
State of Minnesota

Department of Revenue

Affirmative Action Plan

2012 – 2014

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St. Paul, Minnesota
55146

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by contacting 651-556-6042

Department of Revenue
2012 – 2014 Affirmative Action Plan

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I. EXECUTIVE SUMMARY


Department of Revenue Affirmative Action Plan 2012-2014

Review revealed underutilization of the following protected group(s) in the following goal units:

GOAL UNITS	PROTECTED GROUPS		
	Women	Minorities Persons of Color	Persons With Disabilities
Officials/Administrators		X	X
Professionals			X
Technicians			
Protected Services: sworn	n/a	n/a	n/a
Protected Serv: non-sworn	n/a	n/a	n/a
Paraprofessionals			
Office/Clerical			X
Skilled Craft	n/a	n/a	n/a
Service Maintenance	n/a	n/a	n/a

Once approved, information about how to obtain or view a copy of this plan will be provided to every employee of the agency. Our intention is that every employee to is aware of the Department of Revenue's commitments to affirmative action and equal employment opportunity. The plan will also be posted on the agency's website and maintained in the Human Resources/Affirmative Action Office.

This affirmative action plan meets the applicable laws and rules governing affirmative action, and contains the goals and timetables as well as reasonable and sufficiently assertive methods for achieving them. This affirmative action plan contains an internal procedure for processing complaints of alleged discrimination from employees, and each employee has been apprised of this procedure.



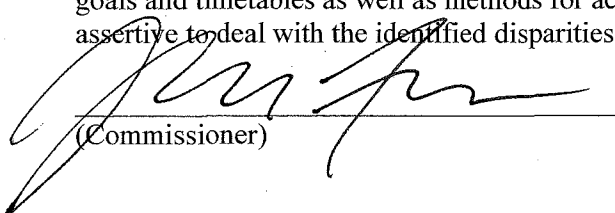
Affirmative Action Officer 6051-550-6042 12/31/12
(phone number) (date)

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



(Signature of Agency Head/Human Resources Director) 1-2-2013
(date)

5. This affirmative action plan meets the statutes and rules governing affirmative action, and contains goals and timetables as well as methods for achieving them which are reasonable and sufficiently assertive to deal with the identified disparities.



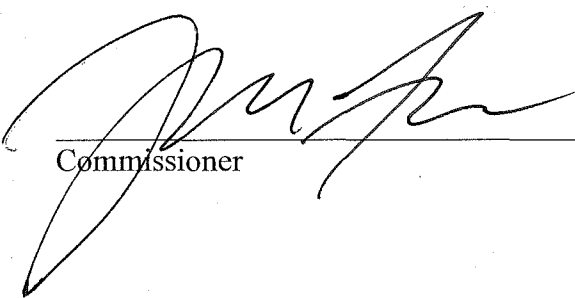
(Commissioner) 12/24/12
(date)

II. STATEMENT OF COMMITMENT

The Department of Revenue is committed to Minnesota's statewide affirmative action efforts and equal employment opportunity policies. I affirm my personal and official support of these policies which provide that:

- Discrimination against applicants or employees on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age will not be tolerated.
- This agency is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan;
- This agency will continue to actively promote a program of affirmative action, wherever minorities, women, and persons with disabilities are underrepresented in the workforce;
- This agency is committed to the retention all qualified, talented employees, including protected group employees.

It is the agency's policy to provide an employment environment free of any form of discriminatory harassment as prohibited by federal, state, and local human rights laws. I strongly encourage suggestions as to how we may improve. We strive to provide equal employment opportunities and the best possible service to the citizens of Minnesota.



Commissioner

12/24/12

date

III. PERSONS RESPONSIBLE FOR DIRECTING/IMPLEMENTING THE AFFIRMATIVE ACTION PLAN

A. Commissioner

1. Responsibilities:
To oversee and ensure implementation of the Department of Revenue's Equal Opportunity Policy and Affirmative Action Program.
2. Duties:
 - To appoint or designate an Affirmative Action Officer
 - To include accountability for the administration of the Agency's Affirmative Action Plan in his/her position description
 - To require managers and supervisors to include responsibility statements for affirmative action in their position description and annual objectives
 - To take action on complaints of discrimination as outlined in the Affirmative Action Plan complaint procedures
 - To issue a written statement to all employees affirming support of the State of Minnesota's Equal Opportunity Policy and the Department of Revenue Affirmative Action Program
 - To make decisions and changes in policy, procedures, or physical accommodations as may be needed to facilitate effective affirmative action
 - To serve, or designate a representative, as ex-officio member of the Valuing Diversity Steering Committee
3. Accountability:
Governor, directly; and indirectly, to the Commissioner of Minnesota Management and Budget

B. Affirmative Action Officer/Designee(s)

1. Responsibilities:
To administer the Department of Revenue's Affirmative Action Plan
2. Duties:
 - To monitor the daily activities of the Affirmative Action Program.
 - To assist managers and supervisors in their Affirmative Action responsibilities

- To advise the Commissioner on all matters related to Affirmative Action and Equal Employment Opportunities
- To investigate alleged discrimination and harassment complaints and submit written summaries of these issues, findings, and conclusions to the Commissioner
- To establish annual hiring goals and revise the Department of Revenue's Affirmative Action Plan as required by Minnesota Management and Budget
- To manage, guide, and participate on the Valuing Diversity Steering Committee
- To ensure that the Affirmative Action Plan is communicated to the Agency Staff
- To oversee the Department of Revenue's pre-hire review process
- To monitor employee exit interviews, to investigate identified complaints of employment practices within the Department of Revenue and to determine the impact on protected group members
- To act as the liaison between the Department of Revenue and Minnesota Management and Budget on matters concerning affirmative action
- To determine the need for affirmative action and cultural diversity training and to initiate the development of appropriate training programs
- To review Department of Revenue policies, procedures, programs, and reasonable accommodations for persons with disabilities and to recommend changes to the Commissioner as the individual responsible for compliance with the Americans with Disability Act (ADA)
- To participate in the recruitment of protected class persons for employments, promotion, and training opportunities
- To maintain contacts with protected class resources for recruitment purposes, and to hold membership in community organizations to keep abreast of new developments in the area of affirmative action
- To provide the Valuing Diversity Steering Committee with informational data and documents necessary to perform Committee functions
- To initiate and report on specific Affirmative Action Program objectives which are incorporated into the Affirmative Action Plan
- To aid in the recruitment of members of protected classes and notify managers and supervisors of existing disparities, at the time of the employment interview

- To work with the Human Resources Division to promote affirmative action in hiring and promotions

3. Accountability:

The Deputy Commissioner, directly, and the Commissioner, indirectly.

C. Americans with Disabilities Act Coordinator

1. Responsibilities:

- Coordinates the Department of Revenue programs and responsibilities to assure compliance with the Americans with Disabilities (ADA) Act, Sections 503 and 504 of the Rehabilitation Act of 1973, and other federal and state laws and regulations pertaining to persons with disabilities.
- Responsible for coordinating the Department of Revenue policies and procedures relating to persons with disabilities, tracking the Department of Revenue progress relating to its policies and procedures as well as state and federal laws relating to persons with disabilities, and providing consultative services to all Division Directors, Managers, and/or Supervisors.

2. Duties:

- Utilize the interactive process to respond to employee requests for reasonable accommodation.
- Serves as the principal planning coordinator for the Department of Revenue, policies, and procedures relating to Department of Revenue compliance and the promotion of the Department of Revenue opportunities for persons with disabilities.
- Ensures that appropriate processes are in place to provide for the prompt and equitable resolution of complaints and inquiries from the Department of Revenue employees and the public regarding compliance with the ADA and other applicable federal and state laws regarding discrimination on the basis of disability.
- Maintains a reliable data management system for tracking, analyzing and reporting on ADA activities.
- Makes final determinations regarding allegations of discrimination and non-compliance under the ADA and other applicable federal and state laws regarding discrimination on the basis of disability.
- Maintains current information regarding state and federal laws and regulations and best practices concerning the rights of persons with disabilities and ways of providing reasonable accommodations to persons with disabilities while maintaining the Department of Revenue performance standards.

- Safeguards that the Department of Revenue related information is readily available on services, accommodations, policies, and demographics relating to persons with disabilities
 - Develops materials to distribute information regarding the ADA and the Department of Revenue's policies relating to persons with disabilities.
 - Designs presentations for the staff on the provision of equal opportunity for persons with disabilities.
 - Serves as the central recipient for matters relating to the ADA and facilitates the information among the various divisions of the Department of Revenue
 - Keeps a record of all disability and accommodation issues and their resolution
 - Files all required compliance reports
3. Accountability: The Deputy Commissioner, directly, and the Commissioner, indirectly.

D. Human Resources Director

1. Responsibilities:
The Human Resource Management Director is responsible to ensure that personnel policies are administered fairly and are uniformly applied to all employees, and shall take positive action to remove all barriers to equal employment opportunity within the Department of Revenue.
2. Duties:
- To make available to the Affirmative Action Officer all records and informational data necessary to perform affirmative action duties and responsibilities
 - To provide the Valuing Diversity Steering Committee with informational data and documents necessary to perform Committee functions
 - To allow the Affirmative Action Officer to participate in the decision making process of all personnel actions such as hiring and promotion, disciplinary actions, reallocations, transfers, and terminations, department and division wide studies
 - To initiate and report on specific Affirmative Action Program objectives which are incorporated into the Affirmative Action Plan
 - To serve, or designate a representative, as ex-officio member of the Valuing Diversity Steering Committee

- To aid in the recruitment of members of protected classes and notify managers and supervisors of existing disparities, at the time of the employment interviews
3. Accountability:
The Deputy Commissioner, directly; and the Commissioner, indirectly

E. Managers and Supervisors

1. Responsibilities:
To ensure compliance with the Department of Revenue's Affirmative Action Program and provide equitable treatment of all employees
2. Duties:
 - To assist the Affirmative Action officer in identifying and resolving problems and eliminating barriers which inhibit equal employment opportunities.
 - To hire and promote qualified protected class members where a disparity exists and to ensure equal treatment in all aspects of employment for each protected group.
 - To communicate and demonstrate a personal commitment to the Department of Revenue's Affirmative Action Plan to all employees in their unit.
 - To ensure that sufficient time is allowed for employees in their unit to participate in Valuing Diversity Steering Committee meetings and/or diversity activities.
 - To consult with the Affirmative Action Officer on human resource actions involving work out of class appointments, disciplinary action resulting in discharge of protected class employee, and the review of all interview questions.
 - To follow the pre-hire processes when appointing a non disparate applicant.
 - To assist and make recommendations to the Affirmative Action Officer in recruitment activities.
 - To discuss and document training needs and career planning goals with each employee during the scheduled performance evaluations.
 - To ensure the Department of Revenue's Affirmative Action Plan is communicated to all employees in their unit.
3. Accountability:
The Deputy Commissioner, directly, and the Commissioner, indirectly.

F. Value Diversity Steering Committee

Authorization:

The Committee is authorized by the Commissioner of Revenue.

Mission:

The VDSC mission is to recognize the diverse workplace by providing education, promoting inclusion and celebrating equality.

Function:

1. To act as a steering committee to develop strategies that will link the Department of Revenue's diversity plan vision to reality.
2. To initiate and implement projects and educational opportunities which serve as a basis for developing a work environment which values and respects diversity.
3. To serve as a forum for transmitting employee concerns to the Senior Management Team.

Accountability:

The Affirmative Action Officer, directly, and the Commissioner, indirectly.

Committee Membership:

1. The Valuing Diversity Steering Committee shall consist of the following members: representatives of each division in the Department of Revenue as general members.

Also within the membership will be representation from each of the respective bargaining units within the Department of Revenue, AFSCME, MAPE, MMA, Commissioners Plan, and Managers Plan, along with an executive sponsor. The Affirmative Action Officer shall serve as a non-rotating member of the committee.

2. It is recommended that the members serve a maximum of four years in two-year increments unless the member requests an extension, which is approved by the Committee and the employee supervisor. Extension of membership may be considered in order to maintain continuity and provide adequate representation from all sections of the Department.
3. The Valuing Diversity Steering Committee Chair shall solicit recommendations for appointments to the Valuing Diversity Steering Committee from divisions of the Department. Only those who have demonstrated a personal commitment to valuing diversity will be recommended for appointment.

Member Duties:

1. To attend all Committee meetings and to devote the necessary time for active participation in project activities.

2. To participate in training sessions and conferences pertaining to equal employment opportunity and affirmative action, and cultural diversity programs.

Meeting and Procedures

1. Meetings shall be called monthly with written announcements made to all Committee members one week prior to the meetings.
2. Agendas shall be posted electronically for all employees at least five days prior to the meeting.
3. Attendance is very important towards the conduct of Committee business. Therefore, if a Committee member is absent from three consecutive meetings, the Committee shall inquire into the reason for the absence and determine whether or not the member should be retained on the Committee.
4. Copies of the minutes will be posted electronically within a reasonable time after each Committee meeting.

Program Objectives

To promote and sponsor diversity training and activities which support a workplace environment where diversity is respected and enhanced.

1. Sponsor activities, including speakers, to present sessions on various diversity topics. Videos are made of these presentations and available to employees.
2. R-Space will be utilized as tools for promoting and advertising diversity events to increase diversity awareness among employees.
3. VDSC members shall develop program and committee objectives at the yearly planning session.
4. To promote and serve as a role model for the values of a diverse, respectful workforce for the rest of the Department of Revenue.

G. All Employees

1. Responsibilities:
All employees shall be responsible for conducting themselves in accordance with the policies and procedures of this plan. Employees will refrain from any actions that would adversely affect the performance of a co-worker with respect to their race, color, creed, sex, national origin, age, marital status, sexual orientation, disability, religion, or reliance on public assistance.

IV. COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN

A. Internal Methods of Communication

Upon approval of the 2012 – 2014 Affirmative action Plan, the Affirmative Action Officer will put the Plan on R-Space (the internal extranet of the Department of Revenue).

Notification of the posting on R-Space will go to the Department of Revenue management team (supervisors and manager). The Affirmative Action Officer will attend Director cluster meetings held by each Assistant Commissioner and present the new Plan.

B. External Methods of Communication

- A copy of the Affirmative Action Plan will be furnished to employee bargaining units.
- Job application forms, job opening advertisements, and Department stationary shall bear the masthead, “An Equal Opportunity Employer”.
- A policy statement (in the form of a letter) will be provided to recruitment sources and organization working with protected classes to encourage referrals and applications.
- Publications prepared for distribution outside the agency will contain periodic references to the policy in order to enhance the employment of protected classes.
- The Affirmative Action Officer will be identified in the Agency section of the State Telephone Directory.
- The Agency plan will be posted on the Agency’s internet website

V. PROHIBITION OF HARASSMENT/DISCRIMINATION POLICY

It is the policy of the Department of Revenue to prohibit harassment of its employees based on race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights, disability, sexual orientation, or age. This prohibition with respect to harassment includes both overt acts of harassment and those acts that create a negative work environment. Any employee subjected to such harassment should file a complaint internally with the agency’s Affirmative Action Officer Designee. If the employee chooses, s/he may file a complaint externally with the Minnesota Department of Human Rights, the Equal Employment Opportunity Commission, or through other legal channels. These agencies have time limits for filing complaints, so individuals should contact the agencies for more information. In extenuating circumstances, the employee should contact the State Affirmative Action Program Coordinator at Minnesota Management & Budget for

information regarding the filing of a complaint. Any unintentional or deliberate violation of this policy by an employee will be cause for appropriate disciplinary action.

Each employee is responsible for the application of this policy. This includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment, and compliance within the framework of this policy. All employees must be informed that harassment is unacceptable behavior. The Affirmative Action Officer designee will be expected to keep the Department of Revenue and its employees apprised of any changes in the law or its interpretation regarding this form of discrimination. The Affirmative Action Officer designee is also responsible for:

1. Notifying all employees, and orienting each new employee who is hired, of this policy; and employees and applicants
2. Informing all employees of the complaint procedure and ensuring that all complaints will be investigated promptly and carefully.

Definitions

Discriminatory harassment is any behavior based on protected class status which is not welcome, which is personally offensive, which, therefore, may effect morale and interfere with the employee's ability to perform. For example, harassment based on national origin has been defined by the U.S. Equal Employment Opportunity Commission as "Ethnic slurs and other verbal or physical conduct relating to an individual's national origin."

Sexual harassment has also been specifically defined by the Minnesota Human Rights Act, which states in regard to employment, that:

"Sexual harassment" includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct or communication of a sexual nature when: (1) submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of obtaining employment; (2) submission to or rejection of that conduct or communication by an individual is used as a factor in decision affecting that individual's employment; or (3) that conduct or communication has the purpose or effect of substantially interfering with an individual's employment, and in the case of employment, the employer knows or should know of the existence of the harassment and fails to take timely and appropriate action.

It is possible for discriminatory harassment to occur: 1) among peers or coworkers, 2) between managers and subordinates, or 3) between employees and members of the public. Employees who experience discriminatory harassment should bring the matter to the attention of the Department of Revenue's Affirmative Action Officer designee. In fulfilling our obligation to maintain a positive and productive work environment, the Affirmative Action Officer designee and all employees are expected to address or report any suspected harassment or retaliation. Varying degrees of discriminatory harassment violations can occur and require varying levels of progressive discipline. Individuals who instigate harassment are subject to serious disciplinary

actions up to and including suspension, demotion, transfer, or termination. Additionally, inappropriate behaviors that do not rise to the level of discriminatory harassment, but are none the less disruptive, should be corrected early and firmly in the interests of maintaining a barrier-free work place. Individuals who participate in inappropriate behaviors at work are also subject to disciplinary actions.

Any employee or applicant who believes that she/he has experienced discrimination or harassment based on his/her race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age may file a complaint of discrimination.

Complaints of discrimination or harassment can be filed using the internal discrimination complaint procedure included in this affirmative action plan.

VI. COMPLAINT PROCEDURE FOR PROCESSING COMPLAINTS OF ALLEGED HARASSMENT/DISCRIMINATION

The Department of Revenue has established the following discrimination complaint procedure to be used by all employees and applicants. Coercion, reprisal, or intimidation against anyone filing a complaint or serving as a witness under this procedure is prohibited.

Responsibility of Employees

All employees shall respond promptly to any and all requests by the Affirmative Action Officer designee for information and for access to data and records for the purpose of enabling the Affirmative Action Officer designee to carry out responsibilities under this complaint procedure.

Who May File

Any employees or applicants who believes that s/he has been discriminated against by reason of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age may file a complaint. Employees who are terminated are encouraged to file their internal complaint prior to their actual separation; however, complaints will be taken for a reasonable period of time subsequent to the actual separation date.

The Complaint Procedure

The internal complaint procedure provides a method for resolving complaints involving violations of this agency's nondiscrimination policy within the agency. Employees and applicants are encouraged to use this internal complaint process. Retaliation against a person who has filed a complaint either internally or through an outside enforcement agency or other legal channels is prohibited. The Affirmative Action Officer designee may contact the Office of Diversity and Equal Opportunity if s/he wants information about filing a complaint.

Filing Procedures

1. The employee or applicant completes the "Complaint of Discrimination Form" provided by the Affirmative Action Officer designee. Employees are encouraged to file a complaint within a reasonable period of time after the individual becomes aware that a situation may involve discriminatory harassment. The Affirmative Action Officer designee will, if requested, provide assistance in filling out the form.

The Affirmative Action Officer designee determines if the complaint falls under the purview of Equal Employment Opportunity law, i.e., the complainant is alleging discrimination or harassment on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age; or if the complaint is of a general personnel concern. The Affirmative Action Officer designee shall also discuss other options for resolution, such as the workplace mediation.

2. If it is determined that the complaint is not related to discrimination but rather to general personnel concerns, the Affirmative Action Officer designee will inform the complainant, in writing, within ten (10) working days.
3. If the complaint is related to discrimination, The Affirmative Action Officer designee shall then investigate the complaint within 60 days. Some investigations may not be completed within 60 days because of extenuating circumstances. In that case, the parties will be notified. At the conclusion of the investigation, the Affirmative Action Officer designee shall notify the complainants and respondents that s/he has completed the investigation.
4. If there is sufficient evidence to substantiate the complaint, appropriate action will be taken.
5. Dispensation of the complaint will be filed with the Commissioner of the Minnesota Management & Budget after the final determination.
6. All documentation associated with a complaint shall be considered investigative data under the Minnesota Government Data Practices Act. The status of the complaint will be shared with the complainants and respondents. After an investigation is completed and all appeals are exhausted, all documentation is subject to the provisions of the Minnesota Government Data Practices Act.
7. All data collected may at some point become evidence in civil or criminal legal proceedings pursuant to state or federal statutes. An investigation may include, but is not limited to, the following types of data:
 - A. Interviews or written interrogatories with all parties involved in the complaint, e.g., complainants, respondents, and their respective witnesses; officials having pertinent records or files, etc.
 - B. All records pertaining to the case i.e., written, recorded, filmed, or in any other form.

8. The Affirmative Action Officer designee shall maintain records of all complaints and any pertinent information or data for three (3) years after the case is closed.

VII. REASONABLE ACCOMMODATION POLICY

POLICY

The Department of Revenue is committed to the fair and equal employment of people with disabilities. Reasonable accommodation is the key to this non-discrimination policy. While many individuals with disabilities can work without accommodation, other qualified employees and applicants face barriers to employment without the accommodation process. It is the policy of this agency to reasonably accommodate qualified individuals with disabilities unless the accommodation would impose an undue hardship. In accordance with the Minnesota Human Rights Act and the Americans with Disabilities Act, accommodations will be provided to qualified individuals with disabilities when such accommodations are directly related to performing the essential functions of a job, competing for a job, or to enjoy equal benefits and privileges of employment. This policy applies to all applicants, employees, and employees seeking promotional opportunities.

Definitions

Disability:

For purposes of determining eligibility for a reasonable accommodation, a person with a disability is one who has a physical or mental impairment that substantially limits one or more major life activities; or a record of such an impairment; or being regarded as having such an impairment.

Reasonable Accommodation:

A reasonable accommodation is a modification or adjustment to a job, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to enjoy an equal employment opportunity.

Examples of accommodations may include acquiring or modifying equipment or devices; modifying training materials; making facilities readily accessible; modifying work schedules; and reassignment to a vacant position.

Reasonable accommodation applies to three aspects of employment:

- a. To assure equal opportunity in the employment process;
- b. To enable a qualified individual with a disability to perform the essential functions of a job; and
- c. To enable an employee with a disability to enjoy equal benefits and privileges of employment.

Procedure - Current Employees and Employees Seeking Accommodation

1. This agency will inform all employees that this accommodation policy can be made available in accessible formats.
2. The employee shall inform their supervisor or the ADA Coordinator designee of the need for an accommodation.
3. The ADA Coordinator designee may request documentation of the individual's functional limitations to support the request. Any medical documentation must be collected and maintained on separate forms and in separate, locked files. No one will be told or have access to medical information unless the disability might require emergency treatment.
4. When a qualified individual with a disability has requested an accommodation, the employer shall, in consultation with the individual:
 - a. Discuss the purpose and essential functions of the particular job involved. Completion of a step-by-step job analysis may be necessary.
 - b. Determine the precise job-related limitation.
 - c. Identify the potential accommodations and assess the effectiveness each would have in allowing the individual to perform the essential functions of the job.
 - d. 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 Department of Revenue is free to choose among equally effective accommodations and may choose the one that is less expensive or easiest to provide.
5. The ADA Coordinator designee will work with the employee to obtain technical assistance, as needed.
6. The ADA Coordinator will provide a decision to the employee within a reasonable amount of time.
7. If an accommodation cannot overcome the existing barriers or if the accommodation would cause an undue hardship on the operation of the business, the employee and the ADA Coordinator designee shall work together to determine whether reassignment may be an appropriate accommodation.

Procedure-Job Applicants

1. The job applicant shall inform the ADA Coordinator designee of the need for an accommodation. The ADA Coordinator designee will discuss the needed accommodation and possible alternatives with the applicant.

2. The ADA Coordinator designee will make a decision regarding the request for accommodation and, if approved, take the necessary steps to see that the accommodation is provided.

Policy for Funding Accommodations

Funding must be approved by this agency for accommodations that do not cause an undue hardship.

Definition of Undue Hardship

An undue hardship is an action that is unduly costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of this agency.

Procedure for Determining Undue Hardship

In determining whether or not providing a reasonable accommodation would impose an "undue hardship," the agency will consider at least the following factors:

1. overall size of the program (i.e., number and type of facilities, size of budget);
2. type of the operation including the composition and structure of the work force;
3. nature and cost of the accommodation needed;
4. reasonable ability to finance the accommodation; and
5. documented good-faith efforts to explore less restrictive or less expensive alternatives including consultation with the employee with disabilities or with knowledgeable persons with disabilities or organizations.

The ADA Coordinator designee will provide a decision to the employee.

Appeals

Employees or applicants who are dissatisfied with the decisions pertaining to his/her accommodation request may file an appeal with the agency head, within a reasonable period of time, for a final decision.

If the individual believes the decision is based on discriminatory reasons, then they may file a complaint internally through the agency's complaint procedure as outlined in this plan.

Supported Work

This agency will review vacant positions and assess the current workload and needs of the office, to determine if job tasks might be performed by a supported employment worker(s). If appropriate, the agency will work with the agency ADA Coordinator and organizations that provide employment services to persons with disabilities to recruit and hire individuals for supported employment if such a position is created.

VIII. EVACUATION PROCEDURES FOR PERSONS WITH DISABILITIES

1. Managers and Supervisors will meet individually with employees with known physical disabilities (mobility and/or sensory), including those with a temporary disability, to discuss the emergency and evacuation procedures.
2. The managers and supervisors will address issues related to emergency procedures for individuals with physical disabilities by ensuring that employees have the opportunity to inform the agency of any special needs they may have. They will ensure the selection of Assistants and consult with persons with physical disabilities to determine appropriate emergency procedure.
3. Supervisors should assign two Assistants to each individual with physical disabilities to ensure that, in an emergency, the employee will be able to comply with the instructions given by the Stassen Building Emergency Director, Building Emergency Staff or Capitol Security Staff.
4. The managers and supervisors will instruct persons with physical disabilities and their Assistants to move to the main elevator lobby stairwell and wait for the emergency personnel. If they feel threatened at any time they may move into the stairwell and wait for the emergency personnel.
5. In the event of an emergency, the floor warden will confirm the location of employees with physical disabilities and report their location to the Stassen Building Emergency Director, Emergency Staff or Capitol Security staff.
6. During evacuations, employees with disabilities should move to the main elevator lobby and wait for the emergency personnel (fire, police, and first responders). If threatened at any time move into the stairwell and wait for the emergency personnel. If safe, the assistant will find the employee and evacuate him/her to the evacuation area or main elevator lobby, and wait for the emergency personnel. If at any time the assistant or the employee feels threatened, they will move into the stairwell. One Assistant should stay with the employee. The second Assistant should evacuate and report the location of the employees with disabilities and Assistants to the Stassen Building Emergency Director located in the main lobby or to the Building Emergency Staff at the exit doors or ramp.
7. During relocations move to the nearest relocation area. If safe, locate the employee requiring assistance and help them to the relocation area. Assistants should not try to return to their work area if danger is imminent; that is the reason for having two assistants.

IX. GOALS AND TIMETABLES

The Department of Revenue applied the Two Factor Analysis for calculating job group availability percentages, considering internal and external availability, to determine the hiring goals and timelines for this Affirmative Action Plan.

See Attachment D for the affirmative Action Monthly Goal Achievement Report as of July 2012.

See Attachment E for the Two Factor Availability Analysis.

In general, the Department of Revenue mostly hired and promoted internal employees. The entry level Revenue Tax Specialists, Revenue Collection Officers and Office Specialists were filled from external applicants.

X. AFFIRMATIVE ACTION PROGRAM OBJECTIVES

The Affirmative Action Officer (AAO) will make every effort to maintain current information of EEOC guidelines, new policies, procedures and trends within the field in order to effectively implement Affirmative Action at the Minnesota Department of Revenue.

Action Steps:

- Regularly visit the EEOC/DOJ/DOHR, etc. websites to research policy changes.
- Regularly attend ACCESS (Alliance for Cooperation and Collaboration in Employment and State Service, formerly Affirmative Action Coordinators group) meetings.
- Review training materials (i.e. discrimination, harassment, sexual harassment, affirmative action and the Americans with Disabilities Act) to ensure accuracy and compliance with current law.
- Develop a relationship with Minnesota Management and Budget to facilitate interactions and support with any questions or concerns pertaining to the above topics.
- Provide training and self-evaluation on discrimination, harassment, ADA, and recruitment/retention efforts to all Division Directors, Managers, and Supervisors.
- Identify development needs and appropriate training opportunities for all staff in coordination with management such as dealing with conflict and employment law issue identification.
- Partner with other state agencies to develop a network of resources for affirmative action issues.

- Consult with hiring supervisors regarding how to achieve affirmative action goals and reduce missed opportunities.
- Consult with hiring supervisor to insure that a Self-Declaration Form is sent to all candidates not required to complete a standard state application by the hiring supervisor.

Target Date:

- Annually

Assignment

- Affirmative Action Officer

Minnesota Department of Revenue will continue to hire affirmatively and include affirmative action consideration in the hiring process where a disparity exists.

Action Steps:

- The AAO will maintain and provide information pertaining to disparities upon request of the Senior Management Team.
- All hires in which a disparity exists, HRM/AAO will conduct a pre-hire review prior to the interview process

Target Date:

- Annually

Assignment

- Affirmative Action Officer

The AAO will monitor Minnesota Department of Revenue's pre-employment review procedure in a consistent and fair manner, ensuring that hiring personnel do not have access to protected group information.

Action Steps:

- Meet with hiring personnel and monitor the hiring process for job groups in which there are disparities
- Review hiring responsibilities and procedures with hiring managers

Target Date:

- Annually

Assignment

- Affirmative Action Officer

The AAO will educate all hiring personnel regarding their affirmative action responsibilities.

Action Steps:

- Develop curriculum to train hiring personnel about AAO responsibilities related to DOR's Affirmative Action Plan and affirmative action procedures.
- Develop educational materials outlining the hiring process for vacancies in which a disparity exists directly addressing the role of the hiring personnel.
- Develop educational materials specifically addressing the hiring manager's role in implementing the Affirmative Action Plan and specific supervisory responsibilities that contribute to the retention of protected group members.
- Inform all hiring personnel of external training pertaining to Affirmative Action/Equal Employment Opportunity and Americans with Disabilities Act and discrimination/harassment training

Target Date:

- Annually

Assignment

- Affirmative Action Officer

To enhance the appreciation and recognition of diversity at the Minnesota Department of Revenue by offering a wide variety of programs, conferences, discussions, and presentations which feature diversity related topics.

Action Steps

- Research possible speakers, performers, and trainers in diversity.
- Invite speakers, performers, and trainers to the Department of Revenue.

Target Date

- Annually

Assignment

- Affirmative Action Officer and Valuing Diversity Steering Committee
- Maximize employment opportunities for Protected Group members.

Action Steps

- Advertise in publications serving protected group members when job openings become available

Target Date

- Whenever hiring

Assignment

- Affirmative Action Officer and HRM

XI. METHODS OF AUDITING, EVALUATING AND REPORTING PROGRAM SUCCESS

A. Pre-Employment Review Procedure/Monitoring the Hiring Process.

Consultation with Managers/Supervisors. The Affirmative Action Officer and HRM staff will advise the managers and supervisors of protected class disparities when opportunities for new hires and promotional opportunities become available.

The Pre-Employment Review

1. The hiring supervisor completes and submits a personnel requisition and a position description for the vacancy to be filled to their Personnel Representative in Human Resources Management Division.
2. If a disparity exists, the Affirmative Action Officer and/or the Human Resource staff works closely with the hiring supervisor in an effort to eliminate the disparity according to the following procedures:
 - a. All position descriptions shall contain job related criteria (knowledge, skills, and abilities) that are required to perform the essential functions of the identified tasks.
 - b. Job related minimum requirements (and desired requirements) must be clearly defined and documented on the vacancy announcement.
 - c. HRM, with input from the hiring supervisor, determines if an external recruitment effort is required.
 - d. If an external recruitment effort is required, efforts will include resources that have contacts with protected class candidates.

Pre-interview

1. Prior to the commencement of the interview process, the hiring supervisor shall submit a list of uniform job related interview questions to the Affirmative Action Officer. The Affirmative Action Officer shall review and approve all interview questions to determine:
 - a. Will the answers to this question, if used in making the selection, have a disparate effect in screening out protected group people.
 - b. Is this information (is it job related) to judge an applicant's competence or qualification for the job in question
 - c. Is the question culturally neutral?
 - d. Are the questions within the legal parameters of the Equal Employment Opportunity guidelines.
2. Hiring supervisors will ensure that each candidate is asked the same structured interview questions. Leeway is allowed for follow-up questions of clarity.

3. Candidate resumes will be referred to hiring supervisors by HR and will include those individuals who self-nominated to the vacancy posting, as well as those resulting from conducting a skill search of the resume database (using Resumix).
4. HR, in concert with the hiring supervisor, will review the resumes (self-nominees and skill search resumes) to determine which candidates meet the minimum qualifications as defined in the vacancy announcement. Candidates who meet the minimum qualifications will constitute the final eligible list of candidates to be considered in this pre-hire process.
5. If the number of candidates on the eligible list (as defined in 4 above) is large and needs to be more narrowly defined to come up with a "reasonable" number to interview, the hiring supervisor may further rank the candidates based upon job related qualification required and desired for the position as defined in the vacancy announcement.
6. To the extent possible, the disparate group percentage will be reflected in the final interview applicant pool. However, the primary consideration in determining the interview pool will be the job related qualifications required (and desired) of the position to be filled.

Post interview

1. The interview team will compare the qualifications of candidates based on available evidence and the requirements of the job. Only in the final selection process will the affirmative action goals and current disparities be considered.
2. If the hiring team wishes to select a non-disparate group candidate where there is a disparity, the hiring supervisor shall provide the Affirmative Action Officer with a written statement of explanation outlining the reasons, with sufficient specificity, why the disparate group members were not hired. The Affirmative Action Officer shall review the documentation. Until that review is complete 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 supervisor, the AAO will arrange an appointment for the Supervisor to meet with the Commissioner to explain the reasons for the selection. The decision of the Commissioner is final. If a Manager or Supervisor fails to follow these parameters prior to making the job offer, he/she will be held accountable.
3. Those candidates who self-nominated to the vacancy, and skill search candidates who were invited to interview, are notified of the hiring status/decision.
4. Supervisors and managers are not to disclose information that the candidate selected is of a particular protected group status. The protected group status of an individual is identified as private data; in accordance with the Minnesota Government Data Practices Act which governs the collection and disclosure of all government data, including personnel data. Minn. Stat. §13.43, subd. 2.
5. HRM will keep documentation on the selection process for all appointments for at least one year. The AAO will keep data on every appointment where there is a disparity to explain the justification for the hiring decision.
6. Hiring supervisors will maintain documentation on the selection process including the identification of job related qualifications, the ranking of resumes to determine who met

minimum qualifications, and who was invited to interview, as well as interview notes and documentation for at least one year.

B. Pre-Review Procedure for Layoff Decisions. The Human Resources Manager/Director shall inform the Affirmative Action Officer of pending layoffs where ADA affects a layoffee bumping eligibility.

C. Other Methods of Program Evaluation.

- Maintain a system of tracking protected group representation in the applicant pool for unclassified positions, including the review of the monthly affirmative action monthly report goal achievement report.
- Periodic review of the reasonable accommodation requests to determine patterns and improvements needed at the Department of Revenue.

XII. RECRUITMENT PLAN

The objective of this recruitment plan is to ensure our agency recruitment programs are publicly marketed, attract and obtain qualified applicants, enhance the image of state employment and to assist in meeting our agency affirmative action goals to achieve a diverse work force.

Listed below are various recruitment methods or strategies utilized by this agency during the past year.

A. Advertising Sources

From July 1st, 2010 to June 30th, 2011 the Department of Revenue spent \$5,157.00 for employment postings. In addition we listed jobs on various free internet job boards, the Department of Revenue website, and the State of Minnesota jobs posting website. The majority of our job postings were on the latter two websites only.

From July 1st, 2011 to June 30th, 2012, the Department of Revenue spent \$9,104.07 for employment postings. In addition we listed jobs on various free internet job boards, the Department of Revenue website, and the State of Minnesota jobs posting website. The majority of our job postings were on the later two websites only.

Recruitment for full time positions included job announcements on on-line services such as Monster.com, DICE, Land it, Job Post, Wisconsin Consortium, and other paid and/or free internet job boards. We also posted job announcement at different professional associations' websites, colleges and universities, the State of Minnesota job posting website and the Department of Revenue website.

The Department of Revenue filled most positions with internal promotions. The Department of Revenue also held 3 job fairs each year to fill the Revenue Tax Specialist vacancies, 2 job fairs to hire Revenue Collection Officers, and 1 job fair to fill the Office Specialist openings.

In those 6 job fairs held each year, approximately 320 candidates, including seasonal employees, were chosen by who called in to schedule an appointment first. When the appointment slots were filled, no more applications were taken. In most instances multiple interviews occurred at the same time slot. This enabled the Department to interview the maximum number of people in the shortest timeframe.

In addition to the Department of Revenue job fairs, the Department attended the Eagan Workforce Center, DeVry University and the Veterans Career Fairs. The Department of revenue spent \$629.00 in job fair fees.

In order to increase the participation of applicants with disabilities, the Department of revenue works in partnership with the Rehabilitation Program Specialist 1 at the Minnesota Department of Employment and Economic Development to coordinate and post the positions to potential candidates. Other methods of recruitment included: referrals made by current Department of Revenue employees and positions posted on our current data base for all employees.

B. College and University Recruitment Events

The Department of Revenue attended the DeVry University job fair in April 2012. This job fair targeted business students for the Revenue Tax Specialists positions. The Department of Revenue posted open positions at the undergraduate and graduate programs at different colleges and universities such as: University of Saint Thomas, Hamline University, University of Minnesota, Minnesota and Wisconsin Consortium, ITT Technical Institute, Mankato State University, Augsburg College, Bethel University, among others.

C. Recruitment for Persons with Disabilities

In addition to the Department of Revenue 6 job fairs each year to fill the Revenue Tax Specialists, Revenue Collection Officers, and Office Specialists vacancies, the Department of revenue works in partnership with the Rehabilitation Program Specialist 1 at the Minnesota Department of Employment and Economic Development to coordinate and post the positions to potential candidates with disabilities. The Department of Revenue also participated in the Get Job employment fair hosted by the Eagan Workforce center and the Veterans Career Fair. These job fairs were open to all potential applicants, including applicants with disabilities.

D. Relationship Building and Outreach

The Department of Revenue improved the community outreach and community involvement at the beginning of 2012 with a new initiative dedicated to increase the pool of minority job applicants through public speaking and attending diverse job fairs.

E. Internships

In 2011 and 2012, the Department of Revenue hired paid interns for the Revenue Tax Specialist positions, student workers from law schools to support the Appeals and Legal Division; and interns from the Tax Research Partnership with the Humphrey Institute at the University of Minnesota.

F. Supported Employment (M.S. 43A.191, Subd. 2(d))

This agency supports the employment of individuals with disabilities and will review vacant positions to determine if job tasks can be performed by a supported employment workers. We will work with community organizations that provide employment services to people with disabilities to recruit for these positions.

G. Additional Recruitment Activities

Other methods of recruitment included: referrals made by current Department of Revenue employees and positions posted on our current data base for all employees.

XIII. RETENTION PLAN

A. Person Responsible for Agency's Retention Program/Activities.

The Affirmative Action Officer and Human Resource Management are responsible for supervising the recruitment and retention activities for the Department of Revenue.

The Affirmative Action Officer and Human Resource Management will provide training on discrimination, harassment, ADA, and recruitment/retention efforts to all Division Directors, Managers, and Supervisors; will identify development needs and appropriate training opportunities for all staff in coordination with management such as dealing with conflict and employment law issue spotting; and will partner with other state agencies to develop a network of resources for affirmative action issues.

B. Separation and Retention Analysis by Protected Groups

July, 1 2010 – June 30, 2011 Period:

- 10 protected employees based on their ethnic groups were promoted within the Department of Revenue, 7 were reallocated, 34 separated, and 26 started work at the Department of Revenue.
- 68 female employees were promoted within the Department of Revenue, 73 were reallocated, 128 separated, and 81 started work at the Department of Revenue.
- 3 employees with disabilities were promoted within the Department of Revenue, 2 were reallocated, 11 separated and 5 started work at the Department of Revenue.

July 1, 2011- June 30, 2012 Period:

- 20 protected employees based on their ethnic groups were promoted within the Department of Revenue, 7 were reallocated, 29 separated, and 52 started work at the Department of Revenue.
- 108 female employees were promoted within the Department of Revenue, 45 were reallocated, 137 separated, and 163 started work at the Department of Revenue.
- 4 employees with disabilities were promoted within the Department of Revenue, 2 were reallocated, 12 separated and 1 started work at the Department of Revenue.

In 2011 and 2012, our separations consisted mainly of retirements and resignations for positions outside of state government. Most of the resignations outside of state government were for positions with higher pay and more responsibility. Specific EEO-4 data is only available upon request due to employee data privacy laws.

C. Methods of Retention of Protected Groups.

In an effort to help promote individuals, one retention incentive is to offer bonuses to those employees who complete their CPA.

The Department of Revenue tries to offer soft perks like telecommuting, flex schedules and the ability to work from locations other than the physical location of your supervisor.

The Department of Revenue also applied the following retention efforts:

- Promoting a positive and non-hostile open environment to assist the Department with the recruitment and retention of valuable employees and qualified members of underutilized groups. The leadership role of the Commissioner, all Division Directors, Managers, and Supervisors supporting a positive working environment assisted and promoted the retention of employees of protected class status and influenced the attitude toward the diverse workforce.
- Building a culture that supports the active resolution of issues to facilitate the dialogue between conflicting parties; and to allow for the settlement of most disputes.
- Encouraged the involvement of employees of protected class status on committees or in decision-making groups based on their interests and strengths.
- Recognized employees for their efforts through achievement awards, and other events to recognize individuals who have performed admirably or become leaders in their field.

- Supported continuing education, training, and transparency to encourage minority employees to apply and achieve growth. This openness will demonstrate that diversity is welcome in all levels of the Department.

ATTACHMENT A

MINNESOTA DEPARTMENT OF REVENUE
600 North Robert Street
St. Paul, Minnesota 55146
651-556-6042

A. Complaint Of Harassment/Discrimination**Please Read Before Completion of Form**

Any complaint of harassment/discrimination is considered confidential data under Minnesota Statute 13.39, Subd. 1 and 2. This information is being collected for the purpose of determining whether harassment/discrimination has occurred. You are not legally required to provide this information, but without it, an investigation cannot be conducted. This information may only be released to the Affirmative Action Officer designee, the complainant, the respondent, and appropriate personnel.

Complainant (You)

Name	Job Title	
Work Address	City, State, Zip Code	Telephone ()
Agency	Division	Manager

Respondent (Person Who Harassed/Discriminated Against You)

Name	Job Title	
Work Address	City, State, Zip Code	Telephone ()
Agency	Division	Manager

The Complaint

Basis of Complaint ("X" all that apply): <input type="checkbox"/> Race <input type="checkbox"/> Color <input type="checkbox"/> Disability <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Sex <input type="checkbox"/> Creed <input type="checkbox"/> Marital Status <input type="checkbox"/> Status with Regard to Public Assistance <input type="checkbox"/> Age <input type="checkbox"/> Religion <input type="checkbox"/> National Origin <input type="checkbox"/> Membership or Activity in a Local Human Rights Commission	
Date most recent act of harassment/discrimination took place:	If you filed this complaint with another agency, give the name of that agency:

Describe how you believe that you have been harassed/discriminated against (names, dates, places, etc.). Use a separate sheet of paper if needed and attach to this form.

Information on Witnesses Who Can Support Your Case		
Name	Work Address	Work Telephone
1.		()
2.		()
3.		()

Additional witnesses may be listed in "Additional Information" or on a separate sheet attached to this form.

This complaint is being filed on my honest belief that the State of Minnesota has harassed/discriminated against me. 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
-----------------------	------

Affirmative Action Officer Signature	Date
--------------------------------------	------

ATTACHMENT B

B. Employee Request for Reasonable Accommodation Form

Please Print or Type

Employee Name:	Classification/Division	Date of Request:								
<i>Attach additional sheets for questions below if necessary.</i>										
<p>1. Please describe the nature of your medical condition for which you are requesting an accommodation. Describe how it limits any major life activities.</p>										
<p>2. How does it affect your ability to perform your job?</p>										
<p>3. Type of accommodation requested:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"><input type="checkbox"/> Making facilities readily accessible</td> <td style="width: 50%; border: none;"><input type="checkbox"/> Modification of equipment or devices</td> </tr> <tr> <td style="border: none;"><input type="checkbox"/> Job restructuring</td> <td style="border: none;"><input type="checkbox"/> Qualified reader or interpreter</td> </tr> <tr> <td style="border: none;"><input type="checkbox"/> Part-time or modified work schedule</td> <td style="border: none;"><input type="checkbox"/> Acquisition of equipment or devices</td> </tr> <tr> <td colspan="2" style="border: none;"><input type="checkbox"/> Other (specify): _____</td> </tr> </table>			<input type="checkbox"/> Making facilities readily accessible	<input type="checkbox"/> Modification of equipment or devices	<input type="checkbox"/> Job restructuring	<input type="checkbox"/> Qualified reader or interpreter	<input type="checkbox"/> Part-time or modified work schedule	<input type="checkbox"/> Acquisition of equipment or devices	<input type="checkbox"/> Other (specify): _____	
<input type="checkbox"/> Making facilities readily accessible	<input type="checkbox"/> Modification of equipment or devices									
<input type="checkbox"/> Job restructuring	<input type="checkbox"/> Qualified reader or interpreter									
<input type="checkbox"/> Part-time or modified work schedule	<input type="checkbox"/> Acquisition of equipment or devices									
<input type="checkbox"/> Other (specify): _____										
<p>4. Describe in detail the accommodation you are requesting:</p>										
<p>5. Has your medical provider recommended the accommodation? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>										
<p>6. How will the requested accommodation be effective in allowing performance of the essential job function(s)?</p>										
Signature of Employee:		Date:								

This information will be used by human resource management or any other person, including the agency's legal counsel, who is authorized by my employer to handle medical information for ADA/MHRA purposes and, any information concerning my physical or mental condition, that are necessary to determine whether I have a disability as defined by the Americans with Disabilities Act and/or the Minnesota Human Rights Act, and to determine whether any reasonable accommodations can be made. The provision of this information is voluntary, however if you refuse to provide it, your employer may refuse to provide reasonable accommodation.

ATTACHMENT C

BUILDING EVACUATION PROCEDURES **EMERGENCIES AND EVACUATIONS**

Objective

To ensure the safety of the Department of Revenue employee by providing guidelines for responding to emergencies

Policies

Depending on the type of emergency, employees of the Department of Revenue will be asked to either evacuate or relocate within the building. Instructions will come from the Evacuation Director in Administrative Management. These instructions may be transmitted directly over the public address system or through the Floor Wardens and Monitors.

Information

THE EMERGENCY EVACUATION PLAN

This plan is designed to provide guidelines for responding to emergencies within the Harold Stassen Building. Remember-not all emergencies fall within the scope of a defined plan; sometimes individual judgment will be the only procedure available to YOU. Your preparedness, awareness and self-disciplined efforts are the key to an orderly and safe emergency response.

There are two basic procedures available during a building emergency, evacuate or relocate. Emergencies involving probable evacuation include:

- Fire, flame or smoke
- Weather
- Bomb threats
- Terrorism

Emergencies involving possible relocation include:

- Severe storm warnings, tornadoes, blizzards, etc.
- Electrical, gas, sewer or water problems,
- Medical, accidental or health problems,
- Chemical, environmental or individual (drugs and alcohol) problems,
- Civil disturbances or demonstrations,
- Nuclear attack or accidental plant emission.
- Terrorism.

This plan provides the following guidelines for responding to emergencies:

- A chain of command to disseminate information and act as an authority in times of emergency.
- The mechanism for training selected personnel in emergency procedures.
- An organized routine for evacuating or relocating all or part of the building.
- A list of alternative ideas and procedures to assist in the orderly handling of emergencies.

Weather Emergencies – updated 11/02/2011

Weather Emergencies

When weather conditions become hazardous for travel, it may be necessary for the state to declare a weather emergency and close state offices. Several key factors (including road maintenance, transit operation, overall weather situation, power and heating) are considered.

When severe weather affects any part of the state, the Commissioner of Minnesota Management and Budget (MMB) confers with the Duty Officer and Homeland Security and Emergency Management in the Department of Public Safety, and may receive input from the State Patrol, Department of Transportation, and local law enforcement regarding the status of road conditions, snowplowing, and transit operations. All of the information is considered to determine if, and when, it is necessary to declare an emergency, and to close state offices. If conditions warrant a state office closure the MMB Commissioner will then declare it. **Only an emergency declaration by the Commissioner of MMB authorizes employees to be paid for not working.**

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. These employees are considered weather essential and must report to work. Some examples of weather essential employees are those who work in direct patient care facilities, correctional facilities, and other operations which require their physical presence.

MMB will notify the agency head or appointed designee(s) when an emergency is declared. MMB will also notify the media of the declaration and post the closure information on their website.

MMB will provide an announcement detailing the date, time, and geographic location of the closure to *Associated Press*, KARE TV, KMSP Fox-9, KSTP TV, *MN News Network radio*, WCCO radio (830), WCCO TV for broadcast. The announcement will also be forwarded to radio stations in greater Minnesota. Broadcast stations will announce updates in the emergency declaration. *The MMB website <https://www.bereadymn.com/weather> will also be updated with this information.* MMB will continue to monitor weather conditions through the Duty Officer and Homeland Security Emergency Management, and if changes in the emergency designation are warranted, they will be made as the day progresses.

If a weather emergency is declared during the night, the media will be notified prior to the start of the normal work day (8:00 am).

How to find out about a weather emergency:

If an emergency is declared during the night:

Listen to KARE TV, KMSP Fox-9, KSTP TV, 1. *MN News Network radio*, WCCO radio (830), WCCO TV for office closings. In Greater Minnesota listen to your local radio stations. The media will be notified prior to the start of the normal work day (8:00 am).

Monitor the Minnesota Management and Budget Weather Emergency/State Facilities Closure Website, 2. <https://www.bereadymn.com/weather>, which provides complete and updated information for state agencies and their employees on weather announcements and office closings.

If an emergency is declared during the business day:

At the Stassen building, a public address system (PA) announcement will be made and/or a Business Notice and/or e-mail will be posted instructing employees of the office closing.

Office closings at regional offices will be announced by the supervisor, or the site manager, and/or director, as directed by the Commissioner of Minnesota Management and Budget and the Commissioner of Revenue, and a Business Notice will be posted.

Additional information:

If a person works from a home office and they have work to do without having to travel, they should continue to work their normal work day.

There may be times when weather and travel conditions are poor, but criteria for declaring a weather emergency are not met. MMB recognizes there may be unique individual situations due to an employee's location that makes it impossible for that employee to get to work even though a weather emergency has not been declared. In those circumstances, supervisors are encouraged to allow the employee to make up the lost time with vacation leave, an adjusted work schedule, compensatory time or leave without pay.

Reference the Administrative Procedure 5.4, Time off in Emergencies, which provides details on responsibilities in emergency situations. The document is posted in Human Resources Employee Information and the MMB website.

If you have questions regarding weather emergencies or office closings contact the HR Director or your HR representative.

Please note: Minnesota State Colleges and Universities (MnSCU) has statutory authority to close its own facilities independently of other state offices or agencies. These weather emergency procedures do not apply to MnSCU.

If you have a hearing impairment:

Consult with your supervisor to arrange a procedure that is most appropriate for you to learn about weather emergencies. If you have a TDD/TTY machine, (telecommunication device for the deaf) you may make arrangements for your supervisor to contact you through the Direct Connect Minnesota Relay Service (MRS) at 7-1-1 or 1-800-627-3529 (Greater Minnesota).

Reporting Weather Emergency Leave on Timesheets:

Employees will only be paid for time not worked as a result of an office closing if the Commissioner of MMB declares an emergency. Several days following a weather emergency, the Department of Revenue will receive written notification from MMB which includes the time, date and geographic location of the emergency declaration, along with processing information to pay employees. At that time, the department's Payroll Coordinator will send a notice with details on how to report the weather emergency leave on payroll timesheets.

General Duties of Management and Employees

Managers and Supervisors

Respond to all emergency situations, alarms, announcements or threats immediately, and in a calm and orderly fashion.

Meet individually with employees with physical disabilities (mobility and/or sensory), including those with temporary disabilities, to develop guidelines to effectively communicate emergency and evacuation procedures. Address issues related to emergency procedures for individuals with physical disabilities by ensuring that employees have the opportunity to inform the agency of any special needs they may have. Ensure the selection of Assistants and consult with persons with physical disabilities to determine appropriate emergency procedure.

Supervisors should assign two Assistants to each individual with physical disabilities to ensure that, in an emergency, the employee will be able to comply with the instructions given by the Stassen Building Emergency Director, Building Emergency Staff or Capitol Security Staff.

Instruct persons with physical disabilities and their Assistants to move to the main elevator lobby stairwell and wait for the emergency personnel. If they feel threatened at any time they may move into the stairwell and wait for the emergency personnel.

During evacuation or relocation, if you are in your office, close the door as you exit. Do not return to close your door.

Provide support in emergencies. Assist anyone who may be injured.

Understand the plans that the department has in place to respond to threats or unsafe working conditions.

Maintain open lines of communications with employees and ensure they are trained on all emergency evacuation and relocation procedures, work-related violence response and reporting of incidents.

Instruct all new employees on the evacuation and relocation procedures and introduce to their Floor Warden and Monitor.

Employees with physical disabilities (mobility and/or sensory, including those with temporary disabilities)

Meet individually with your supervisor to develop guidelines to effectively communicate emergency and evacuation procedures.

Ensure your supervisor has assigned two co-workers as your Assistants to ensure that in an emergency you can comply with the instructions given by the Stassen Building Emergency Director, Building Emergency Staff or Capitol Security staff.

During evacuations, employees with disabilities should move to the main elevator lobby and wait for the emergency personnel (fire, police, and first responders). If threatened at any time move into the stairwell and wait for the emergency personnel.

During relocations move to the nearest relocation area. Chapter 3-1 and 4-1. 01/03/2011

Assistants

During evacuations, if safe, find the employee and evacuate him/her to the evacuation area or main elevator lobby, and wait for the emergency personnel. If at any time you or the employee feels threatened, move into the stairwell. One Assistant should stay with the employee. The second Assistant should evacuate and report the location of the employees with disabilities and Assistants to the Stassen Building Emergency Director located in the main lobby or to the Building Emergency Staff at the exit doors or ramp.

During relocations, if safe, locate the employee requiring assistance and help them to the relocation area. Do not try to return to your work area if danger is imminent; that is the reason for having two assistants.

Wardens will: Check the floor (not just their division) ensuring it has been evacuated, including conference rooms, offices and restrooms. Close office doors. Verify with the other Floor Wardens on your floor that the floor is clear. While checking and clearing the floors, confirm the location of any persons with physical disabilities requiring assistance. After clearing the floor report that your area/floor is clear and the location of any persons with physical disabilities to the Stassen Building Emergency Director or the Building Emergency Staff located in the lobby, at the evacuation exits or ramp entrance.

Employees with visitor will show them to the Evacuation Check-in Area and have them report in to the monitor. Other visitors should be assisted by the first employee encountering them.

Employees with physical disabilities: If you are physically unable or have difficulty going down the stairs, move to the main elevator lobby. If threatened at any time, move into the stairwell and wait for the emergency personnel. Tell your name to the floor warden, monitor or one of your "Assistants" so they can report your name and location to the Emergency Staff.

Assistants assigned to a persons with physical disabilities: if safe, find the employee and evacuate him or her to the main elevator lobby and wait for the emergency personnel. If at any time you or the employee feel threatened move into the stairwell. One Assistant should stay with the persons with physical disabilities. The other should evacuate and report the location of the persons with physical disabilities and Assistant to the Emergency Staff.

ATTACHMENT D

AFFIRMATIVE ACTION MONTHLY GOAL ACHIEVEMENT REPORT
Current Incumbents vs Goal/Availability
July 2012

Note: For a listing of Revenue Job Classifications by EEO Category, see R-Space Employee Information (Affirmative Action & Diversity Category).

Category 1 – Officials and Administrators

This category includes our managerial positions.

Current total in category: 34

	Current	Goal/Availability
Female		
Percent	50.00%	37.8%
Number	17	
Minority		
Percent		
Number		
Disabled		
Percent		
Number		

Category 2 – Professionals

This category includes our professional classifications (MAPE) and supervisors (MMA) of their kind.

Current total in category: 1,308

	Current	Goal/Availability
Female		
Percent	53.51%	53.8%
Number	707	
Minority		
Percent	11.42%	8.0%
Number	142	
Persons with disabilities		
Percent	3.36%	10.88%

Number	46	
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Category 3 - Technicians

This category includes Acctg Techs, Rev Coll Officer 1's and Rev Examiner 1's (AFSCME, Barg Unit 207).

Current total in category: 77

Female	Current	Goal/Availability
Percent	71.76%	63.1%
Number	54	
Minority		
Percent		
Number		
Persons with disabilities		
Percent		
Number		

Category 5 - Paraprofessionals

This includes Personnel Aide, Student Worker Para Prof's (AFSCME, Barg Unit 207). No goal is established since we have so few in this category.

Total in Category: 21

Female	Current	Goal/Availability
Percent	57.14%	
Number	11	
Minority		
Percent		
Number		
Persons with disabilities		
Percent		
Number		

Category 6 - Office/Clerical

This category includes clerical classifications (AFSCME, Barg Unit 206) and supervisors (MMA) of their kind.

Total in Category: 209

Female	Current	Goal/Availability
Percent	86.18%	67.7%
Number	177	

Minority

Percent	17.76%	8.2%
Number	40	

Persons with disabilities

Percent		
Number		