administrative responsibility to determine whether either that statute, or the procedures by which it is administered, might arbitrarily discriminate against women and to take or recommend appropriate steps to remedy such discrimination.
- (2) that there be created in the State Bureau of Personnel an Affirmative Action Unit to direct affirmative actions in the employment and assignment of women and minorities throughout the state service of Wisconsin. The unit, under the direction of the Director of Personnel, will review the affirmative action plans including goals and timetables of all state departments; closely coordinate all plans for departmental implementation of affirmative action; provide leadership and guidance to departments and direct departments to comply with all aspects of affirmative action; receive, analyze and transmit to the Governor periodic progress reports for all departments; convene departmental Affirmative Action officers regularly; continuously review State personnel policies, including fringe benefits and recommend to the appropriate agency whatever changes are required to assure that they not discriminate in any way;
- (3) that the Secretary of each State department and head of each board and commission shall designate a departmental Affirmative Action officer who shall report directly to the Secretary or head. The Affirmative Action officer shall develop and implement a realistic affirmative action program



of employing women and minorities within each Department and at all employment levels with the goal of attaining numbers of such employees proportionate to their labor force participation; and shall develop specific goals and timetables based on an analysis of departmental deficiencies and determined in cooperation with approval of the Affirmative Action unit in the State Bureau of Personnel;

- (4) that the head of each state department, board and commission shall be responsible for the active encouragement of women and minorities in applying for promotions, and shall promote the requisite training at all levels which will qualify women and minorities for appointment and advancement in a climate of true equal employment opportunity; that departments shall also be responsible for thorough dissemination and posting of information on grievance procedures. Departments shall evidence willingness to discuss problems, provide counseling for employees who feel aggrieved, and shall encourage the resolution of employee problems;
- (5) that departments shall be responsible for thorough dissemination of Affirmative Action policy within the department. Externally, all recruitment sources and prospective employees shall be likewise informed of these policies and practices.
- (6) that departments are encouraged to appoint women and minorities whenever feasible to examining boards, committees and advisory boards, so as to effectuate a balance on them similar to that being urged for the overall work force.



IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Wisconsin to be affixed. Done at the Capitol in the City of Madison, this seventeenth day of May in the year of our Lord one thousand nine hundred and seventy-two.

Patrick J. Lucey
PATRICK J. LUCEY
GOVERNOR



EXECUTIVE ORDER NO. 9

WHEREAS, the State of Wisconsin is responsible for insuring equality of employment opportunity within state government for minority persons, women and people with physical and mental disabilities; and

WHEREAS, the state is required to comply with Title VII of the Civil Rights Act of 1964 as amended by the Equal Opportunity Act of 1972, Presidential Orders 11246 and 11375, federal guidelines found in Part 60-2 of Chapter 60 (Revised Order Number 4) of Title 41 of the Code of Federal Regulations as amended, and the Rehabilitation Act of 1973 (Section 503); and

WHEREAS, recent court decisions and federal agency rulings have struck down statutes, practices or procedures which are discriminatory, without regard as to whether such discrimination was intended; and

WHEREAS, there is increasing evidence that minority persons, women and handicapped persons are not accorded their full rights of citizenship, and are under-utilized in the current work force of Wisconsin state government; and

WHEREAS, there is a growing awareness of the need to take affirmative steps to assure equal rights for minority persons, women and handicapped persons in the state work force; and

WHEREAS, affirmative action is not merely passive non-discrimination, but requires positive efforts to recruit, retain and promote qualified minority persons, women and handicapped persons, within the requirements specified by federal and state law;

NOW, THEREFORE, I, PATRICK J. LUCEY, Governor of the State of Wisconsin, do herein order an Affirmative Action Program to correct deficiencies and to increase materially the utilization of minorities, women and handicapped persons in all segments of the state work force.

1. The head of each department, board, commission and educational institution of state government shall establish and maintain an Affirmative Action Program to insure equality of opportunity for all its employees and for all applicants seeking employment within its jurisdiction. Equal employment opportunity includes, but is not necessarily limited to, the following areas: recruitment, selection, hiring, training, promotion, transfer, layoff, return from layoff, compensation and fringe benefits. It includes policies, procedures and programs for recruitment, employment, training, promotion and retention of minority persons, women and handicapped persons. Agency heads are encouraged to explore and implement innovative personnel policies in order to enhance these efforts. Each state agency head shall be responsible to the Governor for affirmative action results.



2. There is hereby created an Affirmative Action Executive Commission which shall evaluate the progress of affirmative action programs throughout state service, seek compliance with state and federal regulations and recommend improvements in the state's affirmative action efforts. It shall advise and report to the Governor. In carrying out its responsibilities, the Commission may recommend legislation, consult with state agency personnel and other interested persons, conduct hearings and take other appropriate actions to effect the intent of this order. The Commission shall consist of 15 persons, appointed by the Governor, 9 of whom shall be public members and six of whom shall be the following state agency heads or their designated representatives: the Lieutenant Governor, the President of the University of Wisconsin System, the Secretary of the Department of Administration, the Director of the State Manpower Planning Council, the Director of the Bureau of Personnel, and a representative of the state employees union with the largest number of members. Minority persons (Black, Native American, Latino, Oriental), women and persons with disabilities shall constitute a majority of the commission members, and shall be appointed with consideration to appropriate representation of each group.

3. The State Affirmative Action Office, headed by the Affirmative Action Coordinator, shall be directly responsible to the Secretary of the Department of Administration and the Executive Commission. The office shall be responsible for the following, in accordance with guidelines and standards promulgated by the federal Equal Employment Opportunity Commission: to seek agency compliance with federal and state laws, regulations and this order in all areas relating to equal employment opportunity, and correction of discriminatory practices and procedures; to regularly review the affirmative action plans of all state agencies, including goals and timetables; to coordinate assistance; to conduct compliance reviews; to review state personnel policies and procedures, inclusive of recruitment, certification process, selection, test validation, review of job qualifications, classification series, career ladders, compensation and fringe benefits; to convene agency affirmative action officers regularly as necessary; to receive, analyze and transmit to the Executive Commission periodic progress reports of affirmative action in all state agencies; to act as liaison with federal, state and local enforcement agencies; to recommend any necessary legislation and to perform other actions deemed necessary by the Executive Commission and the Secretary of the Department of Administration.

4. In each agency, the affirmative action officer shall report directly to the agency head for affirmative action purposes. Each agency shall submit an affirmative action plan complete with goals and timetables, plus quarterly and annual affirmative action reports to the State Coordinator. The Coordinator, together with the Executive Commission, shall be responsible for insuring that each agency program complies with federal and state guidelines. Agencies shall report annually by June 15 on all efforts undertaken during the preceding year to implement the Affirmative Action Program including all relevant activities



within the agency, as well as those relating to persons and groups outside the agency. The agency reports and fiscal year plans shall be submitted with the agency budget requests to the Legislature's Joint Finance Committee in odd-numbered years, and as part of the annual budget review in even-numbered years. Agencies shall be responsible for thorough dissemination of affirmative action policy within their departments, and to all recruitment sources and prospective employees; dissemination of information about grievance procedures; and the appointment of minority persons, women and handicapped persons to examining boards, committees and advisory boards, to effectuate representation similar to that being urged for the state work force. The head of each state department, board, commission, and educational institution shall examine and assess those statutes over which s/he has administrative responsibility to determine whether those statutes, or the procedures and practices by which they are administered, discriminate in any way against minority persons, women and handicapped persons and take appropriate remedial action.

5. The head of each state agency shall be responsible for achieving and maintaining agency compliance in the Affirmative Action Program. The agency shall be in compliance if it meets its goals and timetables, or if it makes good faith efforts to meet those goals. In the event of failure to achieve them, or to demonstrate good faith effort, appropriate sanctions and penalties may be applied, in accordance with federal and state regulations, at the recommendation of the Executive Commission. The burden of proof for results and good faith effort rests with each agency. Agencies which achieve outstanding affirmative action results shall be publicly recognized for their efforts.

6. In order to insure maximum effectiveness of this order I am hereby directing the affirmative action staff to prepare procedural recommendations for the full implementation of the provisions of this order as soon as possible.

IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Wisconsin to be affixed. Done at the Capitol in the City of Madison, this twenty-third day of April in the year of our Lord one thousand nine hundred and seventy-five.



Patrick J. Lucey
 PATRICK J. LUCEY
 GOVERNOR

By the Governor:

Douglas L. Follatte
 DOUGLAS L. FOLLETTE
 SECRETARY OF STATE

ATTACHMENT D - Pages 114 - 124

WCCJ's Outreach Letter, Samples of Job
Announcements, Ethnic Group Monitoring
Form, and Sample of Position Description



State of Wisconsin \ OFFICE OF THE GOVERNOR

WISCONSIN COUNCIL ON CRIMINAL JUSTICE
122 WEST WASHINGTON AVENUE
MADISON, WISCONSIN 53703
6081 266-3323

Patrick J. Lucey
Governor

CHARLES M. HILL, SR.
EXECUTIVE DIRECTOR

"OUTREACH"

The Wisconsin Council on Criminal Justice is attempting to improve its pool of minority and women applicants and to interest more minority members and women in applying for positions with the Wisconsin Council on Criminal Justice and the State of Wisconsin. For this reason, we are enlisting the help of your organization in minority referral and recruitment efforts.

Our agency has in the past sent job announcements for positions currently vacant to your organization. It was our hope that your organization would post or circulate the announcement in such a way as to achieve the greatest exposure to minority and women applicants for the WCCJ. We will continue to send job announcements for this purpose and ask your continued assistance in posting such announcements. However, we wish to go beyond simply posting such announcements and "hoping for the best". It is our concern that the current methods we employ for encouraging minority and women interest are not active enough and are not achieving those goals the Wisconsin Council on Criminal Justice set out to accomplish. Therefore, we wish to "actively" recruit and encourage minority and women applicants for the WCCJ and the State of Wisconsin.

We would like your cooperation in the following respects:

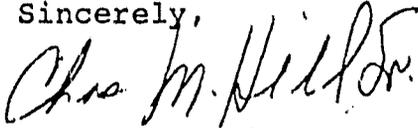
- 1) If you know of minority members or women who are interested in employment at the present time or who may possibly be interested in the future, please forward a copy of their resume to our office so that we may have their name on file should a vacancy come up which they may be qualified for.
- 2) If there are people you are aware of who are seeking employment, please notify our office so that we can place their name on the mailing registers for the "Wisconsin Career Candidate" and "Current Opportunities Bulletin" put out by the Wisconsin State Bureau of Personnel.
- 3) If there are other organizations which deal with minority members, or women, please notify our office so that they may be placed on the mailing list for future job announcements from our office.
- 4) Should you or anyone you wish to refer for employment have questions, please contact our office for information.

Page 2
"Outreach"

Our office will be happy to discuss the possibility of employment with the Wisconsin Council on Criminal Justice or the State of Wisconsin at anytime. Should you wish to talk to someone, please contact either Ms. Bert Miller (608-266-0936) or Mr. Nathaniel E. Robinson (608-266-3323).

I hope that with your assistance we can improve our present minority and women network referral system. I look forward to your input.

Sincerely,



Charles M. Hill, Sr.
Executive Director

CMH:m/m



State of Wisconsin \ OFFICE OF THE GOVERNOR

WISCONSIN COUNCIL ON CRIMINAL JUSTICE
122 WEST WASHINGTON AVENUE
MADISON, WISCONSIN 53703
(608) 266-3323

Martin J. Schreiber
Governor

CHARLES M. HILL, SR.
EXECUTIVE DIRECTOR

4-3-78
COB

PLANNING ANALYST 6 - MANAGEMENT - CHIEF, PROGRAM PLANNING SECTION

LOCATION: Wisconsin Council on Criminal Justice, Program Planning Section, Madison.
PAY: Start at \$1735 per month. Receive an increase after six months of \$69 per month. A 12 month probationary period is required. JOB DESCRIPTION: Tasks, Knowledge and Abilities Required Upon Appointment - Direct, administer and manage the agency's Program Planning Section. Prepare and administer the Annual Criminal Justice Improvement Plan for adult, juvenile and statewide criminal justice planning, programming and improvement. Coordinate the adult, juvenile and statewide criminal justice processes: collect and analyze statistical data and assess problems and needs of adult, juvenile and statewide criminal justice programming and planning; develop plans and programs for addressing criminal justice problems and needs and determine sufficient financial assistance. Provide daily on-going supervision, direction and consultation to staff assigned to the Program Planning Section. Prepare, review and analyze programs, policies and legislation affecting the criminal justice system in Wisconsin: perform program and policy analyses to evaluate current criminal justice policies and practices, to anticipate need for change, to develop and implement new policies and processes; prepare and analyze legislation affecting the criminal justice system in Wisconsin. Act as advisor to WCCJ's administrators, staff, Executive Committee, Regional Planning Units on all matters pertaining to program planning activities. Knowledge and Abilities - Knowledge of: general administrative and management practices; state's criminal justice system--both adult and juvenile areas; formal planning process, i.e., goal establishment, data collection, data analysis, alternative formulation, action recommendation, plan implementation, monitoring, evaluation and feedback; major criminal justice issues within the state. Ability to: administer and manage complex programs; devise and implement procedures and processes for comprehensive planning, research, monitoring and evaluation of programs; determine effect of policies, programs and legislation on the improvement of the criminal justice system. QUALIFICATIONS: Such training and experience which would provide reasonable assurance that the skill required to perform the tasks and the knowledge required upon appointment have been acquired. An example of how such knowledge is acquired is by course work leading to a graduate degree in planning, public administration, criminal justice, social work administration or law and two years of advanced professional planning, management or criminal justice experience or an equivalent combination of other relevant training and experience. Wisconsin residence is required. Apply by April 17. Send your State application form to Debra K. Koyen (608-266-3614); Division of Personnel; One West Wilson Street; Madison, WI 53702. PR01-17/DKK/CR156

INTERNAL COMPETITIVE
PROMOTIONAL ANNOUNCEMENT
WISCONSIN COUNCIL ON CRIMINAL JUSTICE

March 31, 1978

PLEASE POST

PLANNING ANALYST 4 - ASSISTANT CHIEF
PROGRAM PLANNING SECTION

WHO MAY APPLY: This is an internal competitive promotional examination open to any classified employee in the Wisconsin Council on Criminal Justice not serving on a limited term, emergency, or provisional employment basis who meets the qualifications listed below. Seasonal or probationary employees who meet the qualifications are eligible to compete.

LOCATION: This vacancy is with the Program Planning Section of the Wisconsin Council on Criminal Justice, Madison. Applicants will be considered for this position only.

PAY AND PROBATIONARY PERIOD: Promotion* Start at \$8.395 per hour (approximately \$1,461 per month) or receive an increase over your present pay rate of \$.336 per hour (approximately \$58 per month), whichever is greater. Receive an increase of \$.336 per hour after six months. Starting pay rate and probationary increase subject to the maximum of the pay range established in the current classification and compensation plan. A 12 month probationary period is required. *The pay statements apply to promotion and new probationary period. Pay as a result of other types of appointments such as transfer, reinstatement, or demotion will be based on the rules that apply to the specific transaction, but the beginning pay will not be less than the minimum stated.

POSITION DESCRIPTION: Act as an Assistant to the Chief of the Program Planning Section. This includes the following responsibilities: assist with and facilitate the preparation and administration of the WCCJ Annual Criminal Justice Improvement Plan for Adult, Juvenile and Statewide criminal justice planning, programming and improvement; assist in the implementation of guidelines and procedures for the Plan's formulation, implementation and monitoring; assist in the coordination and management of the grant review and administration process for adult, juvenile and statewide criminal justice programming and planning. Under the Chief's direction: Collect and analyze data; assess problems and needs of adult, juvenile and statewide criminal justice planning and programming; develop adequate and relevant plans and programs for addressing criminal justice problems and needs; determine sufficient financial assistance; perform program and policy analyses to evaluate current policies and practices; develop and implement new policies and processes; prepare and analyze legislation affecting the criminal justice system; provide programmatic technical assistance to regional and project staff; assist the Chief in his/her role as principal advisor to agency's administrators, WCCJ and its Executive Committee on all matters pertaining to WCCJ's Program Planning Activities.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES UPON APPOINTMENT: Knowledge of: Wisconsin's criminal justice system for both adult and juvenile; criminal justice programs; criminal justice planning theories, concepts, processes and administration; federal and state grants-in-aid programs; LEAA programs, guidelines and planning requirements; major criminal justice issues; Annual

(OVER)

Criminal Justice Improvement Plan; budget preparation, review and administration; formal planning process; Wisconsin's legislation and legislative procedures. Ability to: Maintain cooperative working relationships with other agencies and employees; assist in the conduct of research studies; collect, analyze and interpret data; arrive at sound logical conclusions from data analyses and translate data and concepts into recommendations for relevant programs, policies and procedures; assist in the coordination and compilation of criminal justice plans and data into the Plan; perform program and policy analyses. Skill in: written and verbal communications; developing cooperative working relationships with other agencies and employees.

ADDITIONAL TASKS AND KNOWLEDGE REQUIRED AT FULL PERFORMANCE: Review literature regarding assigned program areas and develop concepts for inclusion in the Plan; meet with appropriate WCCJ Central and Regional staff to discuss and determine needs and methods for meeting those needs; review appropriate sections of Regional Plan submissions and advise Program Planning Chief regarding the consolidation of those Plans into one Comprehensive Plan; meet with appropriate regional and project staff to encourage project development which meets the programmatic requirements stated in the Plan; develop recommendations on funding/refunding assigned projects. Knowledge of: political and organizational relationships between local, regional, state and federal agencies; grant formulation, review and administrative processes; budget development, review and administration; agency's funding guidelines, policies and procedures; LEAA's funding guidelines; all functions and responsibilities assigned to the Program Planning Section; agency's state, local and federal policies affecting adult, juvenile and statewide criminal justice programming and planning; major legislative issues in Wisconsin regarding adult and juvenile criminal justice planning and programming.

BARGAINING UNIT DESIGNATION: This classification is not included in a certified bargaining unit.

QUALIFICATIONS: Such training and experience as would provide reasonable assurance that the knowledge and skills required upon appointment have been acquired. Examples of how such knowledge and skills are normally acquired would be through attainment of a Master's degree in planning, criminal justice, public administration or other relevant area and three years of planning or criminal justice administration experience or equivalent training and experience. Wisconsin residence is required.

HOW TO APPLY - APPLICATION PROCEDURE AND DEADLINE: Employees interested in applying for this position MUST COMPLETE A SPECIAL APPLICATION FORM. Copies of these special forms may be obtained from Bert Miller, Personnel Assistant. Forms must be returned no later than Friday, April 14, 1978 to Ms. Miller. Applications received after the deadline will be accepted only if arrangements can be made to include the applicants in the scheduled examination.

EXAMINATION: Be sure to describe your training and experience fully on the special application you will obtain from Ms. Miller. The examination will consist of an achievement history questionnaire and may also include an oral examination.

On your application use the complete Civil Service title shown on the top of the announcement.

PR 01-15

158

AN EQUAL OPPORTUNITY EMPLOYER FUNCTIONING UNDER AN
AFFIRMATIVE ACTION PLAN



State of Wisconsin \ OFFICE OF THE GOVERNOR

WISCONSIN COUNCIL ON CRIMINAL JUSTICE
122 WEST WASHINGTON AVENUE
MADISON, WISCONSIN 53703
(608) 266-3323

Martin J. Schreiber
Governor

CHARLES M. HILL, SR.
EXECUTIVE DIRECTOR

1-23-78
COB

ADMINISTRATIVE ASSISTANT 3 - EQUAL OPPORTUNITY/AFFIRMATIVE
ACTION ASSISTANT FOR TECHNICAL ASSISTANCE

LOCATION: First vacancy - Wisconsin Council on Criminal Justice, Madison. PAY: Start at \$1054 per month; advance to \$1096 after six months. JOB DESCRIPTION: Under the direction of the Executive Assistant: primarily responsible for the development and coordination of the agency's Equal Opportunity/Affirmative Action (EEO/AA) Technical Assistance program for subgrant recipients; develop and implement modules and materials for providing EEO/AA technical assistance to subgrant agencies; assist agencies in the formulation, implementation and maintenance of viable EEO/AA plans; provide information regarding EEO/AA requirements; interpret EEO/AA program guidelines and coordinate referral and informational systems; collect data; review existing policies and procedures and recommend revisions or additions; participate in the survey of training needs; develop training modules and materials and conduct training programs, evaluate training and technical assistance programs; conduct compliance reviews, field audits and annual EEO/AA audits of subgrant agencies; write reports, determinations and make corrective recommendations as required. This position will participate in developing a model EEO/AA service delivery training and technical assistance program to be used nationwide. Knowledge, Skills and Abilities - Knowledge of: state and federal policy, laws, rules and regulations relating to equal opportunity and labor standards; areas in which discrimination tends to localize and causes of these problems; personnel policies, procedures and management practices and the civil service and merit systems. Ability to: establish and maintain cooperative working relationships with community and public agencies; analyze solutions; speak and write effectively. Skill in providing technical assistance to various groups. QUALIFICATIONS: Training and experience - Graduation from a college or university and two years of experience in promotion of equal opportunity, fair employment practices and equitable service delivery systems through community action programs or groups, affirmative action programs, personnel management, civil service and merit systems or a related function. An equivalent combination of training and experience will be considered. Relevant volunteer work may also be considered. Wisconsin residence is required. SPECIAL NOTE: Extensive in-state travel (some out-of-state) is required. Possession of/or eligibility for a valid Wisconsin driver's license is required. Apply by February 3. Send completed State application form to Susan K. Thrash (608-266-5307); State Bureau of Personnel; One West Wilson Street; Madison, WI 53702. PRI-11/SKT/NER/153

Planning Analyst 2

Limited Term Employment

Location: Wisconsin Council on Criminal Justice, 122 West Washington Avenue, 4th Floor, Madison, 53703. Salary: \$6.544 per hour. This full-time position is funded from May 1, 1978 - November 1, 1978. Job Description: Assist project team leader in the evaluation of selected crime prevention projects. Duties: Applicant is responsible for the collection of information from agency records, interviewing survey respondents, devising data coding systems, data coding and supervision of coding by other project staff, performing statistical analyses utilizing the University of Wisconsin Univac 1110 Computer System, and preparing written reports explaining findings. Knowledge and Abilities: Applicant must be knowledgeable in all phases of social research. Applicant must be able to work with a research team of 3 to 5 persons. Qualifications: Training and experience in research which would ensure performance of duties at the highest professional level. Job involves substantial in-state travel including periodic overnite travel. Valid operator's license required. Wisconsin residence required. Applications: Submit resumes or State applications to Ms. Bert Miller, 266-0936, Personnel Assistant, Wisconsin Council on Criminal Justice, 122 West Washington Avenue, 4th Floor, Madison, WI. 53703; by Friday, March 24, 1978.

Minorities, Women and Handicapped
Are Encouraged to Apply



State of Wisconsin \ OFFICE OF THE GOVERNOR

WISCONSIN COUNCIL ON CRIMINAL JUSTICE
122 WEST WASHINGTON AVENUE
MADISON, WISCONSIN 53703
(608) 266-3323

Patrick J. Lucey
Governor

CHARLES M. HILL, SR.
EXECUTIVE DIRECTOR

Dear

POSITION:

We appreciate the interest you have shown in the above position. In order to monitor the examination of all applicants under the Wisconsin Council on Criminal Justice's Affirmative Action Program and as a reporting requirement of the Equal Employment Opportunity Act of 1972, I am requesting the additional information listed below. The information will be kept apart from your resume' and application and will be used only for research and reporting to the Equal Employment Opportunity Commission.

We appreciate your help in collecting this information for the purpose of assessing and reporting the progress of our equal employment opportunity effort.

Please respond within five days following the date of this letter.

Nathaniel E. Robinson

Nathaniel E. Robinson
Executive Assistant

(CHECK APPROPRIATE INFORMATION BELOW)

Sex: Male Female

American Indian

White

Asian-American

Other

Black

Spanish American

This information will not be made a part of your permanent employment record should you be hired by the Wisconsin Council on Criminal Justice.

POSITION DESCRIPTION

AD-PERS-10 (Rev. 11/77)
 State of Wisconsin
 Department of Administration
 STATE BUREAU OF PERSONNEL

1. Position No. 304133	2. Cert./Reclass Request No. 149	3. Agency No. 530
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4. NAME OF EMPLOYEE Joan E. Montgomery	5. DEPARTMENT, UNIT, WORK ADDRESS EXECUTIVE COUNCILS Wisconsin Council on Criminal Justice 122 West Washington Avenue, 4th Floor Madison, WI 53703
6. CLASSIFICATION TITLE OF POSITION Administrative Secretary I - Confid	
7. CLASS TITLE OPTION (To be Filled Out By Personnel Office)	8. NAME AND CLASS OF FORMER INCUMBENT New Position
9. AGENCY WORKING TITLE OF POSITION Personnel Management/Equal Opportunity Secretary	10. NAME AND CLASS OF EMPLOYEES PERFORMING SIMILAR DUTIES Theresa Loerke - Administrative Secretary I - Confidential
11. NAME AND CLASS OF FIRST-LINE SUPERVISOR Nathaniel E. Robinson Executive Assistant	12. FROM APPROXIMATELY WHAT DATE HAS THE EMPLOYEE PERFORMED THE WORK DESCRIBED BELOW? New Position

13. DOES THIS POSITION SUPERVISE SUBORDINATE EMPLOYEES IN PERMANENT POSITIONS? Yes No IF YES, COMPLETE AND ATTACH A SUPERVISORY POSITION ANALYSIS FORM (AD-PERS-84).

14. POSITION SUMMARY - PLEASE DESCRIBE BELOW THE MAJOR GOALS AND OBJECTIVES OF THIS POSITION:
 Under the direction of the Executive Assistant, this position provides clerical and administrative support to the agency's Personnel Management and Equal Opportunity section. This position also provides telephone and receptionist services to agency.

15. DESCRIBE THE OBJECTIVES AND TASKS OF THIS POSITION (Please see sample format and instructions on back of last page.)

- OBJECTIVES: Describe the major achievements, outputs, or results. List them in descending order of importance.
- TASKS: Under each objective, list the work activities performed to meet that objective.
- TIME %: Include for objectives and major tasks.

(Continue on attached sheets)

TIME%	OBJECTIVES AND TASKS
55%	A. Provide clerical and administrative support for the agency's Equal Opportunity/Affirmative Action activities
20%	A.1. Type letters, reports, charts, etc., for EEO/AA staff served.
5%	A.2. Independently compose and type letters and reports for EEO/AA staff served.
5%	A.3. Maintain filing and recordkeeping systems for EEO/AA staff served.
✓ 5%	A.4. Maintain files and recordkeeping systems for Equal Opportunity/Affirmative Action plans submitted by subgrant recipients.

16. SUPERVISORY SECTION - TO BE COMPLETED BY THE FIRST LINE SUPERVISOR OF THIS POSITION (See Instructions on Back of last page)

- a. The supervision, direction, and review given to the work of this position is () close limited () general.
- b. The statements and time estimates above and on attachments accurately describe the work assigned to the position. (Please initial and date attachments.)

Signature of first-line supervisor: *N. Robinson* Date: 3/2/78

17. EMPLOYEE SECTION - TO BE COMPLETED BY THE INCUMBENT OF THIS POSITION

I have read and understand that the statements and time estimates above and on attachments are a description of the functions assigned my position. (Please initial and date attachments.)

Signature of employee: *Joan E. Montgomery* Date: 3/2/78

18. Signature of Personnel Manager: *N. Robinson* Date: 3/2/78

OBJECTIVES AND TASKS

- 5% A.5. Maintain index status cards for each EEO/AA plan.
- 5% A.6. Maintain an EEO/AA log book kept by Regional Planning Council and county.
- 2% A.7. Assist EEO/AA staff by reviewing correspondence and reports to ensure correct grammar, syntax and language usage.
- 2% A.8. Maintain recordkeeping and filing systems for all discrimination complaints against any WCCJ subgrant recipient. Forward discrimination complaints to the Law Enforcement Assistance Administration for investigation and other State and Federal oversight agencies.
- 2% A.9. Preparation and distribution of Monthly Status Report on Subgrantee Affirmative Action activities.
- 2% A.10. Make travel arrangements. Arrange meetings and make appointments, etc., for EEO/AA staff served.
- 2% A.11. Provide information to agency's staff and subgrant recipients regarding status of EEO/AA plans and/or compliance.

OBJECTIVES AND TASKS

- 35% B. Provide clerical and administrative support for agency's Personnel Management activities.
 - 10% B.1. Type various personnel forms, position analyses, descriptions and job announcements.
 - 10% B.2. Type and distribute rejection and appointment letters, schedule job interviews, and check applicants' references.
 - 3% B.3. Independently compose and type letters and reports for staff served.
 - 3% B.4. Maintain filing and recordkeeping systems for Personnel matters and activities.
 - 2% B.5. Type letters, reports, charts, etc. for Personnel staff served.
 - 2% B.6. Preparation and distribution of monthly status report on agency's personnel actions and personnel activities.
 - 1% B.7. Administer typing performance tests to clerical applicants.
 - 1% B.8. Assist Personnel served by reviewing correspondence and reports to ensure correct grammar, syntax and language usage.
 - 1% B.9. Maintain filing and recordkeeping systems for Personnel staff served.
 - 1% B.10. Draft policies and procedures designed to improve agency's personnel policies and practices.
 - 1% B.11. Provide general information to agency's employees and job applicants regarding personnel matters.

OBJECTIVES AND TASKS

- 10% C. Provide telephone and receptionist services to Agency.
 - 3% C.1. Answer the central switchboard including main information lines and private lines if staff is not in office or in

- conference.
- 3% C.2. Take messages from callers if staff is out of office or not available to take calls.
 - 2% C.3. Refer call to proper staff person as necessary.
 - .5% C.4. Greet visitors and inform necessary staff that visitor has arrived.
 - .5% C.5. Provide information to callers regarding WCCJ and its activities.
 - 4.5% C.6. Maintain recordkeeping (checklist) for staff when staff is out of office, i.e., record time employee leaves office, time return, destination, etc.
 - .5% C.7. Maintain calendar of conference room reservations.

ATTACHMENT E - Pages 126 - 127

WCCJ's Regional Planning Councils

REGIONAL CRIMINAL JUSTICE PLANNING AGENCIES

REGION I Northwest Criminal
Justice Planning Council
Chairperson: Thomas Talbot
Planning Director: James Heim
215 River Street
Spooner, WI 54801
(715) 635-8714

REGION II Northeast Criminal
Justice Planning Council
Chairperson: Ralph F. J. Voigt
Acting Planning Director:
Patricia Repinski
Post Office Box 546
Rhineland, WI 54501
(715) 369-2966

REGION III Upper West Central
Criminal Justice Planning Council
Chairperson: Lois Sanasac
Planning Director: Jerry Heer
414 East Grand Avenue
Eau Claire, WI 54701
(715) 837-5048

REGION IV Lower West Central
Criminal Justice Planning Council
Chairperson: Vere V. Vance
Planning Director: Harry Yates
Room 301, Rivoli Building
123 North 4th Street
La Crosse, WI 54601
(608) 785-9067

REGION V Central Criminal
Justice Planning Council
Chairperson: Donald Penza
Planning Director: Michael LeRoy
730 West Frances Street
Appleton, WI 54911
(414) 739-9202

REGION VI East Central Criminal
Justice Planning Council
Chairperson: William E. Crane
Planning Director: Daniel Van de Hey

REGION VII Southwest Criminal
Justice Planning Council
Chairperson: Michael J. Tiber
Planning Director: Judith
Rosenthal
Room 327 - Gardner Hall
UW - Platteville
Platteville, WI 53818
(608) 342-17-7

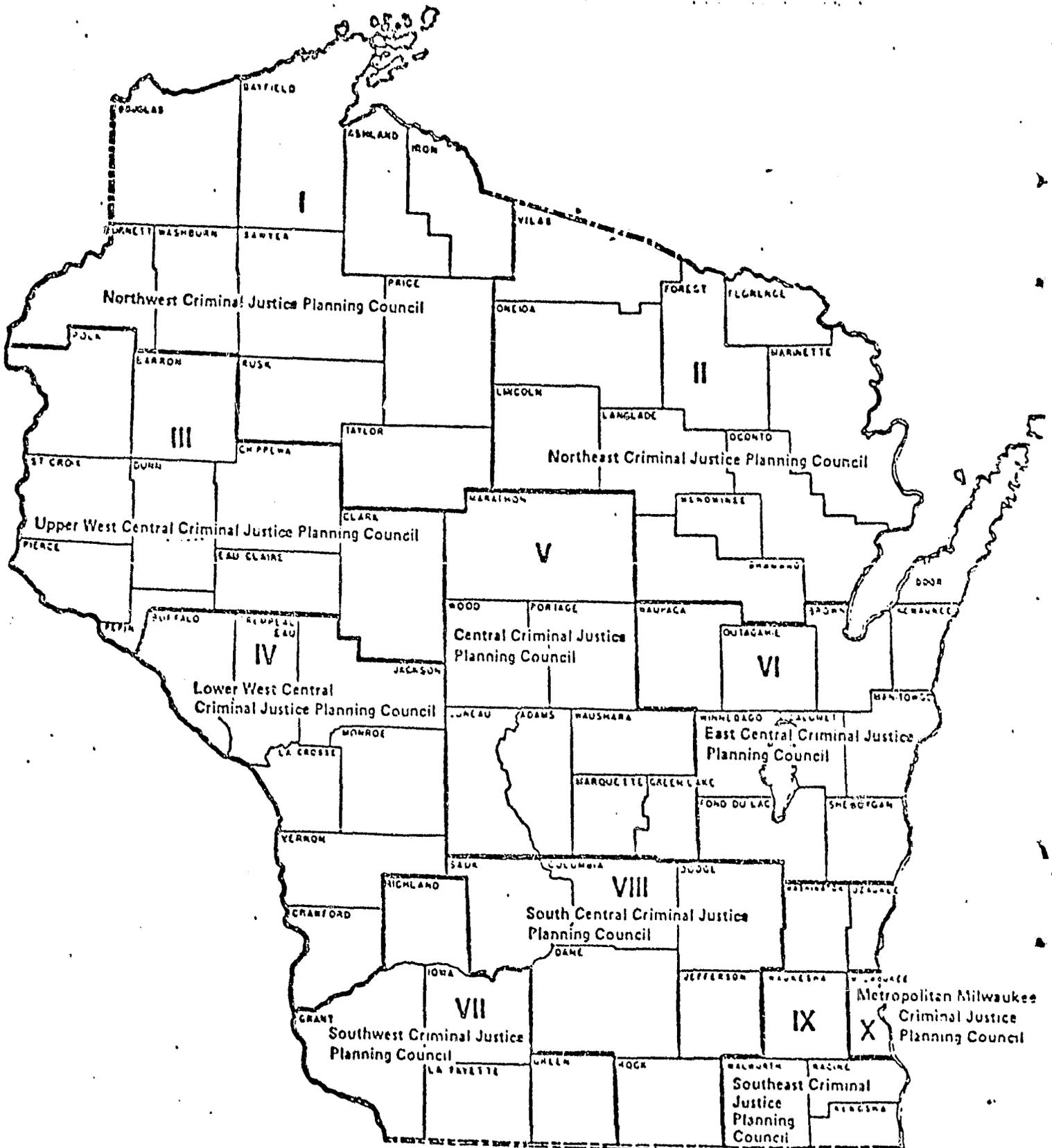
REGION VIII South Central
Criminal Justice Planning Council
Chairperson: William Ferris
Planning Director: Xavier Okragly

REGION IX Southeast Criminal
Justice Planning Council
Chairperson: Donald Andersen
Planning Director: LaMarr Billups
1400 North Newman Road, Suite 202
Racine, WI 53406
(414) 886-0421

REGION X Metropolitan Milwaukee
Criminal Justice Planning Council
Chairperson: James Demitros
Planning Director: Mark Rogacki
8320 West Bluemound Road, Suite 221
Wauwatosa, WI 53213

WISCONSIN COUNCIL ON CRIMINAL JUSTICE

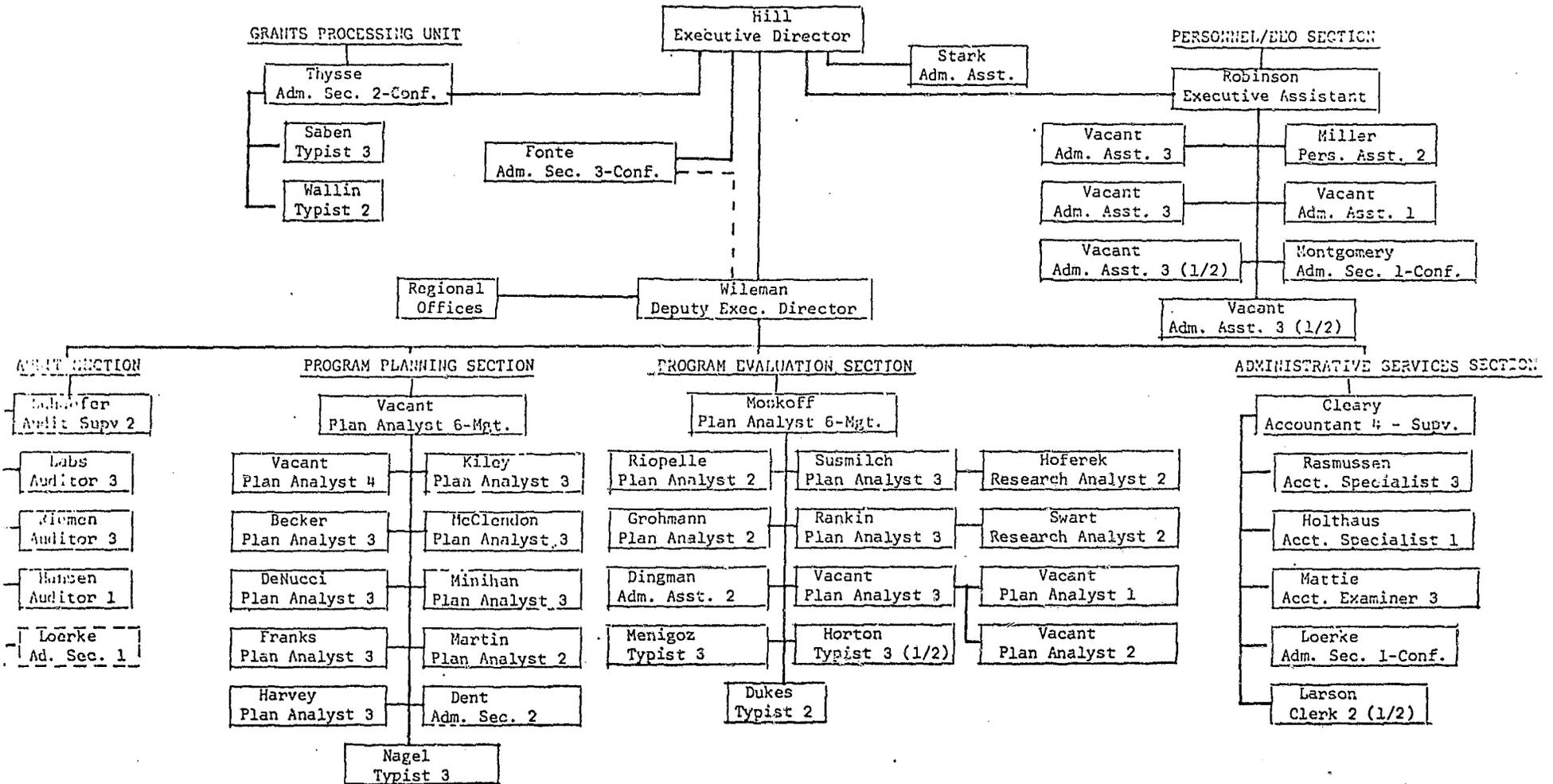
REGIONAL PLANNING COUNCILS



ATTACHMENT F - Pages 129 - 130

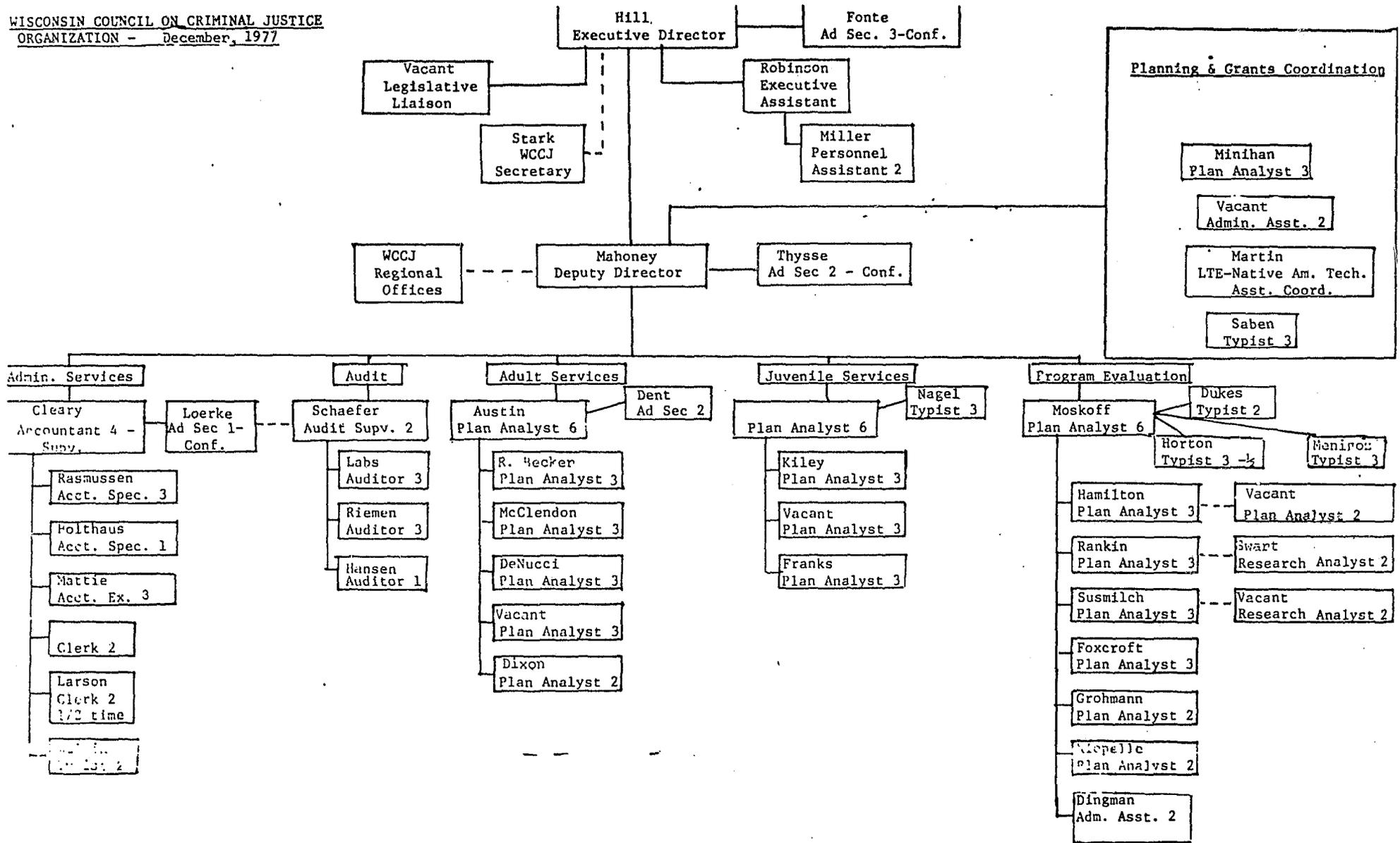
WCCJ's Organizational Charts

WISCONSIN COUNCIL ON CRIMINAL JUSTICE ORGANIZATION
MARCH, 1978



Dotted line indicates clerical support only

WISCONSIN COUNCIL ON CRIMINAL JUSTICE
 ORGANIZATION - December, 1977



WISCONSIN COUNCIL ON CRIMINAL JUSTICE MEMBERSHIP

CHAIRPERSON

Honorable Martin J. Schreiber
Acting Governor of Wisconsin

FIRST VICE-CHAIRPERSON

David O. Steingraber, Chief
Middleton Police Department

SECOND VICE-CHAIRPERSON

Sarah Ettenheim
Associate Professor
UW-Extension
Institute of Gov. Affairs

EXECUTIVE COMMITTEE

Executive Committee Chairperson
David O. Steingraber
Chief, Middleton Police Department

Executive Committee Vice-Chairperson
Sarah Ettenheim
Associate Professor
UW-Extension
Institute of Gov. Affairs

Judge Thomas H. Barland
Circuit Court, Eau Claire

Wyetta Branigan, Member
Beloit Fire & Police Commission

Colonel Lewis V. Versnik
Director, Wisconsin State Patrol

GENERAL MEMBERSHIP

Martha J. Bablitch
Attorney at Law

William Baily, Jr.
Coordinator of Operations
United Migrant Opportunity Svcs.

Lloyd A. Barbee
Attorney at Law

Chief Justice Bruce Beilfuss
Wisconsin Supreme Court

Richard H. Bussier
Member, Milwaukee County Board

Judge Arthur Cirilli
Douglas County Court

Rep. Michael E. Elconin
Wisconsin State Assembly

Jerome L. Fox
Attorney at Law

Erwin J. Heinzelmann
Executive Director
Wisconsin Correctional Service

James Jansen
Instructor
Milwaukee Area Technical College

Ben Johnson
President, Milwaukee Common Council

Percy L. Julian
Attorney at Law

Judge Ronald Keberle
Marathon County Court

Bronson C. La Follette
Attorney General of Wisconsin

E. Michael McCann
Milwaukee County District Attorney

George Moniza
Citizen Representative

Donald Percy
Secretary, Dept. of Health & Social Services

Carol Skornicka
Attorney at Law

Robert L. Stonek
Coordinator of Criminal Justice
Training Center-UW-Milwaukee

Eugene Taylor
Chairman, St. Croix Tribal Council

Senator Carl W. Thompson
Wisconsin State Senate

Margaret Wassmandorf, Area Supervisor
Lutheran Social Services

Judge Edwin M. Wilkie
Supreme Court Administrator

END