

04 - 0552

MINNESOTA DEPARTMENT OF NATURAL RESOURCES

AFFIRMATIVE ACTION PLAN

2004 - 2006

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(Metro Area) or 1-888-MINNDNR (Toll Free).

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**COMMISSIONERS' STATEMENT OF COMMITMENT TO
AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY**

As Commissioner, Deputy Commissioner and Assistant Commissioner for Operations of the Minnesota Department of Natural Resources (DNR), we are firmly committed to the state's policy of both equal opportunity and affirmative action employment. It is our responsibility to ensure that the DNR provides equal opportunity employment to both current and prospective employees without regard to race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, age, sexual orientation, membership or activity in a local commission, or disability. This policy applies to all conditions of employment, including, but not limited to, recruitment, selection, placement, advancement, retention, transfer, demotion, layoff, recall, termination, disciplinary action, compensation and employee development.

Protected groups are defined in Minnesota Statutes, Chapter 43A, as women, minorities and persons with disabilities. Because protected group members in our society have been denied equal opportunity in the past, we strongly support and will actively pursue a policy of affirmative action employment and retention for those classes and goal units experiencing underutilization in the department. We endorse affirmative action as a viable and proper approach to ensuring that DNR's work force reflects the same configuration as the related work force as a whole.

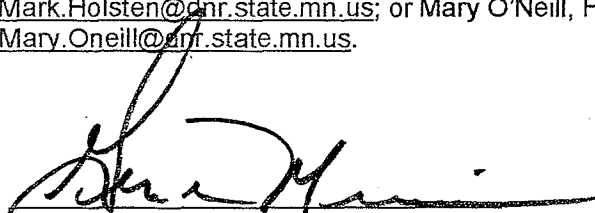
Because equal employment opportunity cannot exist in the presence of discrimination in any form, efforts will be made to provide a work environment free of discrimination and harassment. Accordingly, the department fully supports the non-discriminatory provisions of all state and federal laws, rules and regulations that form the legal framework for affirmative action and equal opportunity.

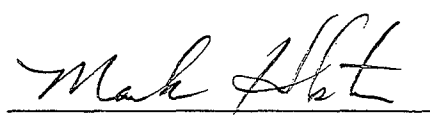
As an employer, the DNR is responsible for the actions of its employees, and may be held liable for failure to investigate allegations of harassment or failure to take prompt action against an employee who is found to have engaged in any form of harassment of other employees. Consistent with this policy, therefore, no employee of this department will be allowed to engage in any form of harassment of other employees. Any employee who, after investigation, is found to have engaged in any form of harassment of other employees will be subject to disciplinary action. Although the department is responsible for maintaining a working environment free from discrimination and discriminatory harassment, each and every employee plays a part by affirmatively raising the subject, expressing strong disapproval and adhering to the provisions of this policy and Affirmative Action Plan.

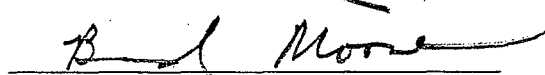
We are personally committed to the goals and provisions outlined in this Affirmative Action Plan. The primary responsibility for implementation of this policy falls to each manager and supervisor. We have directed that the position description of each of these individuals list affirmative action as an "A" priority and have informed them that their performance will be closely monitored with regard to this responsibility. As a management team, we are committed to implementing all provisions of this plan.

DNR's Affirmative Action Officer, Kathy Drennon, will report to Commissioner Merriam and Deputy Commissioner Holsten for resolution of any and all complaints referenced in this plan. Joe Smiley, Staffing Program Supervisor, has been designated as the Americans with Disabilities Act (ADA) Coordinator for the DNR. We will work together to ensure the implementation of the plan.

Please direct any questions to Kathy Drennon, Affirmative Action Officer, (651/297-7248 or Kathy.Drennon@dnr.state.mn.us); Mark Holsten, Deputy Commissioner, (651/296-2540 or Mark.Holsten@dnr.state.mn.us); or Mary O'Neill, Human Resources Administrator, (651/296-6478) or Mary.Oneill@dnr.state.mn.us.


Gene Merriam, Commissioner


Mark Holsten, Deputy Commissioner


Brad Moore, Assistant Commissioner

8.3.04
Date

AFFIRMATIVE ACTION RESPONSIBILITIES AND AUTHORITIES WITHIN THE MINNESOTA DEPARTMENT OF NATURAL RESOURCES

A. COMMISSIONER OF NATURAL RESOURCES

Responsibilities

The Commissioner is responsible for establishing an Affirmative Action Program, including goals, timetables and compliance with all federal and state laws and regulations. The Commissioner, through the Commissioner of Employee Relations (DOER), will report annually to the Governor and the Legislature, the department's progress in meeting its affirmative action goals and objectives.

Duties

The duties of the Commissioner shall include, but not be limited to, the following:

1. Hire and retain an Affirmative Action Officer and include accountability for affirmative action in his/her position description.
2. Take action, if needed, on complaints of discrimination.
3. Issue a statement affirming the department's commitment to affirmative action and equal employment opportunity, and ensure that such a statement is disseminated to all employees.
4. Make such decisions and changes in policies, procedures or physical accommodations as may be needed to implement effective affirmative action in the department.
5. Actively promote equal employment opportunity.
6. Report annually to the Governor and the Legislature through the Commissioner of Employee Relations the department's progress in affirmative action.
7. Notify all contractors and sub-contractors with the department of their affirmative action responsibilities.
8. Make the final decision on missed opportunity referrals from the Affirmative Action Officer.

Accountability

The Commissioner is accountable directly to the Governor and indirectly to the Commissioner of Employee Relations for affirmative action matters.

B. AFFIRMATIVE ACTION OFFICER

Responsibilities

The Affirmative Action Officer is directly responsible for developing, coordinating, implementing and monitoring the department's affirmative action program.

Duties

The duties of the Affirmative Action Officer shall include, but not be limited to, the following:

1. Coordinate and monitor the day-to-day affirmative action activities.
2. Fulfill all affirmative action reporting requirements.
3. Disseminate the Affirmative Action policy to employees in the department.
4. Act as the affirmative action liaison between the DNR and DOER.
5. Determine the need for affirmative action training within the department and initiate the development of such training programs with the assistance of the DNR Human Resource Bureau, DOER and outside resources, as necessary.
6. Review and recommend changes in policies, procedures, programs and physical accommodations to facilitate affirmative action.
7. Support and participate in the recruitment of protected class persons for employment, promotion and training opportunities.
8. Provide direction and guidance to the DNR Affirmative Action Committee.
9. Develop innovative programs to attract and retain protected group members in the DNR.

10. Review and approve or deny requests for missed opportunities in the DNR hiring process and refer unresolved issues to the Deputy Commissioner or Commissioner for final decision.
11. Ensure supervisors and managers are making affirmative efforts to recruit and retain protected group candidates and employees.

Accountability

The Affirmative Action Officer is accountable to the Commissioner through the Deputy Commissioner for program impacts and to the Human Resources Administrator for ongoing program activities and direction.

C. HUMAN RESOURCES BUREAU

Responsibilities

The DNR Human Resources Bureau is responsible for handling all Americans with Disabilities Act (ADA) requests for accommodations, conducting investigations of discrimination and discriminatory harassment, assisting managers and supervisors in personnel management activities and assisting the Affirmative Action Officer in providing training in preventing sexual harassment.

Duties

The duties of the Human Resources Bureau shall include, but not be limited to, the following:

1. Develop and provide appropriate training at department meetings, unit schools, new employee orientation, as well as special presentations on preventing sexual harassment in the workplace.
2. Receive request for ADA accommodations and work with appropriate supervisors, unions, etc. to approve or deny the request, or provide alternative accommodations.
3. Assist supervisors, managers and the Affirmative Action Officer in affirmative recruitment of protected group members through career and job fairs and other recruitment efforts, as well as in selection and retention of protected group members.
4. Investigate complaints of discrimination or discriminatory harassment and provide findings to the Deputy Commissioner and others, as appropriate.
5. Recommend training or other appropriate actions to improve awareness and prevention of sexual harassment and other forms of discriminatory behavior.
6. Review, edit and update training materials related to ethics, discrimination or discriminatory harassment.

Accountability

The Human Resources Bureau Administrator is accountable to the Assistant Commissioner for Operations. Staff within the Bureau who work on affirmative action and diversity issues are accountable to the Human Resources Bureau Administrator.

D. SENIOR MANAGERS

Responsibilities

DNR senior managers are responsible for the implementation of affirmative action in their division, bureau or regional administration and for equal treatment of all employees.

Duties

The duties of DNR senior managers shall include, but not be limited to, the following:

1. Assist in identifying problem areas and eliminating barriers that inhibit equal employment opportunity.
2. Communicate equal employment policy and the affirmative action program to all employees assigned to their unit.
3. Assist the Affirmative Action Officer in conducting periodic audits of training programs, hiring and promotion patterns to remove impediments to attaining goals and objectives.

4. Hold regular discussions with supervisors and employees to ascertain that the department's equal employment opportunity policies are being followed.
5. Inform and evaluate unit managers and supervisors on the basis of their equal employment opportunity efforts and results in addition to other criteria.

Accountability

Senior managers are accountable directly to the appropriate Assistant Commissioner, the Deputy Commissioner or the Commissioner.

E. MANAGERS AND SUPERVISORS

Responsibilities

DNR managers and supervisors are responsible for implementing affirmative action in their organizational unit and for equal treatment of all employees and applicants for employment.

Duties

The duties of DNR managers and supervisors shall include, but not be limited to, the following:

1. Assist the Affirmative Action Officer in identifying and resolving problems and eliminating barriers that inhibit equal employment opportunity.
2. Communicate the department's affirmative action policy to assigned staff.
3. Include responsibility statements for affirmative action and equal employment opportunity in their position descriptions.
4. Carry out their supervisory responsibilities in accordance with affirmative action and equal employment opportunity policies embodied in this plan.
5. Maintain a "single standard" principle within the work force so that employees are evaluated, recognized, developed and rewarded on a fair and equitable basis.
6. Refer formal or informal complaints related to discrimination or discriminatory harassment to the Human Resources Administrator, Affirmative Action Officer or the Senior Investigator in the Human Resources Bureau.

Accountability

DNR managers and supervisors are accountable to the appropriate manager, Assistant Commissioner, the Deputy Commissioner or the Commissioner.

F. AFFIRMATIVE ACTION COMMITTEE

This broad based, cross-section of department employees functions in an advisory capacity to the Deputy Commissioner and Affirmative Action Officer on equal opportunity issues. The committee's charge includes participation in recruitment, training and compliance activities necessary to carry out an effective department-wide program.

Duties

Duties of the Affirmative Action Committee members all relate to informing and keeping informed about affirmative action in the department. Specific duties include:

1. Attend committee meetings.
2. Assist in and support department recruitment and retention efforts.
3. Endeavor to eliminate discrimination in the department by working with the Affirmative Action Officer to develop policies and education awareness programs for staff on these issues.
4. Communicate affirmative action concerns to management through the Affirmative Action Officer.

Meetings

Affirmative Action Committee meetings will be held as needed or scheduled, typically twice a year. The meeting place will normally be in the Central Office and will be the second Wednesday of the designated month, unless changed by the Committee Chair or the Affirmative Action Officer at least two weeks in advance of the meeting date. Each member will be informed in writing of all meeting changes. All committee meetings are open to the public. Minutes of every meeting will be posted on the DNR Intranet.

Committee Membership

The Affirmative Action Committee members are selected by the Affirmative Action Officer, with their supervisor's approval. The goal of membership is to have representation that reflects the diversity of the department: regions, divisions, bureaus, gender, ethnic groups and bargaining units.

Term of Office

Committee members shall serve for two years unless appointed to complete the term of a past member. A member may be reappointed by the Affirmative Action Officer, with supervisory approval. Members who fail to fulfill their expected duties and responsibilities may be replaced.

COMMUNICATION OF THE DNR AFFIRMATIVE ACTION PLAN

The Affirmative Action Officer will ensure that all employees are advised of the department's policy of non-discrimination, the provision of reasonable accommodation and the procedure for filing a discriminatory complaint. The material can be provided in alternative formats such as large print, Braille or on tape.

A. METHODS FOR COMMUNICATING THE DNR AFFIRMATIVE ACTION PLAN INTERNALLY

1. The Affirmative Action Officer will post a copy of the full Affirmative Action Plan on the DNR Intranet site. In addition, the Affirmative Action Officer will notify all managerial, supervisory and non-supervisory employees where the plan is posted with a message detailing their responsibility to read, understand, support and implement the plan. This will include all area offices and any other work locations with ten (10) or more employees at the work site.
2. Additional copies of the DNR Affirmative Action Plan will be available to employees upon request to the Affirmative Action Officer.

B. METHODS FOR COMMUNICATING THE DNR AFFIRMATIVE ACTION PLAN EXTERNALLY

1. The department will include the statement, "an equal opportunity employer" on job announcements, training opportunity bulletins and recruitment materials.
2. The department's Internet Home Page will include the statement, "an equal opportunity employer."
3. A notice of the department's equal opportunity policy will be posted in the Central Office and Regional Office main lobby reception areas so that everyone doing business directly with the department can be made aware of the policy.

STATEMENT OF POLICY AGAINST DISCRIMINATION AND HARASSMENT: REPORTING AND RESOLUTION PROCEDURES

A. INTRODUCTION

The DNR wants to create and maintain an environment where mutual respect and dignity of and by all employees is the expected form of behavior. The policy of the department is that harassment of any form is unacceptable, prohibited in the workplace and will not be tolerated.

This policy does not apply to private behavior outside the workplace except where that behavior affects the workplace or the workplace environment.

Harassment is prohibited by the Minnesota Department of Employee Relations Administrative Procedure 1.2 (April 7, 1998). Federal and state law also prohibits some forms of harassment as outlined in this policy.

The department will take appropriate action, including a variety of forms of disciplinary action, against employees who violate this policy.

B. RESPONSIBILITIES

All department managers and supervisors are responsible for implementing and enforcing this policy. This responsibility includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment and compliance with the framework of this policy. All employees must be informed that harassment, retaliation and reprisals are unacceptable behavior that is not tolerated in the department. Each supervisor is ultimately responsible for educating their staff about the department's policy.

All DNR employees at all work sites, as well as individuals who provide contract services or volunteer services, or who are at times considered to be employees, are covered by this policy.

C. PROHIBITED CONDUCT

Behavioral, verbal and physical conduct of co-workers, supervisors or management that is unwelcome, personally offensive, insulting, or demeaning, is prohibited when it has the purpose or effect of affecting the work environment and when:

1. Submission to such conduct or communication is explicitly or implicitly made a term or condition of an individual's employment.
2. Submission or rejection of such conduct or communication by an individual is used as a factor in employment decisions affecting such individual.
3. Such conduct or communication has the purpose or effect of substantially or unreasonably interfering with an individual's performance in employment or creating an intimidating, hostile or offensive work environment

D. FORMS OR TYPES OF HARASSMENT

GENERAL HARASSMENT

1. Exclusion from orientation or teamwork.
2. Repeated disparaging, belittling, demeaning or insulting remarks.
3. Repeatedly making the employee, or a characteristic unique to the employee, the subject of jokes.
4. Repeated ridicule of an employee.
5. Injury, damage or sabotage of an employee's character, reputation, work efforts or property.
6. Unequal assignment of job responsibilities, less responsible or less challenging duties, duties not based on ability.
7. Unequal application of performance standards, discipline or work rules.

DISCRIMINATORY HARASSMENT

Please note: the following forms of harassment are considered discriminatory and, and are covered by the Minnesota Human Rights Act, Title VII of the federal Civil Rights Act, the Discrimination in Employment Act, and the Americans with Disabilities Act.

- 1. Age**
 - a. Any behavior previously listed in this policy that is applied to one's age.
 - b. Use of demeaning or derogatory names or remarks about one's age.

- 2. Race, Color, National Heritage or National Origin**
 - a. Any behavior previously listed in this policy that is applied to one's race, color, national heritage or national origin.
 - b. Telling jokes or making demeaning or derogatory remarks or statements about one's race, color, national heritage or national origin.
 - c. Use of language implying inferiority of a race, national heritage or national origin.
 - d. Criticism of one's civil or human rights activities.

- 3. Religion or Creed**
 - a. Any behavior previously listed in this policy that is applied to one's religion, ideology or belief system.
 - b. Use of demeaning or derogatory names or remarks about one's religion, ideology or belief system.

- 4. Marital Status**
 - a. Any behavior previously listed in this policy that is applied to one's marital status.
 - b. Use of demeaning or derogatory names or remarks about one's marital status.

- 5. Disability**
 - a. Any behavior previously listed in this policy that is applied to one's disability.
 - b. Use of demeaning or derogatory names or remarks about one's disability.
 - c. Disability means any condition or characteristic that renders a person disabled. A person with a disability is any person who (1) has a physical or mental impairment which materially limits one or more major life activities; (2) has a record of such an impairment; or (3) is regarded as having such an impairment. Disability includes the status of a person with respect to Human Immunodeficiency Virus (HIV) or with respect to Acquired Immune Deficiency Syndrome (AIDS).

- 6. Sex**
 - a. Any of the previously listed forms of harassment or treatment of a sexual nature that the employee believes is unwelcome or inappropriate.
 - b. Unwanted or unwelcome sexual advances, statements, compliments, looks, innuendoes or suggestions about one's sex, clothing, body or sexual activity.
 - c. Unwelcome, unwanted and unnecessary physical contact including, but not limited to, touching, brushing against one's body, patting or pinching.
 - d. Requesting or demanding sexual favors accompanied by implied or overt threats concerning conditions of employment.
 - e. Displaying pictures or objects in work areas depicting nude or scantily clad women or men.
 - f. Use of language implying inferiority or inadequacy of an employee based on sex, such as "girl" or "boy," rather than "woman" or "man."

- 7. Sexual Orientation**
 - a. Any of the previously listed forms of harassment or treatment related to one's sexual orientation.
 - b. Unwanted or unwelcome sexual advances, statements, compliments, looks, innuendoes or suggestions about one's sexual orientation.
 - c. Use of demeaning or derogatory names or remarks about one's sexual orientation.

8. Status With Regard to Public Assistance

- a. Any behavior previously listed in this policy that is applied to one's status with regard to public assistance.
- b. Use of demeaning or derogatory names or remarks about one's status with regard to public assistance.

9. Membership or Activity in a Local Commission

Any behavior previously listed in this policy that is based on membership or activity in a local human rights commission.

Retaliation, including inaccurate performance appraisal, denial of transfer, implied or overt actions or threats of actions against the employee who complains of or reports harassment, will not be tolerated and will be dealt with through the disciplinary process if substantiated. Severe forms of harassment will be dealt with through discharge or termination of the offending employee.

The department, or any employee of the department, may not intentionally engage in any reprisal against any person because that person opposed a practice forbidden by the Minnesota Human Rights Act, or because that person has filed a charge, testified, assisted or participated in any manner in an investigation, proceeding or hearing. A reprisal also includes, but is not limited to, any form of intimidation, retaliation or harassment. A reprisal includes refusal to hire an individual; departing from any customary employment practice; transferring or assigning the individual to a lesser position in terms of wages, hours, job classification, job security or other employment status; or informing another employer that the individual has opposed a practice forbidden by the Minnesota Human Rights Act or has filed a charge, testified, assisted or participated in any manner in an investigation, proceeding or hearing.

E. PROCEDURES

This procedure is intended to assist the department and all employees in taking appropriate action in response to harassment.

1. Who May Report or Provide Information

All DNR employees at all work sites, applicants and eligible employees, and individuals who provide contract services or volunteer services, or who are at times considered to be employees, are encouraged to report or provide information if they believe they have been subjected to harassment. All reports or information provided will be treated seriously and will be responded to in a timely and appropriate manner. There is no requirement to submit a report or provide information in writing, or to use a particular format.

2. Procedure

DNR employees, applicants or eligible employees are encouraged, but are not required, to report or to provide information in writing. The report or information provided may be submitted to the immediate supervisor, the Human Resources Administrator, the Affirmative Action Officer or the Senior Investigator in the Human Resources Bureau. If the situation concerns the immediate supervisor, the report or information provided may be submitted to the supervisor in the next level of supervision. If the situation concerns the Affirmative Action Officer or the Human Resources Bureau Administrator, the report or information provided may be submitted to the Deputy Commissioner. Requirements or procedures identified in collective bargaining agreements will be addressed as part of the investigations, findings and decision process.

3. Investigation Process

- a. The Human Resources Bureau will be primarily responsible for investigating department reports or information received.
- b. The Senior Investigator or designee will notify the Human Resources Administrator that a report or information provided has been received; this notice constitutes notification to the employer. The Human Resources Administrator will then notify the Affirmative Action Officer.
- c. The Senior Investigator or designee, in consultation with the Human Resources Administrator and the Affirmative Action Officer, will determine if the complaint is properly a discrimination

or sexual harassment complaint, and the need for and scope of a fact-finding investigation. Determination will be made within five (5) working days of the complaint.

- d. Investigations will be conducted with respect for independence and confidentiality to the extent practicable. Only those persons determined to have an absolute business right to know will be informed of an ongoing investigation.

4. Report of Findings Process

When the fact-finding investigation is complete, a written report of findings and recommendations will be submitted to the Human Resources Administrator who will review the findings with appropriate persons including, but not limited to, the Affirmative Action Officer, the Deputy Commissioner and/or the Assistant Commissioner, the Labor Relations Director and/or the appropriate senior manager or designee.

5. Decision Process

After the report of findings is reviewed by the Human Resources Administrator and Affirmative Action Officer, along with the Labor Relations Director and appropriate senior manager or designee, a decision on remedial, corrective or disciplinary action, if applicable, will be taken as provided for by this policy, by collective bargaining agreements, and by other employment policies, procedures or guidelines.

All employees need to be aware that, depending on the nature of the issues present and the particular facts, a single incident may constitute sexual harassment.

F. MAINTAINING RECORDS

The records of all reports or information provided will be maintained according to the Minnesota Government Data Practices Act. The reports and information provided will be disseminated only if, and as permitted by, the Minnesota Government Data Practices Act.

G. ADDITIONAL INFORMATION

Every effort will be made to complete an investigation and provide a final written answer within sixty (60) days after a formal complaint is filed, or within time lines established by collective bargaining agreements. The complainant will be notified should extenuating circumstances prevent completion of the investigation within established time lines.

Disposition of internal complaints will be filed with the Commissioner of Employee Relations within thirty (30) days of the final determination of complaints. Information provided to DOER will include general details of the complaint and how the complaint was resolved.

This policy and procedure does not affect or alter the rights of any employee to file a formal charge or complaint with the federal Equal Employment Opportunity Commission (EEOC), the Minnesota Department of Human Rights, or an appropriate court, subject to applicable and individual time requirements.

Questions regarding this policy should be directed to the Human Resources Administrator (651/296-6478) or the Affirmative Action Officer (651/297-7248). A copy of the Minnesota Department of Relations Administrative Procedure on prohibited harassment is found as an appendix in the DNR Affirmative Action Plan.

Effective Date: June 1993

Updated: September 2003

DEFINITIONS

In order to understand the Affirmative Action Plan and its goals, it is important to understand the definitions below.

AFFIRMATIVE ACTION: A management program designed to ensure equal employment opportunity by identifying and removing barriers throughout all components of a personnel system with specific emphasis placed on improving initial employment and advancement opportunities women, minorities and people with disabilities.

AFFIRMATIVE ACTION PLAN: The written document, which describes an employer's or unit manager's program for achieving equal employment opportunity and eliminating underutilization of protected group members.

AFFIRMATIVE ACTION POLICY: A written statement of commitment to equal employment opportunity and affirmative action.

AFFIRMATIVE ACTION PROGRAM: Action steps taken by management to achieve the goals as specified in the department's Affirmative Action Plan.

BARRIER: Any factor, intentional or unintentional, be it policy, practice, action, omission, examination, physical facilities or negative attitudes, which results in unequal treatment of protected groups and/or which has an adverse effect on the employment or advancement opportunities for such groups.

COMPLAINANT: The person who files a complaint of discrimination.

DAY: A working day, typically falling Monday through Friday.

DISABILITY: Any condition or characteristic that renders a person disabled. A person with a disability is any person who (1) has a physical or mental impairment which materially limits one or more major life activities; (2) has a record of such an impairment; or (3) is regarded as having such an impairment. Disability includes the status of a person with respect to Human Immunodeficiency Virus (HIV) or with respect to Acquired Immune Deficiency Syndrome (AIDS).

DISCRIMINATION: Unequal treatment, intentional or unintentional, based on protected characteristics.

EMPLOYEE: Any employee of a department using this Affirmative Action Plan. This term shall include, but not be limited to, all classified and unclassified employees, regardless of whether they are seasonal, temporary, part-time, pre-service trainees, probationary, provisional, unlimited, student workers, or intermittent employees.

EQUAL EMPLOYMENT OPPORTUNITY: The policy of basing all personnel activities solely on individual merit of applicants and employees, related to the specific job requirements, and without regard to race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, age, sexual orientation, membership or activity in a local commission, or disability.

GOAL UNITS: Categories of employment in an organization for which protected group participation will be measured, and for which goals will be set if underutilization exists.

GOALS: Good faith, quantitative objectives set by an agency head as the minimum requirement to be met within a certain time period.

GOALS (IDEAL): Objectives set for each protected group and expressed as a percentage of the total number of employees in a goal unit for each department and state government as a whole. These goals are usually derived from statistical analyses of census data and labor force characteristics.

GOALS (PLAN): The number of protected group employees the agency hopes to hire in each goal unit for which there is an underutilization. These are set for each protected group by each agency on a biennial basis. Annual goals are usually selected on the basis of the agency's anticipated vacancies in

each goal unit and the likelihood that the agency will be able to recruit qualified protected group members to compete for those vacancies.

HARASSMENT: Any reported behavior or combination of behaviors by one or more employees towards another employee or group of employees based on age, race, color, national heritage, national origin, religion, creed, marital status, disability, sex, sexual orientation, status with regard to public assistance, or membership or activity in a local commission, which the affected employee considers to be annoying, insulting, intimidating, which causes discomfort and/or which has a detrimental effect on such employee's work performance.

LABOR AREA: The geographical area from which the DNR or subdivision can reasonably expect to attract applicants.

MINORITIES: As defined in Minnesota Statutes 43A.02, subd. 33, for affirmative action purposes, minorities are people who are Black, Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native.

ORGANIZATIONAL UNIT: Any division, bureau, region, or entity considered to be a subdivision of the department with reporting responsibility.

PARITY: A condition where the work force is representative of all population groups in each job category, in proportion to their occurrence in the labor area work force.

POLICIES AND PROCEDURES: The detailed means and methods by which the Affirmative Action Plan is implemented.

PROTECTED CHARACTERISTICS: Any feature, aspect, condition, opinion, or the like which has no relation to one's ability to perform a particular job, such as race, color, creed, sex, age, marital status, national origin, specific disability, reliance on public assistance, religious or political opinions, or affiliations.

PROTECTED CLASS/PROTECTED GROUP: Those individuals identifiable as women, minorities, or people with disabilities.

REASONABLE ACCOMMODATIONS: Architectural, equipment and other changes an employer makes to enable disabled persons to perform the jobs for which they are otherwise qualified.

RESPONDENT: A person or an entity against which a discrimination complaint has been filed.

TIMETABLES: Target date for reaching identified goals in any goal unit for which there is underutilization.

UNDERUTILIZATION/DISPARITY: The employment of fewer qualified women, minorities or people with disabilities in the agency's work force than could reasonably be expected based on their availability in the labor area.

UNIT HEAD: The director of a division or region, or the administrator of a bureau.

DNR HIRING GOALS AND TIMETABLES: 2004 – 2006 (DRAFT GOALS for AA Plan 2004 - 2006, 7/04, DNR/HRB, Kathy Drennon)

EEO Job Group	Women			Minorities			People with a Disability		
	Number Underutilized	Goal	Timetable	Number Underutilized	Goal	Timetable	Number Underutilized	Goal	Timetable
Officials and Administrators: General	0	0	07/01/05	1	0	07/01/05	1	0	07/01/05
Officials and Administrators: Protective Services	1	0	07/01/05	1	0	07/01/05	1	0	07/01/05
Officials and Administrators: Scientific	13	1	07/01/05	4	0	07/01/05	3	0	07/01/05
Professionals: General	0	0	07/01/05	9	0	07/01/05	25	0	07/01/05
Professionals: Scientific	155	5	07/01/05	51	2	07/01/05	71	1	07/01/05
Technicians	78	1	07/01/05	18	0	07/01/05	16	0	07/01/05
Protective Services	4	2	07/01/05	0	0	07/01/05	18	0	07/01/05
Paraprofessionals	0	0	07/01/05	0	0	07/01/05	0	0	07/01/05
Office/Clericals	0	0	07/01/05	23	1	07/01/05	45	1	07/01/05
Skilled Craft	0	0	07/01/05	1	0	07/01/05	2	0	07/01/05
Service Maintenance	0	0	07/01/05	32	3	07/01/05	43	1	07/01/05

These goals are based on department funding priorities, on hiring in FY05 continuing at the same level as FY04, and taking into consideration that employees may be returning from layoff. The timetable is for one year because goals could not be set further than FY05.

PROGRAM AND PROGRAM OBJECTIVES

A. PROGRAM

The Minnesota Department of Natural Resources Affirmative Action Program is designed to be consistent with and support the DNR Mission, which states:

"The mission of the Minnesota Department of Natural Resources is to work with the citizens to conserve and manage the state's natural resources, to provide outdoor recreation opportunities, and to provide for commercial uses of natural resources in a way that creates a sustainable quality of life."

The DNR Affirmative Action Program is described in the DNR Affirmative Action Plan and meets requirements found in Minnesota Statutes, Chapter 43A.191, Subdivision 2 for agency affirmative action plans.

B. OBJECTIVES

1. The program will guide the continued development of a DNR workforce prepared to carry out the department's mission by hiring qualified people and taking positive action to utilize the reservoir of untapped human resources and the skills and abilities of protected class members.
2. It will provide guidelines for the fair and respectful treatment of all persons involved in employment situations at the department, and promote acting in a professional, ethical and respectful manner. Its goals are consistent with federal and state legal mandates, which require that "no employee or applicant for employment will be discriminated against because of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, age, sexual orientation, membership or activity in a local commission, or disability."

METHODS FOR AUDITING, EVALUATING AND REPORTING PROGRAM SUCCESS

To ensure hiring and retention procedures that support the department's commitment to hire affirmatively in a work environment void of discrimination, the following will occur:

A. PRE-EMPLOYMENT REVIEW FOR MANAGERS AND SUPERVISORS

1. The Human Resources Bureau will provide information about Affirmative Action goals and how to apply them.
2. When a viable candidate pool (list) of candidates exists for a position, managers or supervisors shall invite qualified protected group persons to participate in the selection process (e.g., interview, phone screening, demonstration test, etc.) along with other qualified candidates
3. Although managers or supervisors are required to consider affirmative action goals and protected class status when conducting a selection process, bargaining unit requirements (e.g., seniority, recall from layoff, internal transfer, etc.) take precedence over any Affirmative Action procedures.
4. If a protected group person is qualified and available and is anticipated not to be selected to fill a vacancy in an EEO category where a disparity exists, the Affirmative Action Officer must be contacted by the appropriate Commissioner's Management Team (CMT) member or designee before any offer is made to any candidate. When a protected class applicant is not selected the reason for the non-selection must be explained in writing. The Affirmative Action Officer will review the reasons for the non-selection. Until that review is completed, no offer of employment can be made to any candidate. If it is concluded that the reasons for the non-selection are not satisfactory and the Affirmative Action Officer is unable to resolve the matter with the CMT member or designee, the Affirmative Action Officer will then arrange for an appointment for the manager to meet with the Deputy Commissioner to explain the reasons for the selection. The decision of the Deputy Commissioner is final.

B. LAYOFF PRE-REVIEW

The Affirmative Action Officer will participate in any discussions regarding permanent layoffs of one or more employees. This includes meetings with units and the Human Resources Bureau as well as meetings that involve one or more collective bargaining representatives. Every effort will be made to reduce the number of protected group layoffs wherever possible to ensure affirmative action efforts are not diminished.

C. RECORDING KEEPING/AUDITING

The Affirmative Action Officer will maintain records reflecting hires and missed opportunities in the department on a quarterly basis going back ten (10) years.

D. EVALUATION

The Affirmative Action Officer will evaluate the DNR Affirmative Action Plan by:

1. Reviewing quarterly or semi-annual statistics reflecting the current complement of protected classes in the various bargaining units in the DNR.
2. Reviewing recruitment sources and strategies used and the results to help fill specific vacancies for which there was under-representation.
3. Reviewing training provided to employees to analyze for upward-mobility impact, including job assignment, job progression, promotion, and transfer by job classification, bargaining unit, racial/ethnic group, sex, and disability.

4. Reviewing formal discrimination complaints filed in the past quarter.

In addition, the Affirmative Action Officer will review protected group reports, recruitment activities (job fairs, advertisement in local or national papers, and publications) and interview processes to ensure equal opportunity is given to all candidates for DNR vacancies where union contracts do not have precedence. This will include emergency, temporary, unclassified, seasonal, permanent, student worker, and internship appointments.

WEATHER EMERGENCIES AND EVACUATIONS

Weather emergencies are extreme situations where it is unsafe for most employees to travel to or from home. These include tornadoes or high winds, thunderstorms, snowstorms, and blizzards. Recognizing that individual situations may make it impossible for some employees to get to work when an emergency has not been declared, supervisors are allowed to have employees make up lost time, use compensatory time, or use annual leave for the hours not worked.

In Greater Minnesota, Regional Directors are to contact the Bureau of Human Resources when weather conditions are such that they believe a weather emergency should be declared. The Bureau will then contact the Department of Employee Relations (DOER) to seek approval for a weather emergency declaration. If DOER concurs, the Bureau will notify the Regional Director, who in turn will ensure that all work locations requested in the emergency declaration are notified they are to leave work immediately.

In the event DOER has not declared a weather emergency and the Regional Director believes the weather conditions are such that employees should not be at work, the Regional Director has the authority to release employees from work or tell them not to come to work. Such release does not carry with it the authority for weather emergency leave. Employees in this situation may use annual leave or compensatory time for the work time missed, or may make up the work time in the near future if DOER does not subsequently approve weather emergency leave.

Supervisors of deaf or hard of hearing employees should ensure they have a procedure in place for those individuals to learn about a weather emergency. This includes use of a TTY machine if the employee has one, or through other means that are acceptable to the supervisor and the employee(s).

TORNADOES OR HIGH WINDS

The National Weather Service is responsible for issuing tornado warnings. When the warning is issued, that means a tornado has actually been sighted in the area, or is indicated by radar. If a DNR facility is included in the affected areas, the Worksite Security Coordinator or designee will announce the warning to the employees and other occupants of the facility, then proceed with the following plan. **Supervisors of deaf or hard of hearing employees will ensure they have a procedure in place for those individuals to learn about a tornado emergency and subsequent status reports (as noted above).**

Employees should proceed to their designated safe areas (established by floor or other location within the facility) away from windows, generally in the center of a building.

Area Monitors and Floor Wardens will assist any physically disabled employees to safe areas, or, if necessary, with evacuation.

After the danger has passed, an emergency status announcement will be made to the employees. If there is damage to the building, employees will be instructed to evacuate or be given other instructions.

SEVERE WEATHER

The National Weather Service is responsible for issuing weather warnings to the public. If a DNR facility is included in the affected areas, the Commissioner should be notified by the Commissioner of the Department of Employee Relations to determine if an emergency should be declared.

If an emergency is declared, the Worksite Security Coordinator responsible for the facility will activate an alarm and announce the nature of the weather emergency to the occupants of the facility. **Supervisors of deaf or hard of hearing employees will have a procedure in place for notifying them of the weather emergency and subsequent status reports (as noted above).** Then one of the following plans will be initiated:

1. Thunderstorms:
Occupants of the facility will be alerted of severe thunderstorm activity in the area. **If it is necessary for employees to move to their designated safe area, Area Monitors and Floor Wardens will assist any physically disabled employees.**

2. Snowstorms (Blizzards)

Occupants of the facility will be alerted about the blizzard. The Commissioner will be notified about the conditions of the blizzard to determine if services will be closed down to permit employees to evacuate to their homes if necessary. **Area Monitors and Floor Wardens will assist any physically disabled employees in evacuating the facility.**

Employees and other persons in the facility will be advised to use extreme care in traveling from the building to their homes. If a storm strikes after working hours, and the facility will be closed the next day, local radio and television stations will be used to notify employees and the public. **Supervisors of deaf or hard of hearing employees will ensure they have a procedure in place for those individuals to learn about a snowstorm emergency (as noted above).**

The Americans with Disabilities Act, Including Reasonable Accommodation Policy

The Department of Natural Resources is committed to compliance with the Americans with Disabilities Act (ADA), and has incorporated this section into the agency Affirmative Action Plan to provide a context and process within which requests for information, accommodation, and/or alternative access can be made.

A. WHAT THE AMERICANS WITH DISABILITIES ACT IS ALL ABOUT

The Americans with Disabilities Act (ADA) is the "bill of rights" for individuals with disabilities. It is the most comprehensive federal civil rights law passed since the Civil Rights Act of 1964. The ADA establishes law and enforcement provisions, and outlines rights and responsibilities for applicants, employees and employers related to the 43 million people in the United States with disabilities.

As stated in the law, the purpose of the ADA is:

1. To provide a clear and comprehensive national mandate for the elimination of discrimination against individuals with disabilities,
2. To provide clear, strong, consistent, enforceable standards addressing discrimination against individuals with disabilities,
3. To ensure that the Federal Government plays a central role in enforcing the standards established in this Act on behalf of individuals with disabilities, and
4. To invoke congressional authority, including the power to enforce the fourteenth amendment and to regulate commerce, in order to address the major areas of discrimination faced by persons with disabilities.

B. HOW THE ADA AFFECTS EMPLOYMENT

Title I of the ADA prohibits discrimination against an otherwise qualified individual with a disability with regard to:

1. Recruiting, advertising, and job application procedures,
2. Hiring, upgrading, promotion, tenure, demotion, transfer, layoff, termination, right of return from layoff and rehiring,
3. Rates of pay or any other forms of compensation and changes in compensation,
4. Job assignment, job classification, organizational structures, position description, job or salary progression, and seniority lists,
5. Leaves of absence, sick leave or any other leave,
6. Fringe benefits, whether or not administered by the employer,
7. Selection and financial support for training including apprenticeships, professional meetings, conferences, related activities and leaves to pursue training,
8. Activities sponsored by the employer including social and recreational programs and,
9. Any other terms, conditions or privileges of employment.

Qualified Individual with a Disability

To be protected under the provisions of Title I of the ADA, an individual with a disability must be "qualified". An individual with a disability is qualified if he or she possesses the requisite skill, experience,

education and other job-related requirements of the job and can perform essential functions of the job with or without reasonable accommodation.

C. HOW ADA AFFECTS PUBLIC SERVICES

Title II of the Americans with Disabilities Act (ADA) provides that no qualified individual with a disability shall, by reason of that disability, be excluded from participating in or be denied the benefits of the services, programs or activities provided by a public entity, or otherwise be subject to discrimination by such entity. (42 U.S.C. Sec. 12132; 28 C.F.R. Sec. 35.130) "Services, programs or activities" include just about everything a state agency or other public entity does. It includes all public contacts, whether by telephone, office walk-in, interview or appointment or by use of the public entity's facilities. It also includes all programs and activities directly administered by state agencies for program beneficiaries and participants. (28 C.F.R. Sec. 35.102; Apex. to 28 C.F.R. Sec. 35.102)

In order to comply with Title II's general requirements, state agencies:

1. Must operate their programs so that, when viewed in their entirety, the programs are accessible to and useable by individuals with disabilities. (28 C.F.R. Sec. 35.150)
2. May not refuse to allow a person with a disability to participate in a service, program or activity simply because the person has a disability. (28 C.F.R. Sec. 35.130 (a))
3. Must make reasonable modifications in policies, practices and procedures that deny equal access to individuals with disabilities unless a fundamental alteration in the program would result. (28 C.F.R. Sec. 35.130(b) (7))
4. May not provide services or benefits to individuals with disabilities through programs that are separate or different unless the separate or different measures are necessary to ensure that benefits and services are equally effective. (28 C.F.R. Sec. 35.130(b)(iv) & (d))
5. Must take appropriate steps to ensure that communications with applicants, participants and members of the public with disabilities are as effective as communications with others. (29 C.F.R. Sec. 35.160(a))

D. REASONABLE ACCOMMODATION POLICY

Reasonable accommodations are efforts made by an employer to remove barriers that prevent or limit the employment of qualified persons with disabilities, both job applicants and current employees. Reasonable accommodation may involve providing an accommodation for the interview process or adapting the work setting to enable the person with a disability to perform the job on an equal basis in the most cost effective manner and in the most integrated setting possible. Providing the qualified worker with an opportunity to perform required tasks is the prime consideration in determining the type of reasonable accommodation provided. However, the ADA does not require the Department of Natural Resources to alter essential job functions, change the basic nature of any job, or create positions that do not exist, in the name of, or with the objective of, reasonable accommodation.

This Reasonable Accommodation Policy may be modified from time to time to reflect changing needs and governing laws. This policy applies to employees, job applicants and employees seeking promotion.

The Employee Request for Reasonable Accommodations Form and the Reasonable Accommodation Agreement Form (NA-03055) are found in the Appendix, or may be accessed online at <http://www.doer.state.mn.us/odeo-ada/ad-tools/ad-tool.htm>.

Employee/Employees seeking promotion Request for Reasonable Accommodation

In order to avoid delays, procedures for processing requests for reasonable accommodations should reflect the least number of approval steps necessary. Any decision not to pursue a reasonable accommodations request must qualify as an undue hardship, and shall be submitted in writing to the

Accessibility Coordinator, Stan Linnell in Facilities and Operations Support (Section 504 and Title II, ADA), and the ADA Coordinator, Joe Smiley (Title I, ADA) Human Resources Bureau.

The steps in requesting reasonable accommodation are:

1. The supervisor and the employee with a disability will consult to determine the need for the accommodation and to discuss alternatives such as job restructuring, job site modification, or use of assistive devices.
2. The supervisor obtains an Employee Request for Reasonable Accommodation Form from the ADA Coordinator, or online at <http://www.doer.state.mn.us/odeo-ada/ad-tools/ad-tool.htm>, or the appendix to the Affirmative Action Plan] The request will include a justification for the accommodation including a statement of the disability, the suggested accommodation, estimated cost (if known), and any other pertinent comments or information.
3. The supervisor submits the request to the ADA Coordinator as soon as the information is complete, but no later than three (3) working days after the request is received from the employee. The Appointing Authority will be notified of the request and gather information regarding availability and cost within three (3) working days.
4. The ADA Coordinator, together with the Accessibility Coordinator (if necessary) proposes the accommodation to the Appointing Authority. The Appointing Authority will consider available alternatives and decide whether or not to grant the accommodation as requested or will determine an alternative accommodation. The decision is then communicated to the employee's supervisor within three (3) working days after the agency makes the determination.
5. The ADA Coordinator and, if necessary, the Accessibility Coordinator, complete the Reasonable Accommodation Agreement Form (NA-03055). (See Appendix or online at <http://www.doer.state.mn.us/odeo-ada/ad-tools/ad-tool.htm>).
6. The ADA Coordinator, together with the Accessibility Coordinator (if necessary), assure that appropriate equipment, furniture, or other accessible devices are purchased if required for the reasonable accommodation.

Job Candidate Request for Reasonable Accommodations, Including Employees with Disabilities Seeking Promotion

All initial communication between a job candidate and a supervisor regarding job vacancies shall indicate the willingness of the department to make reasonable accommodation to known physical or mental disabilities, and shall invite the candidate to contact the agency for the needed accommodation before the job interview. The supervisor contacted for the accommodation request will immediately contact the ADA Coordinator or the Accessibility Coordinator and inform them of the request and issues. In order to ensure that the accommodation is provided at the interview, requests should be communicated immediately after receipt.

The ADA Coordinator will contact the job applicant to discuss the needed accommodation and possible alternatives, select and implement the accommodation that is the most appropriate for both the individual and the employer.

While an individual's preference will be given consideration, the DNR is free to choose the one that meets the needs of the applicant and is the most efficient and effective method to provide the requested accommodation. If the agreed upon accommodation requested costs no more than \$100.00, the ADA Coordinator or the Accessibility Coordinator will approve the accommodation.

If the accommodation costs more than \$100.00, the ADA Coordinator or the Accessibility Coordinator will request approval of the accommodation from the Appointing Authority.

If the accommodation is approved, the ADA Coordinator and/or the Accessibility Coordinator will take the necessary steps to see that the accommodation is provided.

Methods of Providing Reasonable Accommodation

The following are examples of reasonable accommodations to qualified individuals with disabilities. (NOTE: These are only examples - other forms of reasonable accommodation may also be provided.)

1. **Modification of Equipment or Accessible Devices:** The provision of equipment may include special telephone equipment, "talking" calculators and/or computers, specifically designed desk and files, TTY communications equipment and other types of equipment to facilitate the performance of job duties. These items may include off the shelf devices as well as highly specialized, customized and/or prescription items.
2. **Job Site Modification (Accessibility Coordinator):** The accessibility to existing facilities may be required in order for individuals with disabilities to work in them or access programs or services provided by the DNR.

Modification may include: adjusting equipment height including desks, chairs, etc., adding electrical outlets, rearranging furniture and equipment, widening doorways, reallocating the job site to an accessible area, providing special parking facilities, modifying ventilation, heating, cooling, and lighting systems, and other types of similar modifications. The Department of Natural Resources will negotiate any changes through the Facilities and Operations Support (FOS) Bureau and the Department of Administration to determine costs and allocate resources.

3. **Job Restructuring and Schedule Modification:** The restructuring of any job may include modifying work hours and/or changing job duties while retaining the basic job functions. Flexible work hours may permit disabled employees to meet such needs as medical appointments and medical dietary requirements. Consult the ADA Coordinator before finalizing any proposals in this area.
4. **Support Services:** Support services such as interpreters for deaf or hard of hearing individuals, readers for blind, special attendants, etc. must be provided when it is clearly demonstrated that these services are required for the performance of the essential functions of the job by an employee with a disability.

Support services may also be needed for job candidates during the interview process. The DNR may directly or through contract work with an outside agency to provide the training necessary to allow staff members to provide support services when such training and the provisions of such support services are administratively feasible.

E. UNDUE HARDSHIP STATEMENT

In determining whether or not the making of a reasonable accommodation would impose an "undue hardship" to the operation of an agency program or service, under the ADA the following factors should be considered:

1. The overall size of the recipient's program (i.e., number and type of facilities, size of budget);
2. The type of the recipient's operation including the composition and structure of the recipient's work force;
3. The nature and cost of the accommodation needed;
4. The reasonable ability to finance the accommodation and each site of business; and
5. Documented good faith efforts to explore less restrictive or less expensive alternatives including consultation with the disabled person or with knowledgeable disabled persons or organizations.

F. FUNDING FOR REASONABLE ACCOMMODATIONS

The DNR will annually make funds available in order to provide reasonable accommodations to employees with disabilities or candidates with disabilities. The amount available will be determined only

when an Employee Request for Reasonable Accommodation NA-03054 has been submitted to and approved by the Agency Accessibility Coordinator. The Commissioner will review and approve all expenditures over \$1,500.

The DNR is free to choose the specific accommodations provided to qualified persons with disabilities. The person requesting reasonable accommodations may suggest an appropriate accommodation. The department may provide another accommodation equal or superior to the one proposed in practicality, usefulness, or cost-effectiveness. All tangible accommodations purchased by the department will be the property of the State of Minnesota. The maintenance of equipment will be the responsibility of each division, and projected maintenance costs will be a factor in the decision to provide accommodation (i.e., maintenance of TTY, repair of special office equipment, etc.).

G. DENIAL OF REASONABLE ACCOMMODATIONS

All denials of requests for reasonable accommodation will be documented and kept on file by the ADA Coordinator. A copy of the document denying the request for reasonable accommodation will be given to the supervisor. The ADA Coordinator will notify the candidate or employee of the denial and advise the applicant or employee of his or her right to appeal if the applicant feels the decision was based on discrimination. The applicant or employee may file a complaint internally with the DNR Commissioner's Office before they file a complaint with the Human Rights and Equal Employment Opportunity Commission alleging violation of the Minnesota Human Rights Act.

H. APPEALS

A candidate or employee who is dissatisfied with the reasonable accommodation decision can appeal directly to the Commissioner within fifteen (15) working days of the decision. Within fifteen (15) working days of the appeal, the Commissioner will convene a Reasonable Accommodation Review Committee, which shall consist of the respective Director of Administration, the ADA Coordinator and the Accessibility Coordinator.

The ADA Coordinator will serve as chairperson and shall be responsible for submitting the recommendation to the Commissioner. This committee will review all pertinent material and steps leading to the decision according to the following criteria:

1. Job relatedness
2. Effectiveness
3. Necessity
4. The relationship between the accommodation and essential job functions
5. Cost
6. Other claims of undue hardship

The committee will make a written recommendation to the Commissioner within five (5) working days from the date the committee was convened unless more time is needed to obtain more information from outside sources. The Commissioner will make a final determination in writing within five (5) working days from receiving the committee's recommendation. The ADA Coordinator will then forward written copies of the Commissioner's decision to the Accessibility Coordinator, the employee's supervisor (if applicable), and to the employee or job candidate.

If the candidate or employee is still dissatisfied with the decision, she or he may file with federal, state, local and human rights agencies. The ADA Coordinator will provide the candidate or employee, along with appropriate compliance agencies, with information needed in the appeal process. Information will be provided in compliance with the Minnesota Government Data Privacy Act. Compliance agencies that are investigating complaints must request information from the Commissioner, who will be provided documentation relating to the denial of a request for reasonable accommodation.

RECRUITMENT PLAN

The DNR Recruitment & Referral Directory is located on the DNR Intranet for use by supervisors and managers when vacancies occur to enhance the potential of hiring qualified protected group candidates.

GOALS/PROCESSES

1. Implement processes that enhance inclusion of protected group persons in recruitment/selection processes:
 - a. Bring discussion of this item to the Affirmative Action Committee.
 - b. Identify stakeholders (division/bureau staff) who can contribute to a plan to address this issue - also identify committee members who wish to work in this area. The Affirmative Action Officer and HRB staff will lead this effort.
2. Develop a work plan, with time lines, reportability, and goals, which can be completed within this fiscal year. The work plan may include action items related to participation in job/career fairs; advertising/communication about recruitment processes within communities; and identification and location of resources for any recruitment efforts.
3. Establish and improve relationships with external protected group communities:
 - a. Establish a working relationship with representatives of major diverse communities outside the DNR.
 - b. Establish goals and communicate these with the Affirmative Action Committee.
 - c. Include division/bureau partners in any planned development or implementation of networking and/or other means of improving communication with external community groups. This plan may include action items related to the following:
 - Identification of professional organizations and/or community organizations.
 - School based "communities" and their role in this process.
 - Activities, which include going out to place-based communities or having community members, come to the DNR with information.
4. Identify and eliminate exclusionary hiring processes where applicable. Establish a workgroup lead by the Human Resources Bureau to:
 - a. Identify areas of the hiring process that may result in exclusion of protected candidates.
 - b. Work with members of the Affirmative Action Committee and others from divisions/bureaus to identify hiring process roadblocks to successful inclusion of protected group candidates in hiring.
 - c. Develop and presents proposals to management/Affirmative Action Committee.
5. Employ Student Workers and Interns. Student worker positions and internships provide a paraprofessional learning experience for students, and encourage them to consider a career with the DNR, and can provide a means of initiating and implementing division, bureau and regional affirmative action efforts by introducing protected class students to state service.
 - a. Department managers and supervisors will make a special effort to recruit and place protected group students when a disparity of that particular protected group exists.
 - b. The Affirmative Action Officer will provide recruitment assistance upon request from department managers and supervisors.
6. Submit online Recruitment Plan to DOER as part of the bi-yearly Affirmative Action Plan.

RETENTION PLAN

The Minnesota Department of Natural Resources will strive to retain all talented employees, with emphasis on under-represented individuals. The responsibility for these retention efforts lies with the Commissioner's Management Team, all supervisors and managers, the Affirmative Action Officer, the Affirmative Action Committee, and the Human Resources Bureau.

A. RETENTION PROCESS

1. Identify programs, which increase awareness of the value of retention of employees.
2. Explore mentorships, coaching, and other informal and formal training and development programs, which have as their goal the enhancement of healthy work environments.
Examples include:
 - Flexible schedules
 - Telecommuting
 - Employee network groups
 - Internal and external mobility opportunities
 - Specialized training programs
3. Analyze and report on patterns of separation of employees to determine the impact on protected group members. Analysis must contain data for the previous two year time period.

B. RETENTION REPORT

The Department's retention strategies focus on the integration of retention systems into human resources practices and department recognition programs. The following department efforts help provide a safe, welcoming, and supportive work environment for our employees:

1. **DNR Annual Awards Program**
Recognizes outstanding work performance by employees and groups of employees. In addition, a Diversity Award is given annually to a supervisor, manager, or employee who has worked to make diversity an important part of their work environment.
2. **DNR Managerial Performance Evaluations and Achievement Awards**
No manager is eligible to receive an achievement award if they have been found responsible for discrimination, harassment, or other inappropriate workplace behavior during the preceding year. All managers are evaluated on their contributions towards affirmative action and diversity annually as part of the department's managerial performance evaluation process.
3. **DNR Affirmative Action Committee**
Members of this committee represent protected groups and/or are committed to ensuring support for affirmative action and diversity in the DNR workplace.
4. **Early Conflict Intervention**
Employers who quickly respond to employee disputes are less likely to lose valuable employees. The department strongly believes in early detection and intervention of employee conflicts (including those between supervisors and employees as well as between two or more employees). While some disputes require a full investigation, other employee conflicts are best resolved in other ways. The Commissioner's Office, Affirmative Action Officer, and Human Resources Bureau provide support and guidance to managers and supervisors to resolve conflicts through facilitation and dialogue and/or use of the State Workplace Mediation Program and the State Employee Assistance Program, the department works to diffuse conflicts at the earliest possible stages.

5. DNR Mentoring Program

The goal of this employee development program is to build and retain a productive, satisfied and knowledgeable work force through the exchange of information relating to department culture and norms and career development opportunities.

C. ANALYSIS OF SEPARATIONS IN DNR

The Department of Natural Resources will develop a method for obtaining information about turnover in the department that will complement the statistical analysis of data provided by the Department of Employee Relations so the data is meaningful and will help identify areas in need of improvement.

That method may include an exit interview process where employees can provide feedback on their work experience with the department and make suggestions to improve existing conditions.

HARASSMENT PROHIBITED

Description and Scope - In order to provide and maintain a productive work environment consistent with merit principles, free of discriminatory practices, and in accord with M.S. § 43A.01, Subd. 2, (Precedence of Merit Principles and Nondiscrimination) it is necessary to remove and eliminate all forms of harassment. Harassment is a form of discrimination and in general is the display of behavior by one employee toward another employee which has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment. Of particular concern is sexual harassment which is unwelcome sexual advances by an employee toward another employee, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

An employee's submission to such conduct is made either explicitly and/or implicitly a term or condition of an individual's employment.

An employee's submission to or rejection of such conduct is used as the basis for employment decisions affecting such individual.

Objective - To provide a work environment free of verbal or physical harassment based on race, color, creed, religion, national origin, sex, sexual orientation, disability, age, marital status, status with regard to public assistance, veteran status or any belief or attribute unrelated to job performance.

Responsibility -

A. Appointing Authorities:

- Establish a procedure for internal resolution of harassment complaints that are not based on protected status.
- Ensure that each employee who makes or recommends employment and other personnel decisions is fully aware of and complies with this policy.
- Notify all employees and orient each new employee to this policy.
- Establish a complaint procedure for timely and thorough investigation of all complaints of harassment.
- Inform each employee of the procedures for filing and investigating complaints of harassment.
- Managers and Supervisors are accountable for ensuring that their work units are free of harassment.

B. Department of Employee Relations:

- Ensure that all Affirmative Action Officers are aware of the need to differentiate between protected status and general harassment.
- Inform agencies of the statewide policy prohibiting harassment.
- Upon request, provide training to agencies on the content and implementation of the statewide policy prohibiting harassment.

C. Employees:

- Utilize the established affirmative action complaint procedure when subjected to harassment.

Other Relevant Laws, Personnel Rules, Contracts and Administrative Procedures

The following items have an impact on material contained in this procedure. Review of these items is essential for a total understanding of the subject.

- A. M.S. § 363.03, Subd. 1 - Unfair Discriminatory Employment Practices, Department of Human Rights.
- B. Section 703 of Title VII of the Civil Rights Act of 1964 as amended in 1972, 42 U.S.C. 2000e et seq., prohibiting discrimination on the basis of race, color, religion, sex, or national origin.
- C. Equal Employment Opportunity Commission Sex Discrimination Guidelines dated March, 1980, 29 CFR Part 1604.
- D. Continental Can Company, Inc. vs. State of Minnesota; 297 N.W. 2d 241 (Minn. 1980), establishing the potential liability of the employer for acts of harassment by one employee towards another.

EMPLOYEE REQUEST FOR REASONABLE ACCOMMODATION

Employee's Name	Date of Request
Division/Bureau/Region	Classification

Statement of Limitations: (Explain) *Attach additional sheets if needed*

Type of accommodation requested to perform essential function(s):

Which essential function(s) of your job will the requested accommodation allow you to perform?

Why is the requested accommodation necessary to perform the essential job function(s)?

How will the requested accommodation be effective in allowing performance of the essential job function(s)?

Specify and provide justification for elimination of non-essential job function(s):

Employee Signature	Date
Supervisor's Signature	Date

Affirmative Action Officer's Signature	Date
504 Coordinator	Date
Commissioner/Director's/Signature	Date

REASONABLE ACCOMMODATION AGREEMENT

INSTRUCTIONS: This form is to be completed by the Section 504 Coordinator in conjunction with the Affirmative Action Director after a reasonable accommodation decision has been made. The signatures on the bottom of the form indicate an agreement between the employee and the Department of Natural Resources to the specific accommodation.

The request for reasonable accommodation to the needs of the above handicapped employee was:

- Approved Denied

JUSTIFICATION - Indicate specific factors considered in arriving at the decision:

If reasonable accommodation was approved was the employee's suggestion accepted?

- Yes No Partially

REASON:

Describe specific reasonable accommodations to be made:

Cost Estimate:
\$

I have read the Employee Request for Reasonable Accommodation. I understand that all tangible accommodations purchased by the Department of Natural Resources will become the property of the State of Minnesota.

504 Coordinator's Signature	Date

Affirmative Action Officer's Signature	Date

DEPARTMENT OF NATURAL RESOURCES
Affirmative Action Committee

Drennon, Kathy	Affirmative Action	Central Office	651-297-7248
Fisher, Christine	FAW Administration	Central Office	651-297-4910
Jones, Alan	Forestry	Central Office	651-296-4482
Lundberg, David	Region 1 Administration	Bemidji	218-755-4069
Moore, Linda	Human Resources	Central Office	651-296-2054
O'Neill, Mary	Human Resources	Central Office	651-296-6478
Osmundson, Cynthia	Region 4 Parks	Rice Lake	507-444-2424
Romero, Ray	Enforcement	Central Office	651-297-2413
Ronchak, Sue	Fisheries	Central Office	651-296-3326
Schipper, Dave	Forestry	Grand Rapids	218-327-4450
Shen, Ling	Ecological Services	Central Office	651-296-9103
Speight, Mike	Region 3 Human Resources	St. Paul	651-772-7983
Sundmark, Lee	Region 4 Fisheries	Hutchinson	320-234-2552
Vickery, Martha	Lands & Minerals	Central Office	651-296-0627

