
MEMORANDUM

Department of Children and Families
Office of Diversity and Equity
505 Hudson Street, Hartford, CT 06106

TO: All Staff
FROM: Monica Rams, MS, Director of Office of Multicultural Affairs/Office of Diversity and Equity
DATE: November 17th, 2025
SUBJECT: Summary of the Department of Children and Families Affirmative Action Plan

Below is a summary outlining highlights of the Department's affirmative action activity as reported in the 2024-2025 Affirmative Action Plan.

Highlights from the 2024-2025 Affirmative Action Plan

The DCF Office of Diversity and Equity (ODE) has submitted the 2024-2025 DCF Affirmative Action Plan (AAP) in accordance with CT Regulations and in partnership with the CHRO Reviewer. The AAP is the Agency's opportunity to holistically review the employment processes that transpired during the previous year. Additionally, it allows the agency to identify areas within these employment processes that may impede the fair and equal participation of protected group members.

Below, you will find key highlights from the 2024-2025 Plan:

Agency Workforce

The agency workforce as a whole is not at parity with relevant labor markets. As such, the agency has established goals to address any race/sex group that is underutilized in the workforce.

(a) Hiring and Promotional Summary (March 1, 2024 – February 28, 2025)

Titles	Hires	Promotions	Percent White	Percent of Color	Percent Male	Percent Female
Officials and Administrators - Program Director	1	3	50%	50%	50%	50%
Officials and Administrators – All Remaining Titles	6	6	33.3%	66.7%	16.7%	83.3%
Professionals - Advanced Clinical Social Worker	5	0	80%	20%		100%
Professionals - Children Services Consultant	0	2	100%		50%	50%

Titles	Hires	Promotions	Percent White	Percent of Color	Percent Male	Percent Female
Professionals - Fiscal/Administrative Officer	0	0				
Professionals - Head Nurse	9	2	36.4%	63.6%	9.1%	90.9%
Professionals - Program Supervisor	0	5	60%	40%		100%
Professionals - Pupil Services Specialist	4	0	25%	75%	50%	50%
Professionals - Social Work Supervisor	1	25	53.8%	46.2%	26.9%	73.1%
Professionals - Social Worker/Trainee	194	5	22.1%	77.9%	21.1%	78.9%
Professionals - State School Teacher	5	0	60%	40%	40%	60%
Professionals - Residuals	35	4	46.2%	53.8%	17.9%	82.1%
Region 1 Paraprofessionals	0	1		100%	100%	
Region 1 Office Clericals - Office Assistant	2	0		100%		100%
Region 1 Office Clericals – Residual	0	0				
Region 2 Technicians - Lead Children Services Worker	0	0				
Region 2 Technicians - Residual	13	7	25%	75%	40%	60%
Region 2 Paraprofessionals - Children Services Worker	16	0	18.8%	81.3%	50%	50%
Region 2 Paraprofessionals - Residual	0	0				
Region 2 Office Clericals - Office Assistant	11	0	72.7%	27.3%		100%
Region 2 Office Clericals - Residual	1	2	66.7%	33.3%		100%
Region 2 Skilled Craft Workers	0	0				
Region 2 Service Maintenance - Drivers/Equip Op	3	0	66.7	33.3%	66.7%	33.3%
Region 2 Service Maintenance - Residual	0	0				
Region 3 Paraprofessionals	0	1		100%		100%
Region 3 Office Clericals	1	0		100%		100%
Region 4 Technicians	4	6				
Region 4 Protective Service	0	0				
Region 4 Professionals - Children Services Worker	6	0		100%	33.3%	66.7%
Region 4 Paraprofessionals - Social Work Case Aide	0	0				
Region 4 Paraprofessionals – Residual	1	3	25%	75%	25%	75%
Region 4 Office Clericals - Office Assistant	3	0	33.3%	66.7%	33.3%	66.7%
Region 4 Office Clericals - Residual	3	2	40%	60%		100%
Region 4 Skilled Craft Workers	2	0		100%	100%	
Region 4 Service Maintenance	1	0		100%	100%	
Region 5 Paraprofessionals	1	0		100%	100%	
Region 5 Office Clericals	3	0	33.3%	66.7%		100%
Total	331	74	31.6%	68.4%	23.7%	76.3%

(b) 2024/2025 Affirmative Action Goal Achievement

Goals Established	Hires/Promotions	Opportunities	Goals Met	Goal Achievement
524	405	*403	146	36.2%

The agency's overall goal achievement is 36.2% when you compare goals met to actual opportunities to achieve the goals. An analysis of each recruitment and associated goal candidate was conducted in the Goals Analysis section of the AA plan (see Appendix B).

*Although there were 405 hires and promotions, there were only 403 opportunities to achieve hiring and promotional goals. This was the result of no promotional goals set for Region 2 Office Clericals - Residual where the agency promoted 1WF and 1BF.

The agency substantially met the previously established programmatic goals (see Appendix C attached).

The following program goals were established to address employment practices which may adversely impact protected groups as identified in Section 46-68-87(a) (1)-(11), Identification of Problem Areas.

- 1) In an effort to address the problem area identified in **(6) Training**, the Department has established a program goal to create specific training modules to deepen understanding of protected classes and to continue our pursuit of fostering a culture of empathy and inclusivity within our organization. This will address the previously established goal regarding the gap in training related to the LGBTQIA+ workforce/community.

Timetable for completion: February 28, 2025

Person(s) responsible: The Office of Multicultural Affairs, designated Academy staff and representatives of the ODE are responsible for ensuring the implementation of this goal.

- 2) In an effort to address the problem area identified in **(3) Recruitment Practices**, as it relates to the appropriate guidance in the selection and justification of candidates, the Office of Diversity and Equity in collaboration with Human Resources will roll out during the current reporting period a "Guide to Completing an Applicant Flow," and an "Interview Panel Member Guide". This goal will be re-established for the 2024-2025 plan period for purposes of implementation.

Timetable for completion: February 28, 2025

Person(s) responsible: DAS HR Business Partners and representative of the ODE are responsible for ensuring the implementation of this goal.

Hires and Promotions Data Analysis

March 1, 2024 - February 28, 2025 Hires Report			
	Total	Caucasian	Employees of Color
Statewide Data	260	73	187
%		28.1%	71.9%
EEO 1 - Officials - (all)	7	3	4
%		27.7%	72.3%
EEO 2 - Professionals (all)	253	70	183
%		29.7%	70.3%
Regional Data	71	22	49
%		31%	69%
EEO 3 - Technicians (all)	17	6	11
%		35.3%	64.7%
EEO 4 - Protective Services (all)	0	0	0
%		0%	0%
EEO 5 - Paraprofessionals (all)	24	3	21
%		12.5%	87.5%
EEO 6- Office Clericals (all)	24	11	13
%		45.8%	54.2%
EEO 7 - Skilled Craft Workers (all)	2	0	2
%		0%	100%
EEO 8 - Service Maintenance (all)	4	2	2
%		50%	50%

March 1, 2024 - February 28, 2025 Promotions Report			
	Total	Caucasian	Employees of Color
Statewide Data	52	26	26
%		50%	50%
EEO 1 - Officials - (all)	9	3	6
%		33.3%	66.7%
EEO 2 - Professionals (all)	43	23	20
%		53.5%	46.5%
Regional Data	22	7	15
%		31.8%	68.2%
EEO 3 - Technicians (all)	13	3	10
%		23.1	76.9
EEO 4 - Protective Services (all)	0	0	0
%		0%	0%

EEO 5 - Paraprofessionals (all)	5	1	4
%		20%	80%
EEO 6- Office Clericals (all)	4	3	1
%		75%	25%
EEO 7 - Skilled Craft Workers (all)	0	0	0
%		0%	0%
EEO 8 - Service Maintenance (all)	0	0	0
%		0%	0%

(c) CPS FT Workforce as of 2/28/2025

	Total			White		Black		Hispanic		AAIANHNP		TWO OR MORE	
	Total	M	F	M	F	M	F	M	F	M	F	M	F
DCF-Workforce 02/28/25													
Program Director1	29	10	19	3	10	3	4	3	5	1	0	0	0
	100%	34.5	65.5	10.3	34.5	10.3	13.8	10.3	17.2	3.5	0.0	0.0	0.0
Program Director 2	5	2	3	0	1	1	1	1	1	0	0	0	0
	100%	40.0	60.0	0.0	20.0	20.0	20.0	20.0	20.0	0.0	0.0	0.0	0.0
Program Director 3	6	1	5	1	2	0	2	0	1	0	0	0	0
	100%	16.7	83.3	16.7	33.3	0.0	33.3	0.0	16.7	0.0	0.0	0.0	0.0
Program Supervisor	98	26	72	14	36	5	19	4	15	3	2	0	0
	100%	26.5	73.5	14.3	36.7	5.1	19.4	4.1	15.3	3.1	2.0	0.0	0.0
Social Work Supervisor	347	79	268	42	138	25	76	12	47	0	7	0	0
	100%	22.8	77.2	12.1	39.8	7.2	21.9	3.5	13.5	0.0	0.0	0.0	0.0
Children Services Consultant	45	11	34	6	16	4	10	1	8	0	0	0	0
	100%	24.4	75.6	13.3	35.6	8.9	22.2	2.2	17.8	0.0	0.0	0.0	0.0
Social Worker/ Trainee	1214	243	971	111	362	82	393	42	187	5	16	3	13
	100%	20.0	80.0	9.1	29.8	6.8	32.4	3.5	15.4	0.4	1.3	0.2	1.1
Social Worker Case Aide	71	28	43	6	12	14	16	8	14	0	1	0	0
	100%	39.4	60.6	8.5	16.9	19.7	22.5	11.3	19.7	0.0	1.4	0.0	0.0
Total CPS Workforce	1815	400	1415	183	577	134	521	71	278	9	26	3	13
	100%	22.0	78.0	10.1	31.8	7.4	28.7	3.9	15.3	0.5	1.4	0.2	0.7