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# **MINNESOTA HOUSING FINANCE AGENCY**

## **AFFIRMATIVE ACTION PLAN**

**2002 - 2004**

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AFFIRMATIVE ACTION PLAN  
2002-2004**

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Upon request, this plan can be made available in alternative formats for persons with disabilities by calling 1/800/657-3769 or TTY (hearing impaired individuals only, please) 651/297-2361, or 651/296-2291.

## INTRODUCTION

State law requires each agency in the executive branch to develop an affirmative action plan. There are a number of specific requirements outlined in law, administrative rule, and policies of the Department of Employee Relations. The plan is revised biennially and submitted to the Department of Employee Relations, Office of Diversity and Equal Opportunity for review and approval.

The plan is the cornerstone of the Minnesota Housing Finance Agency's Affirmative Action/Diversity Program.

The purpose of affirmative action is to correct the effects of discrimination, whether intentional or unintentional, and to avoid present and future practices that may have an unfair, adverse effect on people of color, women and people with disabilities.

Affirmative action does not mean the hiring of unqualified people. It does not mean that any group shall be deprived of its rights or be subjected to unfair treatment. It means positive action to utilize the large reservoir of untapped human resources and skills among the protected classes, together with those groups whose skills have been used in the past.

If done properly, the need for affirmative action eventually will not exist, as all barriers to equal employment opportunity will have been eliminated from the employment process. An effective affirmative action program not only benefits those who have been denied equal employment opportunity in the past, but also will benefit the entire department.

The Human Resources Office is responsible for providing leadership and monitoring the activities of the Affirmative Action Program.

Agency Managers and Supervisors are responsible for representing and supporting the goals of the Affirmative Action Program.

## TRANSMITTAL FORMS AND SIGNATURES

This annual review revealed under utilization of the following protected group(s) in the following goal units.

GOAL UNITS	Protected Groups		
	Women	Minorities	Disabled*
Managers		X	X
Supervisors		X	X
Professionals			X
Technical		X	X
Office/Clerical			
Commissioner's Plan		X	X

\*Effective June 30, 2000, the State of Minnesota is suspending the use of a percentage hiring goal for this population. However, the Housing Finance Agency will continue its commitment to hiring individuals with disabilities who can perform the essential functions of the job with or without reasonable accommodation.

This plan contains an internal procedure for processing employee complaints of alleged discrimination. Each employee has been apprised of this procedure.

\_\_\_\_\_  
**Human Resources Director**  
**(Affirmative Action Officer Designee)**

\_\_\_\_\_  
**Date**

This annual plan contains clear designations of those persons and groups responsible for implementing our affirmative action plan as well as my personal statement of commitment to achieving the goals and timetables described herein.

\_\_\_\_\_  
**Agency Commissioner**

\_\_\_\_\_  
**Date**

This annual plan meets the rules governing affirmative action, MCAR Chapter 3905.0600 Statutory Authority 43A.04, and contains goals and timetables as well as methods for achieving them, which are reasonable and sufficiently aggressive to deal with the identified disparities.

\_\_\_\_\_  
**Director of Diversity & Equal Opportunity**  
**Department of Employee Relations**

\_\_\_\_\_  
**Date**

## STATEMENT OF COMMITMENT

It is the policy of the Minnesota Housing Finance Agency (MHFA) to work affirmatively to ensure that all persons, regardless of race, color, creed, national origin, sex, religion, marital status, age, disability, status with regard to public assistance, political opinion or affiliation, familial status, sexual orientation or membership or activity in a local commission are treated fairly and equally in employment or program participation competition.

It is my position and the Agency's policy and responsibility to take an aggressive and effective affirmative action approach to ensure fair and equal treatment for minorities, women, and disabled persons; to work to eradicate the effects of prior discrimination; to eliminate present barriers; and to work to retain protected group employees. The elimination of barriers is one of many positive benefits of affirmative action. Perhaps most important, is fuller utilization of human resources in employment. To that end, I am committed to implementing this Affirmative Action Plan and to retaining protected group employees.

---

Timothy E. Marx, Commissioner

---

Date

## **RESPONSIBILITIES, DUTIES AND ACCOUNTABILITIES**

### **I. All Employees**

**Responsibility:** All employees are responsible for conducting themselves in accordance with the policies and procedures of this plan. Employees refrain from any actions which would adversely affect the performance of a co-worker with respect to their race, color, creed, sex, national origin, age, marital status, sexual orientation, status with regard to public assistance, membership or activity in a local commission, political opinion or affiliation, disability or religion. Agency employees must demonstrate respect in their interpersonal communications with one another.

### **II. Commissioner – Timothy E. Marx**

#### **Responsibilities**

Oversee and ensure implementation of the Agency's Affirmative Action Plan in compliance with existing federal and state laws, rules and regulations.

#### **Duties**

1. Appoint or designate the Agency's Affirmative Action Officer Designee.
2. Include accountability for the administration of the Agency's Affirmative Action Plan in own work plan.
3. Ensure that the Agency's managers and supervisors are informed of their individual responsibilities for the Agency's Affirmative Action Plan and require managers and supervisors to include responsibility statements for affirmative action in their work plans.
4. Take action on complaints of discrimination as outlined in the Affirmative Action Plan complaint procedure.
5. Issue a written statement to all employees affirming support for equal opportunity, diversity and the Agency's Affirmative Action Plan.
6. Make decisions and changes in policy, procedures, or physical accommodations as may be needed to facilitate effective affirmative action.

#### **Accountability**

The Governor and the Agency's Board of Directors. Indirectly the Commissioner of the Department of Employee Relations and the Director of the Office of Diversity and Equal Opportunity.

**III. Human Resources Director/Affirmative Action Officer Designee - Judy Marder, 651-296-4225**

**Responsibilities**

Direct and implement the Agency's Affirmative Action Plan and ensure that all applicable policies and procedures are administered fairly and are uniformly applied to all employees; take positive action to remove all barriers to equal employment opportunity within the Agency.

**Duties**

1. Monitor the Agency's Affirmative Action Plan objectives.
2. Advise the Commissioner on all matters related to affirmative action and equal employment opportunities.
3. Provide consultation to managers and supervisors regarding affirmative action responsibilities and aid in the recruitment of protected class members. Recruitment remains an ongoing process that supports continuous affirmative hiring.
4. Ensure that alleged discrimination complaints are investigated and if necessary, appropriate corrective action is taken.
5. Establish hiring goals and revise the Agency's Affirmative Action Plan biennially.
6. Ensure that all staff are informed of the Agency's Affirmative Action Plan.
7. Oversee the Agency's pre-hire review process.
8. Provide guidance in the development and utilization of selection criteria to ensure, to the extent possible, that it is objective, uniform, and job related.
9. Act as liaison between the Agency and the Office of Diversity and Equal Opportunity, Department of Employee Relations.
10. Determine the need for affirmative action and diversity training within the Agency and initiate the development of such training.
11. Review reasonable accommodations for people with disabilities and to oversee the administration of the Americans with Disabilities Act within the Agency.

12. Maintain records of requests for reasonable accommodation, missed opportunities and complaints of discrimination or discriminatory harassment.
13. Provide leadership to the Human Resources staff to adhere to affirmative action principals in the decision-making process for all personnel transactions.

#### **Accountability**

Agency Commissioner and indirectly the State Director of the Office of Diversity and Equal Opportunity at the Department of Employee Relations (DOER).

### **IV. Managers and Supervisors**

#### **Responsibilities**

Ensure compliance with the Agency's Affirmative Action Plan and equal opportunity for all employees.

#### **Duties**

1. Communicate the spirit of the Plan and related policies to employees.
2. Ensure that job-qualifying criteria are fair, non-discriminatory, and job related.
3. Select qualified candidates for new jobs on the basis of qualifications including training, experience, the Agency's affirmative action goals, and the pre-employment review procedure.
4. Estimate annual staffing needs and projected vacancies within respective divisions and set goals consistent with the Agency's affirmative action goals and timetables.
5. Respond to requests for information related to discrimination complaints within the established timeframe. Assure that no reprisals are made against an employee for filing a discrimination complaint.
6. Contribute to employees' personal and professional growth with opportunities for appropriate training and self-improvement programs.

#### **Accountability**

Managers and supervisors are evaluated on the results of their affirmative action efforts in their annual performance review.



## COMMUNICATION OF AFFIRMATIVE ACTION PLAN

The following steps ensure that employees are advised of and understand the Minnesota Housing Finance Agency's policy of nondiscrimination, and its interest in actively and affirmatively providing equal opportunity in all employment practices.

### Internal Communication

1. Copies of the Affirmative Action Plan are furnished to the Commissioner, the Deputy Commissioner, Assistant Commissioners, Managers and Supervisors. It is Management's responsibility to communicate the Affirmative Action Plan to all employees under their supervision at respective staff meetings.
2. The Affirmative Action Plan is prominently displayed on employee bulletin boards within the Agency. Each of two bulletin boards is displayed in the central hallway leading to the building stairwells on the third and fourth floors of the Agency. An electronic version of the Affirmative Action Plan is available to all employees.
3. New employees are informed of the Agency's Affirmative Action Plan, the components of the plan, and the availability of the Affirmative Action Plan by the Human Resource Director/Affirmative Action Officer Designee during formal employee orientation programs which take place at least once each year.
4. Managers and Supervisors are responsible for communicating to their staff, during regular staff meetings, that a copy of the plan, any revisions to the plan and other information regarding Agency affirmative action/diversity activities are available for their review.

### External Communication

1. A copy of the Affirmative Action Plan is furnished to Union-appointed Business Representatives for employee bargaining units including AFSCME, MAPE and MMA.
2. A copy of the Affirmative Action Plan is provided to individuals upon request.
3. The phrase *Equal Opportunity Employer* is included in Agency letterhead and in all recruitment advertisements.
4. Six copies are provided to the Legislative Reference Library every even-numbered year.

## **MHFA POLICY GENERAL HARASSMENT**

General harassment is prohibited by the Minnesota Department of Employee Relations' Administrative Procedure 1.2 (April 7, 1988).

It is the policy of the Minnesota Housing Finance Agency to prohibit general harassment of its applicants, eligibles, and employees thereby providing a work environment free from general harassment. This policy covers all Agency employees and individuals providing volunteer services or contracted for employment.

All employees are to conduct themselves with dignity and respect for others. Employees are responsible for creating and maintaining an environment free from harassment.

The Agency will not tolerate general harassment among its applicants, eligibles or employees and will take appropriate corrective action against anyone violating this policy. Employees engaging in general harassment in the work place or while representing the Agency away from the work place can expect disciplinary action. Disciplinary actions will be considered on a case-by-case basis. Appropriate corrective action, up to and including termination of employment, will be taken.

Retaliation or intimidation directed toward a complaining party is also prohibited. If retaliation or intimidation occurs, disciplinary action, up to and including termination of employment, may result.

General harassment is behavior involving verbal, psychological, symbolic, social or physical methods of intimidation, ridicule, entrapment, degradation, coercion or harm with the purpose or effect of affecting the work environment or when:

Submission to such behavior or communication is explicitly or implicitly made a term or condition of employment for the employee or group of employees;

Submission to or rejection of such behavior or communication is used as a basis for making employment decisions which affect the employee or group of employees;

Such behavior or communication unreasonably interferes with an individual's productivity and/or creates a working environment that is intimidating, hostile or offensive; or

Such behavior or communication interferes with or jeopardizes an employee or group of employees' employment or career opportunities.

This does not include negative affects an employee may experience as a result of actions taken by a supervisor that are within the scope of the supervisors responsibilities and would be considered reasonable and appropriate actions. Issues of this nature will be referred to the appropriate person.

General harassment differs from other forms of harassment because it is not based on any protected characteristic and, therefore, is not a form of unlawful discrimination. Harassment can take several forms some of which are:

- Repeated remarks or names which are insulting, demeaning, belittling or disparaging;
- Repeated jokes about employees' unique characteristics such as race, disability, etc. which are insulting, demeaning, or in any way negatively received or perceived;
- Repeated ridicule of an employee;
- Sabotage of an employee's character, reputation, personal possessions or job performance or product;
- Exclusion from orientation or teamwork;
- Unequal assignment of job responsibilities such as repeatedly giving an employee less responsible or less challenging assignments not related to ability; or
- Unequal application of performance standards, discipline or work rules.

The forms of harassment listed above are only examples. They are not inclusive.

The Commissioner is responsible for the enforcement of this policy within the Agency. However, managers, supervisors, and the Human Resources Director are also responsible for the implementation and enforcement of this policy. This includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment to and compliance with the framework of this policy. Each employee must be informed that harassment is unacceptable behavior and that they are responsible for personal conduct consistent with the spirit and intent of this policy.

Claims of general harassment or violations of this policy will be investigated by the Human Resources Director or an investigator(s) selected by the Human Resources Director. Progress is monitored and an attempt is made to maintain confidentiality during the investigation.

## GENERAL HARASSMENT COMPLAINT PROCEDURE

Applicants, eligibles and employees who believe they have been subjected to general harassment in the workplace or believe they have witnessed such behavior have the obligation of first trying to resolve their complaint or concerns by talking with the responsible party, their supervisor, the division director or the Human Resources Director. Employees not satisfied with the results of their efforts to remedy the complaint or concern must file their complaint in writing. The Agency's initial step in response will be to determine whether the complaint is properly a discrimination complaint, and therefore, appropriate to be addressed by the internal procedure.

1. Complaints may be filed with the employee's supervisor, the Human Resources Director, or anyone in a supervisory/management position in the Agency.
2. The individual receiving the complaint immediately refers it to the Human Resources Director who determines if the complaint is: discrimination based on one of the protected characteristics that is unlawful; sexual harassment; or general harassment covered under this policy. (Timeline: 1 work day)
3. In any case, the Human Resources Director directs and reviews the investigation. (Timeline: 60 days)
4. The Human Resources Director reports the results of the investigation to the employee filing the complaint, the alleged offending person and the supervisor of the alleged offending person. (Timeline: within 2 days of final determination)
5. The supervisor of the alleged offending person, in consultation with the HR Director, takes recommended corrective action. The severity of the corrective action should correlate to the severity of the conduct with its purpose to prevent subsequent occurrences.
6. If the Agency learns through an exit interview or other means that an employee has left the Agency because of general harassment, the supervisor conducts an inquiry. A copy of the inquiry and any determination made is forwarded to the Human Resources Director.

If an employee or group of employees filing the complaint wants to appeal the results of the investigation, they may do so in writing to the Commissioner of the Minnesota Housing Finance Agency (Timeline: 21 calendar days). The Commissioner and the Human Resources Director reviews the (original) complaint (Timeline: 30 days). The Commissioner notifies the employee or employees that filed the complaint and the

alleged offending person of the Commissioner's final determination (Timeline: within 2 days of final determination).

The Human Resources Director of the Minnesota Housing Finance Agency maintains all complaints and materials associated with investigations. Records are maintained according to the Minnesota Government Data Practices Act.

Employees may use this procedure or other options. Other options include the Office of Diversity of the Department of Employee Relations, the Equal Employment Opportunity Commission (EEOC), the Minnesota Department of Human Rights, or the judicial system. Intentional use of this policy or complaint procedure for reasons of personal malice or abuse toward another employee is prohibited.

Revised November 1993

Revised January 1998

Revised June 2000

Revised July 2003

## **MHFA POLICY NON-DISCRIMINATION**

It is the policy of the Minnesota Housing Finance Agency to prohibit discrimination on the basis of race, color, creed, national origin, sex, religion, marital status, age, disability, reliance on public assistance, political opinion or affiliation, familial status, sexual orientation or membership or activity in a local commission, in employment and the delivery of its housing or financial services. This policy covers all employees and individuals providing employment-related contract or volunteer services. Violation of this policy is a violation of individuals' rights covered under the US Civil Rights Act of 1968, Title VII and/or the Minnesota Human Rights Act, Chapter 363; US Civil Rights Act of 1968, Chapter VIII; Americans with Disabilities Act (ADA) of 1990, Titles II and III; and, Section 504 of the 1973 Rehabilitation Act.

All employees are to conduct themselves with dignity and respect for others. Employees are responsible for creating and maintaining an environment free from discrimination.

The Agency does not tolerate discrimination among its employees and will take appropriate corrective action against employees violating this policy. Employees engaging in discriminatory activities or actions in the work place or while representing the Agency away from the work place can expect disciplinary action. Disciplinary actions will be considered on a case-by-case basis. Appropriate corrective action, up to and including termination of employment, will be taken.

Retaliation or intimidation directed toward a complaining party, or a person who cooperates with an investigation, is also prohibited. If retaliation or intimidation occurs, disciplinary action, up to and including termination of employment, may result.

Discrimination can take several forms. One form is making repeated jokes about employees' unique characteristics such as race, disability, religion, etc. which are insulting, demeaning, or in any way negatively received or perceived. Another form of discrimination is repeated remarks or names that are insulting, demeaning, belittling or disparaging. These are two forms of discrimination provided as examples. They are not inclusive.

## **MHFA POLICY ZERO TOLERANCE FOR SEXUAL HARASSMENT**

It is the policy of the Minnesota Housing Finance Agency to prohibit verbal and physical harassment of its employees based on race, color, creed, national origin, sex, religion, marital status, age, disability, status with regard to public assistance, political opinion or affiliation, familial status, sexual orientation or membership or activity in a local commission.

This prohibition with respect to sexual harassment includes unwelcome behaviors of a sexual nature as defined by Equal Employment Opportunity Commission (EEOC). Employees, as well as non-employees in the employer's workplace, are prohibited from these acts that create a negative work environment. The prohibitions also extend to any location, activity or event associated with the organization or with its employees in their capacity as representatives. Retaliation for sexual complaints or for participation in an investigation is also prohibited.

Sexual harassment is any behavior of co-workers or supervisors, based on sex, which is unwelcome, personally offensive, insulting and demeaning where:

- Submission to such conduct or communication is explicitly or implicitly made a term or condition of an individual obtaining employment with the State of Minnesota.
- Submission to or rejection of such conduct or communication by an individual is used as a factor in decisions affecting that individual's employment.
- Such conduct or communication has the purpose or effect of substantially interfering with an individual's employment, or creating an intimidating, hostile, or offensive working environment.

Sexual harassment may take different forms. One specific form is the demand for sexual favors. Other forms of harassment may include:

- Verbal: Unwelcome sexual innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, and threats;
- Nonverbal: Unwelcome sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling, or obscene gestures; or
- Physical: Unwelcome physical contact, including touching, pinching, brushing by the body, coerced sexual intercourse, or assault.

An employee subjected to such harassment has several resources for filing a complaint. These resources include the employee's supervisor/manager, the Human Resources Director and/or the Commissioner. Other options include the Office of Diversity of the

Department of Employee Relations, the Equal Employment Opportunity Commission (EEOC), the Minnesota Department of Human Rights, or the judicial system. Intentional use of this policy or complaint procedure for reasons of personal malice or abuse toward another employee is prohibited.

Sexual harassment by any employee, manager, supervisor, and non-employees will not be tolerated. All employees, managers, supervisors and non-employees alike are expected to comply with this policy and take appropriate measures to ensure that such conduct does not occur. People who violates this policy will be subject to appropriate disciplinary action up to and including discharge.

The Commissioner is responsible for the implementation of this policy within the Agency and managers are responsible for the implementation of this policy within their division. This includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment, and compliance with the framework of this policy. All employees are informed that harassment will not be tolerated, and each supervisor is responsible for orienting his/her staff to the Agency's policy. Human Resources keeps the Agency apprised of any changes in the law or its interpretation regarding this form of discrimination. More specifically, the Agency Commissioner is responsible for:

Preparing a written statement prohibiting sexual harassment, explaining the intent of the policy, the prohibited harassment and retaliation, and announcing the means of control.

Designing procedures and practices for its operation, including:

- an educational program;
- avenues available for reporting complaints; and
- a procedure under which complaints will be investigated promptly and carefully.

Ensuring systematic discussion, review and revision of the policy, procedures and practices.

A prohibition of sexual harassment has been made and entered into between the State of Minnesota and the Minnesota State Employees' Union, AFSCME, Council No. 6, AFL-CIO and its affiliated local unions. The complete context of this prohibition can be found in the most current issue of the union contract.



## DISCRIMINATION/HARASSMENT COMPLAINT PROCEDURE

An employee, a group of employees, and/or job applicants, including eligible candidates (hereafter referred to as "complainant"), with a complaint of discrimination or harassment, may file a formal complaint using the following procedures:

1. The complainant shall meet with the Human Resources Director (Judy Marder, 651-296-4225) to describe the nature of the complaint, the facts upon which it is based and the relief requested. \*
2. The Human Resources Director determines if the complaint is one of a discriminatory nature based on one or more of the protected characteristics, sexual harassment or general harassment. The Human Resources Director notifies the complainant of the determination and investigatory implications within ten (10) working days after receiving the complaint.
3. The complainant is informed of other options for resolving the complaint. These options include: the Office of Diversity in the Department of Employee Relations; the Equal Employment Opportunity Commission (EEOC); the Minnesota Department of Human Rights; or the judicial system.
4. The Human Resources Director investigates the complaint in an attempt to reach a resolution workable to all parties. A report of findings and a recommendation for resolution is presented to the Agency Commissioner.
5. The Human Resources Director informs the complainant of the determination within sixty (60) calendar days after the formal complaint is filed.
6. If the complainant remains dissatisfied, they are advised by the Human Resources Director of the right to file a discrimination complaint with the Commissioner of the Minnesota Department of Human Rights within one (1) year of the incident.
7. The Commissioner of Employee Relations is to be advised within thirty (30) days after final resolution.

*\* If the Human Resources Director is the alleged offending person, the employee may go directly to the Agency's Commissioner, who will conduct the investigation.*

## DISCRIMINATION/HARASSMENT COMPLAINT FORM

Information about the Complainant:      Job Title: \_\_\_\_\_

Home Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Work Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Agency: \_\_\_\_\_ Division: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Information on the Respondent (Person(s) Who Sexually Harassed or Discriminated Against You)

Name(s): \_\_\_\_\_ Job Title: \_\_\_\_\_

Work Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Agency: \_\_\_\_\_ Division: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Others who discriminated against or sexually harassed you:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Basis on which complaint is being filed (check all that apply):

Race \_\_\_\_\_ Sex \_\_\_\_\_ Color \_\_\_\_\_ Creed \_\_\_\_\_ Age \_\_\_\_\_  
Disability \_\_\_\_\_ Religion \_\_\_\_\_ Marital Status \_\_\_\_\_ National Origin \_\_\_\_\_ Political Affiliations \_\_\_\_\_  
Status with Regard to Public Assistance \_\_\_\_\_ Sexual Orientation \_\_\_\_\_

Membership or Activity in a Local Commission \_\_\_\_\_

Date most recent act of discrimination took place:

---

If you filed this complaint with another agency, please give the name of that agency or agencies and the date(s) filed. Use additional paper if necessary.

Agency Name: \_\_\_\_\_ Date Filed: \_\_\_\_\_

Describe incidents (starting with the most recent) you feel supports your complaint giving specific names, places, dates, times, and the actions or events of harassment or discrimination you believe you experienced.

This complaint is being filed based on my honest belief that I was harassed or discriminated against. I hereby certify that the information I have provided in this complaint is true, correct, and complete to the best of my knowledge and belief.

Complainant Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Received By: \_\_\_\_\_ Date: \_\_\_\_\_

Additional information on your complaint:

Names, addresses and telephone number of witnesses who may have knowledge about the complaint:

Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_

Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_

Name: \_\_\_\_\_  
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Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_

## **HIRING GOALS, TIMETABLES AND RESULTS: 2002-2003**

- GOAL:** Hire 1 Supervisor and 1 Manager to provide management and strategic oversight to Information Systems staff.
- RESULTS:** (FY01) 1 Supervisor hired (JM)  
(FY02) 1 Manager hired (JM)
- GOAL:** Hire 6 Information Technology professionals to provide various computer-related Agency services
- RESULTS:** (FY02) 1 MAPE hired (JM)  
(FY03) 2 MAPE hired (JM, JM)
- GOAL:** Hire 3 paraprofessionals and 1 professional for the Multifamily division
- RESULTS:** (FY02) Hired 7 MAPE and 1 AFSCME (all JM)

## **HIRING GOALS for 2004**

- GOAL:** Hire 3 Information Technology professionals to provide various computer-related services
- GOAL:** Hire a MAPE employee for MN Homes Division
- GOAL:** Hire an individual (MAPE) to manage the Agency's web site
- GOAL:** Hire a MAPE employee for the Administration Division

## **PROGRAMS, OBJECTIVES AND RESULTS**

### **2000-2002**

#### **Objective 1**

Expand employee retention by reengineering current efforts and seeking other creative efforts.

**Step 1**      Begin a 2-year implementation effort for a Learning Organization concept to staff development in October 2000. Measure efforts along the way.

**Step 2**      Implement an Agency wide telecommuting program in August 2000. Measure efforts along the way.

**Step 3**      Maintain a broad flextime policy as an effective retention tool. Measure efforts along the way.

**Responsibility**      Human Resources, Managers, and Supervisors.

**Target Date**      Formal measures at the end of each fiscal year.

**Results:**      Learning Objectives were implemented in each employees work plan and have been evaluated each year. A Career Development Program has been implemented and is being monitored. Participation in telecommuting remained stable; this was a viable option for work schedules. Telecommuting was canceled for two individuals. Various flextime schedules are in use throughout the Agency.

#### **Objective 2**

Explore new recruitment efforts that better target people with disabilities and also include job candidates for technology jobs.

**Step 1**      Create a management work team to identify Internet recruitment locations to use as a tool for recruiting qualified job candidates for technology jobs as well as attract people with disabilities.

**Step 2**      Have the same work team review colleges and universities to identify a specific list for recruitment efforts that could provide qualified job candidates for technology jobs as well as attract people with disabilities.

**Responsibility** Human Resources staff, Managers and Supervisors.

**Target Dates** Reports presented at the end of each fiscal year.

**Results** We achieved limited results and will improve our efforts in the coming years.

## **PROGRAMS AND PROGRAM OBJECTIVES 2003-2004**

### **Objective 1**

Improve process for recruitment of best qualified candidates that also embraces affirmative hiring goals.

- Manager and/or supervisor ensure job family competencies accurately reflect Agency's work.
- HR partners with DOER and unions to ensure Agency-required competencies are included in the State's applicant database.
- Reporting systems indicate the best candidates are hired.

**Responsibility** Human Resources, Managers, and Supervisors.

**Target Date** July 2004

### **Objective 2**

Agency's strategic workplan goals are fundamental to employee retention

- Division workplan goals include strategic staffing goals.
- Employees, in partnership with supervisors, identify education or development opportunities to learn or improve relevant competencies to further their career and to contribute to the successful completion of their individual workplan goals.
- HR reports on Employee Development Program (includes: learning objectives, just-in-time training, personal development and career

development) indicate management's support for programs that help us retain qualified employees.

- Turnover remains low or decreases.

**Responsibility** Human Resources, Managers, and Supervisors.

**Target Date** Ongoing



## AUDITING, EVALUATING, REPORTING PROGRAM SUCCESS

Pre-employment review processes that impact Affirmative action goals, and diversity objectives are measured through various processes at the Housing Finance Agency:

The Agency's **Hiring Policy** is the overarching policy to support affirmative action and a diverse workforce at the Housing Finance Agency. As part of the Agency's Policy and Procedures Manual, this document identifies, for all employees, the Agency's methodology to ensure a fair and equitable approach to recruiting and selecting a diverse workforce.

The Supervisor's **New Hire Checklist** provides a step-by-step approach to hiring for the supervisor. When the supervisor creates a job profile and workplan for a vacant job, a meeting is set with Human Resources staff and the Affirmative Action Officer Designee to discuss the hiring process and determine areas in which Human Resources and Affirmative Action can assist with recruitment and selection. Timelines for the hire are set.

The Agency's **Hiring Toolbox**, an on-line folder of multi-use hiring/selection documents, includes groupings of *pre-approved interview questions* and work samples that meet legal, fair, and job-relatedness standards. All questions are grouped by different jobs (and different job tracks) including Paraprofessionals, Professionals, IT Professionals, Supervisors, and Managers. The Affirmative Action Officer Designee reviews all questions for legality and appropriateness before including them in the toolbox. Supervisors select questions from the toolbox that best fit the job profile competencies of the job for which they are hiring, knowing that they are pre-approved and appropriate. Specific guidelines are provided to assist the supervisor in selecting enough questions to fully represent the job competencies. An **Interview Evaluation Worksheet** from the toolbox, allows the supervisor to list all competency areas of the job to be addressed through the interview process. After each applicant interview, the supervisor ranks the applicants response to each interview question on the worksheet. Once all interviews are complete, the supervisor is able to more objectively determine the "best qualified" candidate for the job. Before making a job offer, the supervisor meets with the HR Director to review the ranked job competencies. Missed opportunities are addressed to the satisfaction of the Commissioner before a job offer is made. Once the hiring process is complete, all worksheets completed by the supervisor are submitted to Human Resources for auditing purposes.

**Quarterly Reports** on Agency Hiring Goals are provided to Management Staff and the Commissioner. All senior managers are evaluated at their annual review on affirmative hiring goals. These reports indicate for the Agency, for each program division, and for each supervisor's work unit, affirmative hiring successes for the preceding quarter. This

report is a catalyst for addressing recruitment and retention efforts for unmet hiring goals. It is also one method for celebrating hiring goal successes.

The Agency's annual **Turnover Report** indicates the success of selection and retention methods. This report is provided to Management staff at the end of each fiscal year to assist strategic staffing and development for the next year.

The Housing Finance Agency has yet to experience layoff. Future layoff decisions will incorporate a pre-review procedure to determine their effect on Agency affirmative action goals and timetables.

## **WEATHER EMERGENCIES & EVACUATION**

The following text is from the Agency's Policy and Procedure manual:

### **Fire**

The Housing Finance Agency office is equipped with fire alarms, sprinklers, and fire extinguishers on all floors. Instructions are posted next to each extinguisher. If a small fire (wastebasket size or smaller) breaks out in your area, try to extinguish it.

If a larger fire starts (during or after business hours), evacuate the building through the nearest stairwell immediately—pulling the alarm box by the stairwell doors as you leave.

Do not exit using the elevators.

If leaving from the first floor conference room, State Street, exits are located toward Sibley and 6<sup>th</sup> Street.

If you are not at your workstation when the alarm sounds, exit through the nearest stairwell.

If a stairwell is locked, exit through the nearest unlocked stairwell.

Be aware of employees near you that may need assistance. If it is necessary to evacuate the building, it is the responsibility of supervisors, or the supervisor's designee, to make certain that employees are helped out of the building as quickly and safely as possible.

If an employee must be left in a designated area, the supervisor, or their designee, will notify safety personnel that someone is inside and needs help.

Upon resuming business, report all pertinent facts about the origin of the fire to the Office Manager.

**NOTE: The Agency continues to experience significant growth and physical redesign of workspace. Revised information relating to these Emergency Procedures will be included in this AAP upon availability.**

**Severe Weather**

If a severe weather warning is announced for the immediate area during the workday, employees are notified and asked to move to the following protected areas within the office/building:

- Inner corridors away from glass
- Kitchen (either floor)
- Restrooms
- Storage rooms

It is the responsibility of supervisors, or their designee, to alert employees of severe weather conditions and to provide assistance if necessary.

An "all clear" will be given when it is safe to return to the office.

**Disaster Recovery**

Refer to the Agency's Disaster Recovery Plan.

**Disaster Prevention**

Following is a checklist of actions you should take at the end of each work day to help prevent a disaster in your workstation and in your area of the office:

- Close office doors.
- Remove all documents from your desk and store them away.
- Close overhead cabinet doors. Documents stored on the floor should be in boxes and under the desk.
- Make sure all coffee pots and other appliances are turned off and/or unplugged.

## **MHFA POLICY REASONABLE ACCOMMODATION**

For more information on ADA compliance, contact Judy Marder, Human Resources Director, at 651-296-4225.

The Housing Finance Agency encourages the employment and promotion of people with disabilities. Accommodations are provided to qualified individuals, whether an employee or job applicant, or an employee seeking promotion, when such accommodations are directly related to performing a job or competing for a job and do not impose an undue hardship on the Agency. Accommodations are not provided for non-job related personal needs, such as transportation to and from work.

An individual with a disability is defined as:

1. A person who has a physical or mental impairment that substantially limits one or more major life activities;
2. A person who has a record of such impairment; or
3. A person who is regarded as having such impairment.

Examples of reasonable accommodation may include but are not limited to:

Modification of equipment or assistive devices. Purchase of or a modification to existing equipment such as special telephone equipment, talking calculators, one-handed typewriters, and /or specifically designed desk and files.

Job site modifications. Modifications may include adjustments to equipment height, addition of electrical outlets, relocation of job site to an accessible area, special parking facilities or other types of similar modifications.

Job restructuring. It may include flexible work hours and/or restructuring job duties while retaining the essential job duties.

Support services. Services may include interpreters for individuals with hearing impairments, readers for individuals who are blind, or special attendants.

Reassignment. It may be necessary to reassign to a vacant position of equal status when possible and appropriate.

## **REQUESTING REASONABLE ACCOMMODATION**

### **EMPLOYEES**

1. The supervisor and the individual with a disability should discuss the need for the accommodation and discuss alternatives such as job restructuring, job modification and accessible devices.
2. The supervisor, or the employee, informs the Human Resources Director of the request and submits a Request for Reasonable Accommodation to the Human Resources office. The request must include justification for the request including a statement of the limitations, the suggested accommodation, approximate cost, and any other pertinent information. The Human Resources Director assists the supervisor by providing the necessary resources and information.
3. The supervisor, and/or the Human Resources Director determine the need to request medical documentation from the requesting individual to support an accommodation request.
4. The Human Resources Director reviews the request and assists the supervisor in making the accommodation. If an accommodation costs a significant amount (an amount exceeding \$500.00), the Human Resources Director forwards the request along with a recommendation to the Commissioner within three (3) working days.
5. The decision is provided in writing to the supervisor, manager and employee within five (5) working days after the Commissioner makes the determination.  
The Human Resources Director maintains all documents pertaining to the accommodation.

### **JOB APPLICANTS**

1. All initial communication between a job applicant and a supervisor or Human Resources office regarding a position in the Agency shall indicate the willingness of the Agency to make reasonable accommodation upon request, prior to the job interview.
2. The supervisor contacts Human Resources immediately to indicate that an accommodation is needed. In order to ensure that the accommodation is provided at the interview, requests shall be handled in a timely manner.
3. Human Resources contacts the applicant to discuss the needed accommodation and possible alternatives, if necessary.
4. The agreed upon accommodation is provided if the cost does not cause an undue hardship to the Agency.
5. Human Resources takes the necessary steps to ensure the accommodation is provided.

## **EMPLOYEES WITH DISABILITIES SEEKING PROMOTION**

1. All initial communication between the employee with disabilities and the supervisor or Human Resources office regarding a promotional opportunity in the Agency indicates the willingness of the Agency to make reasonable accommodation upon request.
2. The supervisor contacts Human Resources immediately to indicate that an accommodation is needed. In order to ensure that any accommodation is provided at the time a "new job" begins, requests are handled in a timely manner.
3. Human Resources contacts the employee with disabilities to discuss the needed accommodation and possible alternatives, if necessary.
4. The agreed upon accommodation is provided if the cost does not cause an undue hardship to the Agency and the critical job elements of the promotional job can still be accomplished.
5. Human Resources takes the necessary steps to ensure the accommodation is provided.

## **FUNDING FOR REASONABLE ACCOMMODATION**

The Commissioner approves expenditures of funds for accommodations over the amount determined to be significant. When determining whether or not to make the accommodation without imposing undue hardship on the Agency, the following factors must be considered:

- \* The size of the Agency's budget;
- \* The nature and cost of the accommodation;
- \* The ability to finance the accommodation in relationship to the site(s) where there may be a need; and
- \* Documented good faith efforts to explore less restrictive or less expensive alternatives.

## **DENIAL OF ACCOMMODATION**

All denials of requests for accommodation are documented and kept on file by Human Resources. The Human Resources Director will notify the employee of their right to file a complaint of discrimination under the Agency's affirmative action plan complaint procedure or that they may file a complaint with the Minnesota Department of Human Rights or other legal channels including the U. S. Equal Employment Opportunity Commission.

## REASONABLE ACCOMMODATION REQUEST FORM

Please print or type

Attach additional sheets for questions below if necessary

Employee Name	Classification	Date of Request
Division		
*Statement of Limitation (Attach medical statement if requested by Manager)		
1.	Please describe the nature of your disability, what life activity(s) it substantially limits, and how this life activity(s) is substantially limited.	
2.	Type of accommodation requested to perform essential function(s):	
3.	Which essential function(s) of your job will the requested accommodation allow you to perform?	
4.	Why is the requested accommodation necessary to perform the essential job function(s)?	
5.	How will the requested accommodation be effective in allowing performance of the essential job function?	
Signature of Employee		Date
Signature of Supervisor		Date
Signature of Manager		Date
Additional Comments		
*Information on this form shall be confidential with the exceptions according to the Rehabilitation Act of 1973, Section 504, Subd. 84.14, and the Americans with Disabilities Act of 1990, Subd. PL 101-336, Sec. 102 C.		



## RECRUITMENT PLAN

The Housing Finance Agency works to identify and implement both short and long term recruiting strategies that lead to employing individuals best suited for jobs and who promote a diverse workforce.

Management staff, in partnership with Human Resources staff, continue to identify and implement strategies for effective recruitment that includes but may not be limited to:

### **Diverse Advertising sources**

#### Local major newspapers

Saint Paul Pioneer Press

Minneapolis Star Tribune

#### Web Page

Department of Employment and Economic Development

Department of Employee Relations

Minnesota Housing Finance Agency

#### Community Newspapers

Access Press

Asian Pages

The Circle

LaVoz Latina

Minneapolis Spokesman

Native American Press

Lowertown News/Saint Paul Voice

Lakota Journal

#### Professional Associations

Mortgage Association of Minnesota

Minnesota Multi-Housing Association

Homeownership Center

National Council for State Housing Agencies

NAHRO

#### Colleges and Universities

Humphrey Institute, University of Minnesota

The College of St. Catherine

University of St. Thomas

St. Cloud State University

Macalester College

Hamline University

#### Job Fairs

Techies.com

Other than discussions with current agency staff, newspapers appear to be the most successful tool for reaching job applicants. Community newspapers target disparate candidates; but the response has been minimal. Since January 2002, the Agency spent approximately \$2807 for community newspaper advertising. Job ads in the major Twin Cities newspapers average \$900 per ad. Ads were not run for all vacant jobs.

The Internet now provides us our second largest number of job applicants. The Agency's web site is a newer recruitment tool. Job ads are also placed on Employment and Economic Development's web site and the Department of Employee Relations' web site.

Of the five (5) fulltime jobs filled during the last fiscal year (FY03), two (2) hires met statewide affirmative hiring goals. One affirmative hire was made in our Homes Division, and the Information Systems Division had a diverse hire. At the end of the fiscal year, the Agency's profile is:

Total Agency Employees (6/2003)	Women	Minority	Disabled
190	130	24	9
(% of total population)	(68%)	(13%)	(5%)

### **Projected Hiring Opportunities and Recruitment Strategies**

Strategies for projected hiring goals as well as other job applicant pools include, but are not limited to:

- Continue to define job-qualifying criteria through the use of job competencies. Job profiles that define expected job competencies would assist in qualifying candidates using their existing knowledge, skills, abilities and behaviors.
- Continue to target specific communities through protected group community newspapers. Add to this group, the Access Press and similar organizations supporting people with disabilities, employment agencies, and other recruiting venues, as can be identified, to target disparate qualified candidates, especially people with disabilities.
- Hiring supervisors and Human Resources staff continue their partnership by sharing recruitment strategies that lead to a qualified and diverse applicant pool.
- Continue to ensure that all recruitment activities are in compliance with the Americans with Disabilities Act by making materials available in alternative formats (when requested) and ensuring all meeting locations are accessible.

### **Recruitment Strategies for Persons with Disabilities**

In a renewed effort to recruit people with disabilities, the Agency includes the following recruitment methods in its efforts to diversify the workforce:

- Vacancy announcements are disseminated to disability-related agencies and organizations as well as Minnesota's public and private universities and colleges;
- The public is informed, through all printed materials, that the Agency provides reasonable accommodation in accordance with the ADA and Section 504 Rehabilitation Act;
- Alternative testing methods are used, such as the State's 700-Hour Program, when applicable; and
- Additional employment opportunities are provided through the Supported Employment Program when applicable.

### **Supported Worker**

In accordance with Minnesota Statute 43.191, the Housing Finance Agency reviews work to determine if there are jobs that may be used for supported employment. The following procedure is used:

- Human Resources and the hiring Manager or Supervisor review profiled jobs where work needs are identified and hiring is anticipated.
- Human Resources and the hiring Manager or Supervisor decide together if the identified work needs can be met with supported employment work opportunities.
- If yes, Human Resources contacts the Department of Employee Relations for referrals/job applicants. Recruitment activities include making materials available in alternative formats and ensuring accessible meeting locations as may be necessary.
- Managers and supervisors receive training on the Supported Employment Program where hiring is anticipated.

### **Recruiting and Hiring Interns**

The Agency continues to provide practical work experience for selected students to enhance their academic preparation and help the Agency achieve its overall mission. Two to three interns are recruited for three months each summer, through a contract with the Hubert Humphrey Institute, to evaluate Agency housing programs and present the results to the Agency and Agency Board of Directors. In fiscal year 03, the agency hired an intern to work on assigned research and development projects with the Multifamily Division. These are paid jobs. The interns are evaluated on their success as it relates to their academic field. These work opportunities expose students to possible career opportunities with the Housing Finance Agency. Agency disparity information assists in targeting qualified, and disparate, students.

## RETENTION PLAN

The Housing Finance Agency is committed to the recruitment, selection and retention of workers that reflects the workforce population of Minnesota. Agency Managers and Supervisors, in cooperation with Human Resources staff, are responsible for developing initiatives to enhance the careers and work environment for all employees. Judy Marder, the Human Resources Director and Affirmative Action Officer Designee, is responsible for recording, analyzing and reporting Agencywide retention activities.

### Methods of Retention

The Agency's approach to employee retention includes our Employee Development Process, which takes place at each employee's annual review:

1. **CORE competencies** are identified (customer service, loan review processes, real estate management certification, negotiation skills, etc.) and one-year timelines for completion of required training are established for all new staff.
2. **Skill training** is encouraged and supported each year to ensure employees' ability to perform their current job.
3. **Career development opportunities** are encouraged for individual employees. Employees may submit a program proposal (covering school programs from one to four years or more) to their supervisor for financial support consideration. Decisions to provide financial support consider the Agency relatedness of the program, skills needed by the employee to accomplish their current job and a commitment to prepare the employee for career advancement within the Agency.
4. **Job enrichment opportunities**, within and outside the Agency are also considered for employee development at the Agency. During an employee's annual review meeting, the supervisor and employee discuss possibilities for work assignments at partnering businesses or communities (such as Metropolitan Council, Ramsey County HRA, City of Minneapolis, etc.) The ability to add to, or strengthen, one's skills and abilities is supported by Management staff and encouraged through different work assignments with community business partners.
5. **The PROGRES System** recognizes an employee's accelerated competency growth with accelerated compensation once each year. Competencies important to individual success that are not achieved are easily identified and targeted for improvement.

The Agency recognizes, through it's strategic plan, the valuable role employees play towards meeting the Agency's mission. With recognition and support for individual competence, for both today's and tomorrow's work, we believe that the Agency is

rewarded with competent and committed employees and that employees are rewarded with opportunities for individual excellence.

### Separation and Appointment Analysis

#### SEPARATIONS

YEAR	NUMBER SEPARATED (FTE TOTAL)	GENDER	MINORITY/ UNIT	DISABLED/ UNIT
FY 01	14 (195)	9 Female	1 AFSCME	-----
		5 Male	4 MAPE	-----
FY 02	11 (195)	9 Female	2 MAPE	1 AFSCME 1 MAPE
		2 Male	-----	-----
FY 03	9 (195)	8 Female	1 AFSCME	-----
		1 Male	-----	-----

#### APPOINTMENTS

YEAR	NUMBER APPOINTED (FTE TOTAL)	GENDER	MINORITY/ UNIT	DISABLED/ UNIT
FY 01	35 (195)	26 Female	2 AFSCME 4 MAPE	2 AFSCME
		9 Male	1 AFSCME 2 MAPE	1 AFSCME 1 MAPE
FY 02	16 (195)	9 Female	1 MAPE	-----
		7 Male	1 MAPE	-----
FY 03	5 (195)	1 Female	1 MAPE	-----
		4 Male	1 MAPE	-----

The minority population is steadily growing at MHFA, however, the number of employees with disabilities has not increased since FY01.

