
State of Minnesota

Minnesota Zoo

Affirmative Action Plan

2012 – 2014

Minnesota Zoo
13000 Zoo Blvd.
Apple Valley, MN 55124

This document can be made available upon request in alternative formats such as large print, Braille, or on audiotape, by calling 952-431-9212.

Minnesota Zoo

2012 – 2014 Affirmative Action Plan

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I. EXECUTIVE SUMMARY

Minnesota Zoo 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	XX		
Professionals		XX	XX
Technicians	XX	XX	
Protected Serv: non-sworn	XX		
Office/Clerical			XX
Skilled Craft			
Service Maintenance		XX	XX

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 Minnesota Zoo'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.

Tresa Fasnacht
Affirmative Action Officer

(952) 431-9212
(phone number)

July 30, 2012
(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.


Julie Jones, Director of Human Resources

7/28/12
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.


Lee Ehmske, Director/CEO Minnesota Zoo

7/28/12
Date

II. STATEMENT OF COMMITMENT

The policy of the Minnesota Zoo is to take affirmative action to eliminate the underutilization of qualified members of protected groups in the civil service, where such action is not in conflict with the provisions of State law, in order to correct imbalances and eliminate the present effects of past discrimination. Protected groups, for affirmative action purposes, are defined as: 1) females, 2) people with disabilities, and 3) members of racial minority groups.

This policy applies to, and must be an integral part of, every personnel policy and practice which includes recruitment, interview, selection, compensation, classification, and retention activities, and also must include employee development programs, agency sponsored training, tuition assistance and use of facilities.

This department will continue to actively pursue a progressive program of affirmative action to insure that equal opportunity is provided on the basis of individual qualifications and to encourage all persons to seek employment and strive for advancement.

I herewith affirm the appointment of Tresa Fasnacht Human Resources Representative as this agency's Affirmative Action Officer. She is delegated full authority for the administration for the department's plan. She will report directly to me on all matters pertaining to affirmative action.

As the Director, I am strongly committed to the principles and policies of the state's affirmative action efforts. I am also committed to the implementation of this affirmative action plan. All employees, including managers and supervisors, must always act responsibly and be proponents of progressive affirmative action in their positions, and I solicit employee input and assistance in an effort to achieve the goals and objectives of the Affirmative Action Plan.

Minnesota Zoo will not tolerate discrimination on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, disability, membership or activity in a local commission, sexual orientation and age.



Director Lee Ehmke

7/26/12
Date

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

A. Director of the Minnesota Zoo: Lee Ehmke

1. Responsibilities: Overseeing the Minnesota Zoo's equal opportunity and affirmative action policies, procedures and programs, as well as for ensuring compliance with all related state and federal laws, rules and regulations. The director may assign responsibility for its continued implementation to the Affirmative Action Officer (AAO).
2. Duties: The duties of the Director shall include, but not be limited to, the following:
 - i. Appoint and retain an Officer of Affirmative Action to include accountability for affirmative action policies, procedures and programs by directing adequate resourcing and staffing to these efforts to ensure compliance with all related federal and state laws, rules and regulations.
 - ii. Issue a statement affirming the Minnesota Zoo's commitment to affirmative action and equal employment opportunity, and ensure that such a statement is disseminated to all employees.
 - iii. Actively promote equal employment opportunity.
3. Accountability: The Director shall be responsible regarding all matters relating to equal opportunity and the affirmative action at the Minnesota Zoo.

B. Affirmative Action Officer/Designee(s): Tresa Fasnacht

1. Responsibilities: The Affirmative Action Officer is directly responsible for developing, coordinating, implementing and monitoring the Minnesota Zoo's Equal Opportunity and Affirmative Action programs. The Affirmative Action Officer will report to the Director on progress made in affirmative action and assistance to employees and implement the Affirmative Action program.
2. Duties: The duties of the Affirmative Action Officer shall include, but not limited to, the following:
 - i. Develop, monitor, and evaluate Minnesota Zoo's affirmative action program ensuring compliance with federal and state laws, rules and regulations mandates regarding equal opportunity and affirmative action.
 - ii. Monitor the recruitment, appointment, and retention process for classified and unclassified positions in accordance with federal and state laws pertaining to equal opportunity and affirmative action.

- iii. Disseminate the Affirmative Action policy to employees at the Minnesota Zoo.
 - iv. Act as the affirmative action liaison between the Minnesota Zoo and Minnesota Management and Budget.
 - v. Support and participate in the recruitment of protected class persons for employment, promotion and training opportunities.
 - vi. Ensure supervisors and managers are making affirmative efforts to recruit and retain protected group candidates and employees.
 - vii. Investigate complaints of discrimination or discriminatory harassment and provide findings to the designated decision-maker and/or others, as appropriate.
 - viii. Coordinate and monitor day-to-day affirmative action activities.
 - ix. Prepare an annual report of the Minnesota Zoo's Affirmative Action Program and make recommendations for the coming year.
3. Accountability: The Affirmative Action Officer is accountable to the Director for the overall implementation, administration, and monitoring of the Minnesota Zoo's equal opportunity and affirmative action plan and programs

C. Americans with Disabilities Act Coordinator/(Designee(s): Julie Jones

1. Responsibilities: The Americans with Disabilities Act (ADA) Coordinator at the Minnesota Zoo is directly responsible for developing, coordinating, implementing and monitoring an all-Zoo (employee, volunteer and guest) ADA Policy and Procedure. The ADA Coordinator will reports to the Zoo Director regarding the status of requests.
- a. Receive requests accommodations under the Americans with Disabilities Act and work with supervisors, unions and members of the public to approve or deny the request, or provide alternative accommodations.
 - b. Remain current on all ADA regulations and ensure timely implementation of any changes to the federal law.
 - c. Provide training to supervisors and employees who interact with members of the public relative to the appropriate process to receive and consider requests for accommodations
 - d. Create and disseminate all information for employees and members of the public regarding the Zoo's policy and procedure for requesting accommodations under the ADA.

D. Human Resources

1. Responsibilities: The Human Resources Office is responsible for conducting investigations of allegations of discrimination and discriminatory harassment, assisting in providing training to prevent discriminatory harassment and maintaining

appropriate data and documentation associated with the implementation of the AA Plan and ADA requests.

2. Duties: The duties of Human Resources shall include, but not be limited to, the following:
 - i. Assist supervisor, managers and the Affirmative Action Officer in affirmative recruitment of protected group members through career and job fairs and other recruitment efforts, as well as in selection and retention of protected group members.
 - ii. Enforce and implement equal opportunity and affirmative action policies, procedures and programs with respect to unclassified and classified hires.
 - iii. Monitor the recruitment and selection process of all positions at the Minnesota Zoo in accordance with Minnesota Statutes and applicable collective bargaining agreements.
 - iv. Provide accommodation to employees with documented disabilities.
3. Accountability: The Human Resources Office is accountable to the Deputy Director of the Minnesota Zoo/Operations. Staff members within Human Resources who work on the affirmative action and diversity issues are accountable to the Director of Human Resources.

E. Managers and Supervisors

1. Responsibilities: Managers and Supervisors are responsible for enforcing, implementing and compliance of equal opportunity and affirmative action policies, procedures and programs within their functional areas of responsibility.
2. Duties: Managers and Supervisors shall:
 - i. Implement and enforce equal opportunity and affirmative action policies, procedures and programs within each manager/supervisor's functional area of responsibility.
 - ii. Enforcement, implementation and compliance of the equal opportunity and affirmative action plan include areas, but are not limited to, employee selection, promotion, demotion, transfer, layoff, termination, compensation, development and training.
 - iii. Inform and evaluate managers and supervisors on the basis that their equal employment opportunity efforts and results are evaluated through informal and formal reviews of the efforts and results accomplished in these areas at least once yearly.
3. Accountability: Accountability for Managers and Supervisors are reflected in the Minnesota Zoo's organizational structure.

IV. COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN

The following measures will be used to inform Minnesota Zoo's community and the public of our commitment to equal opportunity and affirmative action in all employment. The materials can be provided in alternative formats such as large print, Braille or on tape.

A. Internal Methods of Communication

- i. A copy of the Affirmative Action Plan will be forwarded to all of the Minnesota Zoo's work areas and posted on all official bulletin boards. A local union officials shall also receive a copy.
- ii. The Affirmative Action Plan shall be placed on Minnesota Zoo's public drive available for all staff including all of the other Zoo's policies.
- iii. All new employees receive a copy of the Minnesota Zoo's Affirmative Action policy in orientation.
- iv. All new and current supervisors and managers will be advised of the Minnesota Zoo's policy and program requirements during orientation and subsequent training.
- v. Tresa Fasnacht is the contact for the internal complaint procedure
- vi. Julie Jones, Director of HR and ADA Coordinator is responsible for the reasonable accommodation process.
- vii. The 2012-2014 Affirmative Action Plan will be posted on the Minnesota Zoo's website.

B. External Methods of Communication

- i. The 2012-2014 Affirmative Action Plan will be posted on the Minnesota Zoo's website at www.mnzoo.org.
- ii. All job announcements, vacancy notices, letterhead and other employment related materials identify Minnesota Zoo as an Affirmative Action/Equal Opportunity employer.
- iii. A copy of the Director's Statement of Commitment to equal employment opportunity shall be posted on the Minnesota Zoo's Human Resources bulletin board and may otherwise be made available to each applicant for employment upon request.
- iv. A copy of the Affirmative Action Plan shall be made available, through the Affirmative Action Officer, upon request, to any applicant for employment.
- v. All specifications for contract work will include the following statement: "The Minnesota Zoological Board has adopted a policy that will not discriminate in employment practices on the basis of age, color, creed, marital status, national origin, disability, race, public assistance status, religion, sexual orientation, membership, or activity on behalf of a local human rights commission. Agree to

take affirmative action to recruit protected group members into employment and it will transact business only with firms who have adopted similar nondiscriminatory and affirmative action policies.”

- vi. A conscious effort will be made when developing advertising and information brochures which use pictures or lists of names of employees to provide a balance of race, disability status and sex distribution as a demonstration of the intent of the equal opportunity policy.
- vii. All agency recruiting advertising will carry the “Equal Opportunity Employer” slogan.

V. PROHIBITION OF HARASSMENT/DISCRIMINATION POLICY

It is the policy of the Minnesota Zoo 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 Minnesota Zoo 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 current employees and orientating all new employees who are hired of this policy and the procedures.
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 Minnesota Zoo'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

Any employee, applicant, or eligible of the Minnesota Zoo 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. Employees who are terminated must file their complaint within 30 days of their actual separation.

All Minnesota Zoo employees and applicants have access to the Minnesota Zoo Affirmative Action Complaint Procedure. The Affirmative Action Complaint Procedure is designed to resolve complaints internally before seeking redress from an outside authority. While all employees and applicants have the right to file their complaint with the Minnesota Department of Human Rights, EEOC, or other legal channels at any time, employees are urged to use this internal procedure before doing so. Anyone filing a complaint under this procedure shall do so without fear of coercion, reprisal, or intimidation.

Discriminatory harassment shall respond promptly to any and all requests by the Affirmative Action Officer (AAO) for information and for access to data and records for the purpose of enabling the AAO to carry out his/her responsibilities under the complaint procedure. The failure of any employee to comply with the requests of the AAO shall be reported to his/her immediate supervisor and/or the Director and shall be subject to appropriate disciplinary action.

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 Minnesota Zoo'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.

RESPONSIBILITY OF ZOO EMPLOYEES

All employees shall respond promptly to any and all requests by the Affirmative Action Officer (AAO) for information and for access to data and records for the purpose of enabling the AAO to carry out his/her responsibilities under this complaint procedure. The failure of any employee to comply with the requests of the AAO shall be reported to his/her immediate supervisor and/or the Director and shall be subject to appropriate disciplinary action.

WHO MAY FILE

Any employee, applicant, or eligible of the Minnesota Zoo 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. Employees who are terminated must file their complaint within 30 days of their actual separation.

THE COMPLAINT PROCEDURE

The complaint procedure will be used for processing complaints of alleged discrimination or harassment based on the protected traits previously listed.

1. A complaint may be filed by completing the "Complaint of Discrimination Form" to be provided by the AAO. 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 AAO will provide assistance in filling out the form, if needed. The employee may also request and utilize the assistance of an appropriate union representative/steward at any step throughout the complaint process. However, the issue will not be considered nor treated as a grievance while the complaint procedure is being used.

Upon written request by the employee, a copy of all information given to the employee will be given to his/her designated union representative.

2. The AAO will determine at the time the complaint is filed whether the complaint is alleging a violation of his/her right to equal employment opportunities on the basis of race, creed, color, sex, sexual orientation, age, national origin, religion, status with regard to public assistance, marital status, disability, or membership or activity in a local human rights commission, or whether the complaint is of a general personnel concern.
 - A. If it is determined that the complaint is not related to equal opportunity but rather to general personnel concerns, the AAO will inform the complainant, within ten (10) working days, of the decision, and of alternative procedures for resolution.
 - B. If the complaint is related to equal employment opportunity, the AAO will notify all parties named as respondents within ten (10) working days. The notice shall be accompanied by a letter outlining the basic facts of the complaint and requesting response to the allegations from the respondent(s) within a specified time period.
3. The respondent(s) shall, within the time period specified by the notification, provide the AAO with a written answer setting forth his/her understanding of the situation or causes giving rise to the complaint. If the respondent(s) fail to answer within a specified time period, the allegations contained in the complaint will be considered to be denied by the respondent(s) and the AAO shall proceed to investigate the case.
4. Keeping in mind that all data collected may at some point become evidence in civil or criminal legal proceedings against the respondent pursuant to state or federal statutes, a through investigation may include, but not be limited to, the following types of data:
 - A. Interviews or written interrogations with all parties involved in the complaint: complainant, respondent, their respective witnesses, officials having pertinent records or files, etc.
 - B. All records pertaining to the case whether they be written, recorded, filmed, or in any other form.
5. The AAO shall then investigate the complaint. At the conclusion of his/her investigation, the AAO shall review the findings and, if there is sufficient evidence supporting the complaint, the AAO shall notify the Director by letter. This letter shall include complaint summary and the AAO determination and recommendation for the corrective action. The Director shall accept, modify, or reject the AAO's recommendation and shall take such actions as deemed appropriate, and notify all parties.
6. If the AAO believes there is insufficient evidence to support the complaint, a letter will be sent to complainant, the respondent, and the Director dismissing the complaint.

7. The AAO shall maintain records of all complaints and any information or data pertaining to them.
8. The entire complaint procedure shall be completed within sixty (60) days of the filing of the complaint.
9. All dispositions of the complaints shall be filed with the Commissioner of Minnesota Management and Budget within thirty (30) days of final determination.
10. All documentation associated with a complaint shall be considered private information during the course of an investigation. After an investigation is completed, all documentation is subject to the Minnesota Data Practices Act.

VII. REASONABLE ACCOMMODATION POLICY

POLICY

The Minnesota Zoo 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 applicants and employees face barriers to employment without the accommodation process. It is the policy of the Minnesota Zoo 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 materially or substantially limits one or more major life activities.

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. The Minnesota Zoo 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 (agency name) is free to choose among equally effective accommodations and may choose the one that is less expensive or easier 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 the Minnesota Zoo for accommodations that do not cause an undue hardship (M.S. 43A.191(c)).

Definition of Undue Hardship

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 the Minnesota Zoo.

Procedure for Determining Undue Hardship

1. The employee will meet with the ADA Coordinator designee to discuss the requested accommodation.
2. The ADA Coordinator designee will review undue hardships by considering:
 - a. The nature and cost of the accommodation in relation to the size, the financial resources, and the nature and structure of the operation; and
 - b. The impact of the accommodation on the nature or operation of the Minnesota Zoo.
3. 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.

VIII. EVACUATION PROCEDURES FOR PERSONS WITH DISABILITIES

The procedure is designed for the protection of guests, volunteers and employees of the Minnesota Zoo in the event of severe weather. It provides Zoo staff with procedures to be followed in the event of a weather related emergency. Severe weather notifications will be based mainly on the National Weather Services "Weather Services Watch and Warning Systems".

There may be instances where an outside evacuation is necessary based on the weather conditions in the immediate area surrounding the Zoo despite the fact that the National Weather Service has not yet activated the Severe Weather Alert for the area. The decision to activate the evacuation procedures will be made by the Director of Safety & Security in concert with the Deputy Director of the Minnesota Zoo or in their absence the acting Duty Officer.

Staff performing the evacuation will carry signs on the trails that will advise the employees and guests that an evacuation is underway: Sign will state: "EMERGENCY EVACUATION IN PROGRESS, PLEASE FOLLOW ME".

In the event that staff encounter Zoo guest(s) with disability(ies) who require additional assistance, the staff member will radio their appointed evacuation staff member or the Minnesota Zoo Safety team for assistance. The appointed evacuation staff or Safety team will send the necessary assistance to help bring the guest to safety. The appointed evacuation staff may need to assign additional staff to coordinate the rest of the evacuation of that trail.

First aid and security staff with assistance of the other Zoo staff will clear all trails, public areas and staff area of guests and employees. Employees with disabilities that affect communicating due to hearing impairments and/or employees with limited mobility will be assigned to a "buddy system" and will be given personal assistance for evacuation. The "buddy" is assigned at the time of hire.

An emergency evacuation plan has been developed for the entire Minnesota Zoo. The plan is in writing with designated employees appointed as evacuation staff.

VIII. GOALS AND TIMETABLES

IX. AFFIRMATIVE ACTION PROGRAM OBJECTIVES

1. To ensure that individuals with disabilities have access to a process by which they can request information, accommodation, and/or alternative access.
2. Work with supervisors and managers to ensure that all Minnesota Zoo employees are aware of the Affirmative Action Plan and their responsibilities under the plan.
3. To develop the recruitment, selection, development and retention of a highly qualified, diverse Minnesota Zoo workforce that is prepared to carry out the mission of the Zoo.
4. Ensure that processes are in place to prohibit discrimination against employees or applicants for employment so that "no employee or applicant for employment will be discriminated against because of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, age, sexual orientation, membership or activity in a local commission, or disability".
5. ADA training is required for all senior managers and supervisors.
6. Ensure all new employees are informed of the Minnesota Zoo's Affirmative Action Plan.

We will offer ADA training within the priorities of agency commitments.

The Affirmative Action Officer is responsible for accomplishment of these objectives listed above. However, the affirmative action process is a combined responsibility of the hiring chain and all must embrace the letter and spirit of this directive.

X. METHODS OF AUDITING, EVALUATING AND REPORTING PROGRAM SUCCESS

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

The pre-employment review is the most important tool available to accomplish the goal of increasing protected group representation in the department.

When a vacancy exists, resumes of qualified applicants are forwarded to the appropriate Division Manager. Intensified recruiting efforts have added protected group applicants to each list. Qualified applicants will be contacted to interview for the vacancy, however if there are >20, the best qualified will be contacted. At no time during the interview process will a commitment of employment be made to any person.

When interviews are completed, the interviewing supervisor will objectively review the interview panel's results to determine selection of the best qualified candidate. Minnesota Zoos Human Resources Representative, who responsible for AA reporting, functions as the AAO advises with the supervisor on final hiring decisions.

All individuals interviewed, but not selected, will be notified in writing by email or US mail from the Human Resources Representative that another applicant was selected for the position. Qualifications of the selected person will be provided upon request.

B. Pre-Review Procedure for Layoff Decisions

Minnesota Zoo will make lay-off determinations consistent with applicable collective bargaining agreements and personnel plans. Proposed lay-off decisions will be reviewed by the Equal Opportunity/Affirmative Action Officer to evaluate their effect on Minnesota Zoos' affirmative action goals and timetables.

C. Other Methods of Program Evaluation

Minnesota Zoo completes the appropriate and required documentation for all hires. The following recordkeeping is maintained for hires:

- Monitoring the Hiring Process reports
 - Randomly review employment selection and interview methods to ensure that selection criteria are objective and job related
- Purchase orders for recruitment fees paid
- Turnover
- Specific recruitment activities (i.e., where ads placed, outcome of the ads)
- Complaints filed

An evaluation of the Affirmative Action Plan and Program at Minnesota Zoo demonstrates that our affirmative action plan and procedures continue to be successful. To date we have received no complaints regarding our hiring practices and procedures. Our recruitment has been moderately successful and we have begun plans to identify more targeted recruitment sources. Perhaps our most successful recruitment tool has been our own employees and networking. Our turnover within the agency reflects an aging employee population and a marked increase in voluntary retirements.

XI. 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

In spite of the large number of applicants for all our positions, the Minnesota Zoo still continues to place advertisement with local newspapers, trade websites, State of Minnesota Career site, agency wide distribution, American Zoo Association (AZA), American Association of Zoo Keepers (AAZK), GoldPass, and Minnesota Works to assist in ensuring the diversity of the applicant pool.

B. Job and Community Fairs

- College of Liberal Arts job and internship fair
- MnSCU Community and Technical Transfer and Job Fair
- Veteran Job Fair
- University of Minnesota Job and Internship Fair
- University of Minnesota Career Networking Breakfast for Graduate Students, Postdoctoral Researchers, and Alumni
- University of Minnesota Environmental Internship and Career Fair
- Any Job and Community Fairs that the Zoo is unable to attend Nancy Erickson Nancy Erickson, Workforce Diversity & Recruitment Supervisor, provides Minnesota Zoo materials.

C. College and University Recruitment Events

- College of Liberal Arts job and internship fair
- MnSCU Community and Technical Transfer and Job Fair
- Veteran Job Fair
- University of Minnesota Job and Internship Fair
- University of Minnesota Career Networking Breakfast for Graduate Students, Postdoctoral Researchers, and Alumni
- University of Minnesota Environmental Internship and Career Fair
- Any College and University Recruitment Events that the Zoo is unable to attend Nancy Erickson, Workforce Diversity & Recruitment Supervisor, provides Minnesota Zoo materials.

D. Recruitment for Persons with Disabilities

- The agency will contact our local Rehabilitation Services Office to promote Minnesota Zoo as an employer of choice as/when appropriate.

- The agency will continue to look for more publications we can use as advertising resources.

E. Relationship Building and Outreach

- The Minnesota Zoo has a continued relationship with the School of Environmental Science.
- Throughout the State of Minnesota various schools participate in the continuing education and conservation by attending field trips and on-site programs at the Zoo.
- Community groups and scouts attend field trips, overnight programs and on-site programs.
- The Minnesota Zoo's Zoomobile visits schools statewide and participates in our outreach efforts by providing educational and environmental participation to create and establish a sense of stewardship and respect for the diversity of all life on earth.

F. Internships

- College of Liberal Arts job and internship fair
- University of Minnesota Job and Internship Fair
- University of Minnesota Environmental Internship and Career Fair
- Any Internship fairs that the Zoo is unable to attend Nancy Erickson Nancy Erickson, Workforce Diversity & Recruitment Supervisor, provides Minnesota Zoo materials.

G. 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.

H. Additional Recruitment Activities

- LinkedIn
- Professional Networking

XII. RETENTION PLAN

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

Tresa Fasnacht, Human Resources, Personnel Officer Senior

B. Separation and Retention Analysis by Protected Groups

Separation report data from MMB indicate that the total number of employees who separated from the Minnesota Zoo in FY2011 was 19. Of those, three (15.8%) were dismissals or non-certifications; 10 (52.6%) resignations; five (26.3%) retirements and one (5.3%) was a layoff.

The overall breakdown of the 19 employees who separated from the Minnesota Zoo in FY2011: 12 (63.2%) were female and 7 (39.8%) were male; zero were ethnic minorities and 19 (100%) were white; one (5.3%) were disabled and 18 (94.7%) were not disabled.

- Two of the three employees dismissed or non-certified were female. None of the employees who were dismissed or non-certified were ethnic minorities or disabled.
- Of the 10 employees who resigned, 9 were female; none were ethnic minorities or disabled.
- Of the five employees who retired, one was female; none were ethnic minorities; and one was disabled.
- Of the one employees who were laid off, zero were female; none were ethnic minorities or disabled.

Separation report data from MMB indicate that the total number of employees who separated from the Minnesota Zoo in FY2012 was 24. Of those four (16.7%) were dismissals or non-certifications; 17 (70.8%) resignations; two (8.3%) retirement; one (4.2%) death and zero were layoffs.

The overall breakdown of the 24 employees who separated from the Minnesota Zoo in FY2012: 14 (58.3%) were female and 10 (41.7%) male; two (8.3%) ethnic minority and 22 (91.7%) were white; zero disabled and 24 (100%) were not disabled.

- Three of the four employees dismissed or non-certified were female. One employee who was dismissed or non-certified was an ethnic minority; and zero disabled.
- Of the 17 employees who resigned; nine were female; one was an ethnic minority; and zero were disabled.
- Of the two employees who retired; one was female; none were ethnic minorities or disabled.
- Of the one employee who died; was a female; no ethnic minority or disabled.

C. Methods of Retention of Protected Groups

1. Promote awareness, acceptance, and appreciation for diversity and affirmative action.
2. Recommend training budgets to include funds for employee training for personal and career development.
3. Encourage employees to participate in and celebrate those events that celebrate the rich diversity within the Minnesota Zoo by making them aware of events inside and outside the Zoo.



DISCRIMINATION/HARASSMENT COMPLAINT FORM

Name: _____ Date: _____
Person Filing Complaint (Complainant)

Address: _____ Phone: _____

My status is:

☐ Intern

☐ Employee

☐ Other: _____

This complaint is about:

☐ Discrimination

☐ Harassment

☐ Retaliation

I believe I was discriminated against, harassed, or retaliated against based on my:

☐ Age

☐ Disability

☐ National Origin

☐ Religion

☐ Color

☐ Marital Status

☐ Public Assistance Status

☐ Sex

☐ Creed

☐ Membership or Activity
in a Local Commission

☐ Race

☐ Sexual Orientation

DETAILS OF COMPLAINT

Name(s): _____
Person(s) You are Complaining About (Respondent)

1. Please describe the action or incident that caused you to file this complaint. Include date, place, time, and witnesses (if any).

Attach additional sheets if necessary. _____

2. Has anyone witnessed the alleged behavior? ☐ Yes ☐ No If yes, please list names and contact information

3. How have you tried to resolve this complaint? When? With whom? _____

4. Have you informed any other employee or filed any other complaint with another department? Please explain.

5. How would you like to see this situation resolved? _____

Complainant's signature: _____ Date: _____



MINNESOTA ZOO
Changing how you see the world

Employee Request for Reasonable Accommodation

Employee Name: _____

Job Title: _____

Date of Request: _____

Division: _____

This information will be used by Human Resources at the Minnesota Zoo 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 accommodation can be made. The provision of this information is voluntary; however, if you refused to provide it, your employer may refuse to provide reasonable accommodation.

1. Please describe the nature of your limitations, what life activity(s) is substantially limited, and how this life activity(s) is substantially limited.

2. How does it affect your ability to perform your job?

3. Type of accommodation you are requesting:

<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"/> Modification to a rule, policy or practice	<input type="checkbox"/> Other (specify): _____

Please describe in detail the accommodation you are requesting:

4. How will the request accommodation be effective in allowing you to perform the essential functions of your job?

5. Additional comments:

Signature of Employee: _____ Date: _____