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MINNESOTA HOUSING FINANCE AGENCY

AFFIRMATIVE ACTION PLAN

2004 - 2006

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AFFIRMATIVE ACTION PLAN
2004-2006**

TABLE OF CONTENTS

	May need to re-paginate
Introduction	3
Transmittal Form & Signatures	4
Commissioner's Statement of Commitment	5
Responsibilities, Duties and Accountabilities	6
Communication of Affirmative Action Plan	9
Policies and Complaint Procedures (For Alleged Harassment and Discrimination)	
Policy: General Harassment	10
Complaint Procedure	12
Policy: Non-Discrimination	14
Policy: Zero Tolerance for Sexual Harassment	15
Complaint Procedure	17
Complaint Form	18
Hiring Goals, Timetables, and Results	21
Programs, Objectives, and Results	22
Auditing, Evaluating, Reporting Program Success	26
Weather Emergencies & Evacuation	28
Reasonable Accommodation Policy	31
Requesting Reasonable Accommodation	32
Reasonable Accommodation Request Form	34
Recruitment Plan	35
Retention Plan	38

Upon request, this plan can be made available in alternative formats for persons with disabilities by calling 651-297-5709, 1/800/657-3769 or TTY (hearing impaired individuals only, please) 651/297-3701.

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 EEO job categories.

GOAL UNITS	Protected Groups		
	Women	People of Color	Disabled
Officials and Administrators		X	X
Professionals			X
Technicians			
Paraprofessionals			
Office/Clerical			
Service Maintenance			

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 Deputy Commissioner, who will coordinate an 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 _____ National _____ Political _____
Status _____ Origin _____ Affiliations _____
Sexual _____
Status with Regard to Public Assistance _____ 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: _____
Address: _____
Telephone Number: _____

Name: _____
Address: _____
Telephone Number: _____

Name: _____
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Name: _____
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Telephone Number: _____

Name: _____
Address: _____
Telephone Number: _____

Name: _____
Address: _____
Telephone Number: _____

HIRING GOALS, TIMETABLE AND RESULTS for 2004

GOAL: Hire 3 Information Technology professionals to provide various computer-related services

RESULTS: 1 MAPE employee hired (limited appt) (JM)

GOAL: Hire a MAPE employee for MN Homes Division

RESULTS: 4 MAPE employees hired (3 minorities) (JM)

GOAL: Hire an individual (MAPE) to manage the Agency's web site

RESULTS: 1 MAPE employee hired (limited appt) (JM)

GOAL: Hire a MAPE employee for the Administration Division

RESULTS: 1 MAPE employee hired (limited appt) (Minority) (JM)

HIRING GOALS, TIMETABLES FOR 2004-2006

GOAL: Hire one Information Systems Professional (Systems Business Analyst)

GOAL: Hire one Housing Program Professional in Multifamily Division

GOAL: Hire one Housing Professional in Administration to assist with implementing Agency's Communication Plan

GOAL: Hire one Manager in Administration to oversee the Agency's Long Term Homelessness initiative

PROGRAMS AND PROGRAM OBJECTIVES AND RESULTS

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

Results: The combining of the Agency's job competencies (defined on job tracks) along with the State's new on-line recruitment system that incorporates competencies into its qualifying process, our Agency was able to quickly and accurately recruit qualified candidates that accurately met the job competencies needed for each job that was filled. Managers and supervisors identified competencies needed for each job and worked with Agency HR staff to find qualified job candidates. Candidates hired accurately reflected needed competencies.

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

Results:

- Strategic staffing goals were included in division work plans.
- Every employee included Learning Objectives on their annual Individual Work Plan to help succeed in their job and/or prepare them for upcoming job responsibilities.
- HR provided an annual report to Management staff and employees showing the results of Employee Learning Objectives and Career Development Plans.
- Annual employee turnover remained low at about 4% overall.

PROGRAMS AND PROGRAM OBJECTIVES 2004-2006

Objective 1

According to our utilization analysis, at the beginning of FY05, our Agency's workforce is underutilized in the Officials and Administrators EEO category by 1 person of color and 2 people with disabilities. At the end of FY 04, the Agency hired one Manager who began work at the Agency in August 2004. For Fy05-06, the Agency does not anticipate hiring in this job category. However, succession planning is part of the Agency's current strategic plan. We will consider opportunities to address this underutilization as succession plans are created and opportunities arise for implementation.

Responsibility Human Resources, Managers, Supervisors

Target Date Next 2 – 5 years

FY05 Results: The Agency added two managers in the last fiscal year. The first manager began work at the Agency in August 2004, while the job was accepted in FY04. In addition, one current employee was added as a manager to this EEO Category beginning a Leave of Absence from their permanent class (MMA) for a limited appointment. No disparate categories were addressed with either appointment. As of July 1, 2005, the Agency's workforce remains underutilized in the Official and

Administrators EEO category by 4 persons of color and 3 persons with disabilities. This increase is a result of the overall increase in the number of Managers.

Objective 2

According to our utilization analysis, at the beginning of FY05, our Agency's workforce was underutilized by 9 people with disabilities in the Professionals EEO job category. Agency hiring goals for the next two years anticipate the hiring of professionals in three program areas. We will utilize recruitment efforts as outlined in our recruitment plan to help target job candidates to address this underutilization.

Responsibility Human Resources, Managers, Supervisors

Target Date Next 2 years

FY05 Results: As of July 1, 2005, the Agency's workforce in the Professionals EEO job category is underutilized by 7 persons with disabilities. This Professional EEO category includes employees in bargaining units 214 (MAPE), 216 (MMA) and 217 (Commissioner's Plan). Seven employees were hired in this job category for FY05. All were MAPE employees; none addressed the disparity. However, the Agency experienced no "missed opportunity" hires as we were unable to recruit qualified candidates with disabilities. Please note that in January 2005, the Agency requested voluntary disclosure information from all employees regarding their EEO status. As a result, the underutilization of people with disabilities in this job category was altered. More employees in this EEO category self-disclosed a disability. This explains the change from an underutilization of 9 persons to 7 persons.

Objective 3

The Agency's strategic plan includes review and enhancement of our efforts to recruit and retain a diverse work force and maintain a work environment that values diversity. To that end, we will:

- Continue to educate ourselves on the value-added elements of a diverse workforce
- Continue to recruit a diverse job candidate pool
- Continue to monitor retention efforts for all employees to ensure that we are retaining all employee groups.

Responsibility Human Resources, Managers, Supervisors

Target Date Ongoing

Results FY05:

1. HOMES Management staff offered suggestions during the year for diversity education to benefit all employees. These ideas were taken to agencywide Labor/Management committees for further discussion and follow-through. Employee interest has been minimal at best; and management has not had the opportunity for further discussions. Efforts will continue in the second fiscal year.
2. The Agency provided training to all employees on Sexual Harassment and Diversity awareness.
3. Some Agency management staff attended a "Changing the Face of Housing in Minnesota – Leadership Workshop" that focused on broadening insights and understanding of housing industry leaders and managers around diversity and inclusiveness issues.
4. The Agency had 4 diverse hires in FY05: 3 people of color and one person with disabilities. Unfortunately, 3 people of color left the Agency during this same time period. For all three departing employees, employment time at the agency was five years or less. No people with disabilities resigned.
5. For FY05, the Agency hired 16 employees—including permanent, temporary, and intern employees. Nine employees left the Agency; of these only 4 were permanent employees. Only one employee had been at the Agency for more than 5 years.

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 Commissioner of the State Department of Employee Relations (DOER) can declare a weather emergency giving the authority for State employees to either leave work early, not come to work at the required time, or not come to work at all on any given day.

This is done in cooperation with the Commissioners of the State Department of Public Safety, and the State Department of Transportation, who have the responsibility for determining whether the roads are safe for travel.

The Commissioner of the MHFA cannot declare a weather or snow emergency. Therefore, all Agency employees will remain at work until the Commissioner of Employee Relations declares a weather emergency, or until the employee requests, and is granted, vacation leave, previously authorized compensatory time, or time without pay for early departure.

Following is an excerpt from a memo prepared by the Commissioner of Employee Relations regarding weather emergencies, which is used as the basis for making weather emergency decisions:

"...weather emergencies are declared when a number of conditions exist. The factors that are considered are:

- * **Road maintenance.** Are state highways open and snowplows operating?
- * **Transit operations.** Are local transit systems running?
- * **Additional weather conditions.** Is wind, cold, or ice a factor?
- * **Other considerations.** Are power or heating systems affected?

... The decision to declare an emergency can be statewide or limited to a specific portion of the state. Any decision to close State offices due to an emergency does not apply to employees who are required by their agency to work during a weather emergency, such as the State Patrol and employees in correctional facilities.

... The weather emergency is meant for those extreme cases when it would be unsafe for most employees to travel to or from home. We recognize that there may be unique individual situations due to the employee's location that make it impossible for that employee to get to

work when an emergency has not been declared. In those circumstances, supervisors should consider allowing the employee to make up the lost time or use compensatory time or annual leave.

... If a weather emergency is declared during the night, an announcement will be given to: WCCO 830, WMNN 1330, and KSTP, WCCO, and KARE TV for broadcast. The announcement will be provided to the media prior to the start of the normal work day (8:00 a.m.). If an emergency is declared during the business day, the Agency Commissioner will be notified by telephone and fax prior to the declaration. DOER will also notify the media of the declaration."

Communication

For emergencies declared outside regular Agency work hours, an Agency-established phone tree is used to notify Cabinet members, senior staff, supervisors, and employees of the emergency situation, in that order.

For emergencies declared during regular Agency work hours, building management systems, along with Agency established notification procedures, are implemented immediately. Supervisor and managers are essential communicators to employees and must ensure evacuation procedures are followed.

Severe Weather

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

- ❖ inner corridors away from glass
- ❖ kitchen (either floor)
- ❖ rest rooms
- ❖ storage rooms

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

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 6th 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.

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

Assisting Individuals in Weather or Fire Emergencies

Supervisors will work with individuals with disabilities to establish a method to assist the person in the emergency or evacuation.

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.

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. "Procedures for compliance are aligned with 363.03 and, where appropriate, regulations implementing 29 U.S.C.794 (1984), which is 504 of the Rehabilitation Act (1973), as amended, and the Americans with Disabilities Act, 42 U.S.C. 101-108, 201, 231, 241-246, 402, and 501-514 (M.S. 43.A. 191 Subd. 2 (1))."

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 \$1000.00), 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.

6. 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 may include but is not 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. Total expenses incurred for all recruitment sources during the previous year were approximately \$6282.00

The Internet now provides us our largest number of job applicants. The Agency's web site along with the Department of Employee Relations' web site are our most effective recruitment tools.

Of the twelve(12) fulltime jobs filled during the last fiscal year (FY04), 3 diverse hires were made in our Homes Division, and the Administration Division had one diverse hire. At the end of the fiscal year, the Agency's profile is:

Total Agency Employees (6/2003)	Women	Minority	Disabled
190	128	23	8
(% of total population)	(67%)	(12%)	(4%)

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 an ongoing 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. 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. For fiscal year 05, the Agency has hired two minority women to complete assigned project work.

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 identified and targeted for improvement.

The Agency recognizes, through its 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 03	9 (195)	8 Female	1 AFSCME	-----
		1 Male	-----	-----
FY 04	17 (190)	10 Female	3 MAPE 1 AFSCME	-----
		7 Male	2 MAPE	-----
FY 05	9 (187)	4 Female	2 MAPE	-----
		5 Male	1 MAPE	-----

APPOINTMENTS

YEAR	NUMBER APPOINTED (FTE TOTAL)	GENDER	MINORITY/ UNIT	DISABLED/ UNIT
FY 03	5 (195)	1 Female	1 MAPE	-----
		4 Male	1 MAPE	-----
FY 04	12 (190)	7 Female	2 MAPE	-----
		5 Male	2 MAPE	-----
FY 05	16 (187)	12 Female	3 MAPE	1 AFSCME
		4 Male	-----	

The minority population has remained stable at MHFA. Recruiting and hiring of people with disabilities remains a challenge.