

MISSOURI
DEPARTMENT OF
NATURAL RESOURCES

MISSOURI DEPARTMENT OF NATURAL RESOURCES
FY11 WORKFORCE DIVERSITY PLAN
PRESENTED BY:
HUMAN RESOURCES PROGRAM and EMPLOYEE
RELATIONS OFFICE

The Department of Natural Resources values integrity above all, openness to all individuals and points of view, diversity in people and approach, and excellence in all we do.

Sara Parker Pauley, Director

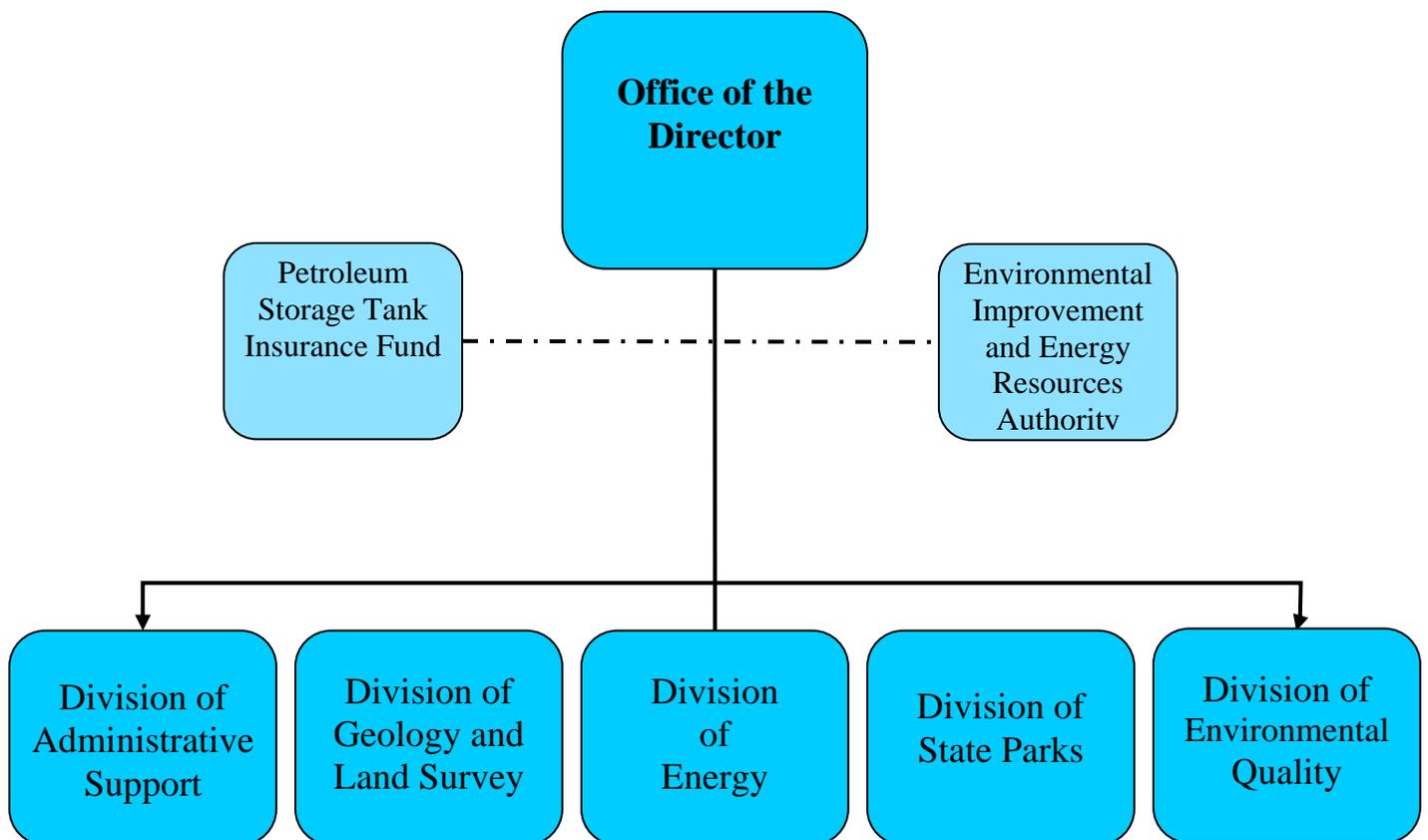
TABLE OF CONTENTS

Organization Chart/Department Information	3
Reaffirmation of Commitment	4
Responsibility for Implementation	5-6
Dissemination of Information	7-8
Review of Challenges/Problem Identification	8-10
Special Programs	11
Employee Advisory Council (EAC)	
Multicultural Affairs Committee (MAC)	
Environmental Justice Group	
Attachment A - Underutilization Analysis	
Attachment B - Availability Analysis	

DEPARTMENT OF NATURAL RESOURCES

The Department of Natural Resources is involved in environmental and resource-related issues. It protects Missouri's environment, deals with the critical area of energy, helps develop mineral resources and works to preserve the state's historic and cultural heritage. The goal of the department is to ensure capable planning, management and utilization of Missouri's natural resources. The Director, who is appointed by the Governor and confirmed by the Senate, is the chief executive officer and appointing authority of the department.

The Department of Natural Resources is composed of the Office of Director, the Division of Administrative Support and four programmatic divisions. These four programmatic divisions are the Division of Energy, the Division of Environmental Quality, the Division of State Parks, and the Division of Geology and Land Survey. In addition, Water Resources and the Soil and Water Conservation Program report to the Office of the Director. Environmental Improvement and Energy Resources Authority (EIERA) and Petroleum Storage Tank Insurance Fund are entities administratively attached to the Department of Natural Resources.



1. REAFFIRMATION OF COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY

The Missouri Department of Natural Resources, hereinafter “the Department”, is committed to administering its human resource policies and conducting its employment practices in a manner that provides an equal opportunity to employees and applicants on the basis of merit, experience and/or other work-related criteria. We shall employ and advance individuals without regard to race, gender, religion, color, national origin, age, disability, sexual orientation and veteran status. Any employee found to have engaged in discrimination, harassment or retaliation would be subject to disciplinary action up to and including termination.

Employment-related activities such as recruitment, selection, training, promotion, reclassification, transfer, compensation/benefits administration, termination, demotion or discipline will be conducted in accordance with applicable laws and/or regulations forbidding discrimination. The department will strive to fulfill its obligation to provide fair and nondiscriminatory practices as outlined in Executive Order 94-03 and Executive Order 10-24.

This order reflects the commitment of the Governor of the state of Missouri to equal employment opportunity and the responsibility of the executive branch to establish and maintain fair employment practices.

The department has, through both its internal communications program and hard copies disseminated this policy to employees to emphasize its dedication to fairness in all personnel matters. Further, it strives, through Administrative Policies and Procedures 1.01 Conduct and Ethics, Training and Education 5.07 and Tuition Reimbursement 5.07.02, to create a positive work environment that provides employees opportunities to maximize their skills and abilities.

The Administrative Policies and Procedures manual regarding Affirmative Action is currently being updated under section 1.02 to state: “Employees of the Department of Natural Resources will treat one another equitably and fairly regardless of race, color, religion, national origin, age, sex, sexual orientation, veteran status or disability. Discrimination, harassment, intimidation, or retaliation of any kind will not be tolerated.”

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Lori Gordon, Director
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Division of Geology and Land Survey

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Division of Energy

2. RESPONSIBILITY FOR IMPLEMENTATION

Each employee of the department has ultimate responsibility to ensure the effectiveness of the Workforce Diversity Plan. However, the Department Director and each Deputy Department Director have full responsibility and authority for implementing and promoting the Workforce Diversity Plan and prohibiting discrimination. The Department Director will take the lead in implementing and encouraging Workforce Diversity among all department employees. The Department and Deputy Department Directors will (1) establish the general climate for the Workforce Diversity Program activity, and (2) evaluate its overall effectiveness and (3) hold subordinate staff accountable for results.

Management staff, at every level, will be held accountable for the effectiveness and results of the Workforce Diversity Program within their areas of responsibility. They will ensure that the department policies and practices as they relate to the Workforce Diversity Program are understood and conformed to by their subordinate staff.

The Director of the Human Resources Program will be responsible for:

- Assisting divisions in achieving affirmative action goals and in complying with policy provisions;
- Implementing record keeping and reporting systems to ensure compliance with legal requirements;
- Serving as liaison between the department and government agencies, organizations representing protected group members and community groups;
- Keeping management informed of the latest developments in the equal employment opportunity and work force diversity areas;
- Contacting protected group member organizations, news media, public schools, colleges and universities, and vocational rehabilitation offices to inform them of our commitment to equal opportunity. Applications will be solicited from people of color, women, people with disabilities, persons more than 40 years of age and members of other protected groups;
- Working with community organizations and, when advertising positions, including those publications/media outlets serving minorities, females and people with disabilities to ensure that protected group members are aware of openings;
- Making special visits to colleges and universities in the state of Missouri in an effort to increase applicant pools for those positions selected as ones where there is a likelihood for success in increasing work force diversity;
- Contacting individual protected group members and their organizations in an effort to inform them about the Department, its mission and the availability of positions that may be of interest to them;
- Preparing a list of contacts at historically black colleges and universities (HBCUs) in the United States and advising them of positions available at the department; and
- Post notices as required by law;
- Contact vocational rehabilitation offices around the state of Missouri to advise counselors of positions with the department so they can advise their clients of position availability.

The Director of Employee Relations will:

- Receive and investigate internal complaints of alleged discrimination according to department policy relating to grievance procedures;
- Implement and monitor policies on employee relations, discrimination and sexual harassment;
- Provide training in the areas of discrimination, sexual harassment and workforce diversity.
- Respond to federal agencies requesting information regarding equal employment and services opportunities in a timely manner.

Each Division Director will:

- Assist in analyzing the work force, as it relates to his or her division, and identify positions where protected groups are underutilized;
- Correct identified deficiencies through specific, measurable and attainable employment and promotion goals;
- Ensure subordinates understand and adhere to the provisions of the Workforce Diversity Plan;
- Establish expectations and identify individual responsibilities;
- Assist in the development of strategies to attain and maintain work force diversity;
- Ensure commitment to the Workforce Diversity Program by subordinate staff;
- Explain and reemphasize the provisions of the Workforce Diversity Program;
- Hold subordinate staff accountable for results; and
- At least annually evaluate the effectiveness of subordinates' progress in achieving work force diversity.

Supervisory and management staff will:

- Make good faith efforts to fulfill their obligations under this program and assist in identifying problem areas within their scope of supervision;
- Ensure that personnel-related activities, recommendations and decisions, such as development of position qualifications, selection of interview panels, interview questions, etc., offers of employment, work assignments, training, performance evaluations and discipline are based on bona fide occupational requirements;
- At least annually evaluate the effectiveness of subordinates' progress in achieving work force diversity;
- Ensure policies and practices, as they relate to Workforce Diversity Plan are understood and conformed to;
- Assist in analysis of work force data as it relates to his/her division/program;
- Correct identified deficiencies through specific, measurable and attainable employment and promotion goals;
- Ensure that personnel-related activities, recommendations, position qualifications, candidate selection, employment offers, work assignments, training, performance evaluations, discipline are based on bona fide occupational requirements;
- Attend training so they understand what an affirmative action program is and what measurable, attainable goals and timetables are;
- Ensure that, where possible, interview panels demonstrate diversity, i.e., females, people of color, people with disabilities, etc.; and panels receive appropriate instruction before conducting interviews

3. DISSEMINATION OF INFORMATION

The department will disseminate the Workforce Diversity Plan (WFDP) and make it accessible in the following manner:

Internally:

- Copies of the department's WFDP are distributed to each division. Copies will also be placed on file in the human resources program for inspection by staff and visitors.
- An electronic version will be available on the DAS/Human Resources Intranet site.
- Posters informing employees that the department is an equal opportunity employer are posted in field offices operated by the department.
- All new employees are required to attend workforce diversity training.
- All policies, including those concerning equal employment opportunity and grievance procedures, are provided via the Department's intranet and through hard copy.
- The progress of the Workforce Diversity Plan is reported as required.
- Emphasis is placed on affirmative action/work force diversity during training and orientation sessions.
- Issues pertaining to equal employment opportunity/work force diversity are discussed in Department publications periodically.

Externally:

- Recruiting sources are informed that the department is an equal opportunity employer.
- On the occasions where the department places newspaper advertisements, those ads will state that the department is an equal opportunity employer.
- When the applicant pool for a position is small and the department makes special efforts to increase it, contacts are made with minority organizations, news media, public schools, and colleges and universities. They are informed of our commitment to equal opportunity.
- Applications are solicited from minorities, women, and people with disabilities, persons more than 40 years of age and members of other protected groups.
- The department works with community organizations and advertises positions in newspapers serving minorities and females to ensure that protected group members are aware of openings. These include, but will not be limited to:

Adelante

Advertisements in environmental publications

Advertisements in newspapers in Kansas City and St. Louis

with large numbers of African-American readers

Black Expo (St. Louis)

Contacts with Black Land Grant Institutions

Dos Mundos

High school counselors in Missouri schools with high concentrations of African-American students

Kansas City Hispanic News

Missouri Job Service offices

Missouri Legislative Black Caucus members

Missouri Vocational Rehabilitation offices

NAACP
Participation in college career fairs
Protected group member contacts
Urban League of St. Louis and Kansas City
Visits to colleges and universities
Vocational/Technical schools
Workforce Development Show-Me Heroes Initiative

4. REVIEW OF CHALLENGES/IDENTIFICATION OF PROBLEM AREAS

The Missouri Department of Natural Resources is a State Merit System Agency. As such, the majority of applicants must be certified by the Office of Administration as eligible for positions and placed on certificates of eligibles called registers before they can be hired in classified positions. Individuals on these registers are ranked according to the Office of Administration's specifications. While these specifications are designed to be equitable, protected group members have, historically, ranked lower than majority members. This makes the availability of protected group members less than what might be available in the labor market.

Additionally, the state of Missouri has experienced severe budget deficiencies and the department is not immune to these difficulties. It has had limited resources that it could use to increase applicant pools of various underutilized positions, thus making the supply of protected group members lower and limiting our ability to reach goal attainment.

In spite of the challenges it faces, the department has identified areas where improvement is needed and developed improvement goals as set forth below. The success, or lack thereof, is also indicated.

Identification of Problem: Develop a more efficient method for outreach and recruitment of individuals within the protected groups (minorities, females, persons with disabilities, veterans, and persons over the age of 40).

Result: Since the implementation of the department's recruitment program in 2002, the agency has re-energized its outreach efforts. From 2007-2011, the department successfully participated in several programs which satisfied outreach and recruitment for the following groups:

- **Summer Professional Development Program** (minority and female college students)
- **State Parks Youth Corps** (minorities, females, persons with disabilities, lower economic status)
- **Veterans Career Fair** (persons with disabilities, persons with veteran status)
- **Local job fairs** (entire protected groups)
- **Next Generation Jobs** (minorities and females, lower economic status)
- **Environmental Education Scholarship** (minorities and females)

Identification of Problem: Use collaborative efforts with other entities to identify statewide diversity recruitment challenges and develop better solutions.

Result: The department recognizes the challenges in recruiting and hiring of persons within the protected groups. In 2007, the department recruiter was selected to serve on several committees

with workforce diversity initiatives, many of which continue today. Listed below are the committees and their projects:

- **Workforce Council**
Project: Statewide Career Fair, Harris Stowe State University (general job fair for Missouri residents)
Projects are ongoing
- **Department of Economic Development/Workforce Development**
Project: Next Generation Jobs Project: State Parks Youth Corps
(federally-funded programs aimed toward disadvantaged persons)
Projects are ongoing
- **MLK Committee**
Project: Martin Luther King Celebration (middle and high school essay and art competitions)
Projects are ongoing
- **Lincoln University**
Project: Math for Girls Day (gender-specific workshop aimed at empowerment and knowledge)
Projects are ongoing

Identification of Problem: Ensure that all department employees receive training, particularly Workplace Awareness (Cultural and Work Force Diversity, Sexual Harassment) training.

Result: In 2010 and continuing in 2011, the Department's Professional Development and Training Unit implemented new trainings and are in the process of updating existing training programs.

- Generational training was introduced to management to assist them supervising diverse staff
- FMLA training was implemented to make management aware of various needs of staff
- INSIGHTS training was added to enhance cohesiveness among work groups by acknowledging strength in diversity
- Diversity training is in the process of being updated to better meet the requirements of all staff being trained.

Identification of Problem: Allow a process for complaints or concerns from the public or clients to be handled in a non-discriminatory, confidential and efficient manner.

Result: The department developed and is in the process of implementing a policy which addresses complaints from individuals that it conducts business with at any time. Complaints are fielded through the Office of Employee Relations for confidential review and determination.

Identification of Problem: Develop a business strategy that addresses social responsibility and the environment.

Result: April 2010, the department formed a committee to examine its efforts toward environmental justice. This group is part an ongoing process of pilot projects, research and proper dissemination of information to those who are or may be economically disadvantaged.

The Department of Natural Resources will continue to research opportunities where employees can benefit from training and the workforce is adequately represented within the department. The above programs will be evaluated over the next twelve months to determine their overall effectiveness. In addition, new initiatives will be evaluated and implemented during the next year to further increase the departments outreach and visibility with the diverse populations of Missouri.

5. SPECIAL PROGRAMS

EMPLOYEE ADVISORY COUNCIL (EAC)

The department will actively include representation of all employees in the development and review of departmental policies and procedures. To meet this goal the department established the Employee Advisory Council (EAC). The EAC is to serve all employees.

It is the mission of the EAC to foster and enhance a positive and supportive work environment among all department employees.

The EAC shall work to ensure department policies and procedures are written so they can be easily understood and consistently applied. The EAC shall review policies and procedures periodically, or as directed, to assure continued applicability.

Members of the EAC are expected to represent all department employees with honesty, integrity, and respect as outlined in the values statement in the EAC by-laws.

MULTICULTURAL AFFAIRS COMMITTEE (MAC)

The department envisions a place where people can come together in search of solutions for environmental problems that influence our citizens. Multicultural Affairs Committee (MAC) represents all department employees and serves as an advisory council on cultural diversity issues. With employees from diverse backgrounds, better solutions may be designed for our state's entire population and environment.

MAC strives to create an environment in the department so employees can understand, appreciate and respect each other's cultural differences. The committee will keep the department leadership abreast of cultural diversity issues and assist in the development of progressive and workable policies.

ENVIRONMENTAL JUSTICE GROUP (EJ GROUP)

Environmental Justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

Over the past year, DNR staff has participated in several conference calls with the U.S. Environmental Protection Agency (EPA) and the Environmental Council of the States regarding EJ efforts nationwide. The Department submitted written comments on EPA's Plan EJ 2014, and several DNR staff members attended the National Environmental Justice Advisory Council's annual meeting in Kansas City. Divisions and programs within DNR continue to work with the disadvantaged communities throughout the state by providing technical assistance, sampling soil and hosting public meetings. The Department strives to recruit and retain a workforce that reflects the diversity of the state, and this is an important component of our EJ efforts.