

METROPOLITAN AIRPORTS COMMISSION

1998-1999 AFFIRMATIVE ACTION PLAN

Approved by the
Metropolitan Airports Commission
On

• July 20, 1998

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"If there is conflicting policy language, procedure information between the Affirmative Action Plan and the MAC Personnel Policy Manual; the language of the MAC Personnel Policy Manual will supersede the Affirmative Action Plan language. Efforts have been made to have policy and procedures language written identical for both documents."

I.
**Transmittal to the Minnesota Department
of Employee Relations**

I. Transmittal to the Minnesota Department of Employee Relations

I. TRANSMITTAL TO MINNESOTA DEPARTMENT OF EMPLOYEE RELATIONS

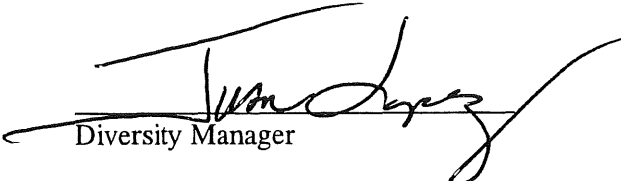
METROPOLITAN AIRPORTS COMMISSION

A. The January 20, 1998 annual utilization analysis revealed underutilization of (disparities for) the following protected groups in the following job groups:

Job Group	Women	People of Color	People with Disabilities
Officials/Administrators	X	X	
Professionals	X		X
Technicians		X	X
Administrative Support			X
Protective Services	X		X
Skilled Craft	X		X
Service/Maintenance	X		X

B. Copies of the plan are available in the Office of Diversity, General Offices. Please contact Ms. Debra Johnson at 726-8193.

C. This 2 year plan contains an internal procedure for processing complaints of alleged discrimination brought by employees. Each employee has been apprised of this procedure, and will be informed of the Commission's 1998-99 hiring goals in the employee newsletter that will be published the month of July 1998 & 1999.


 Diversity Manager

7/20/98
 Date

I. Transmittal to the Minnesota Department of Employee Relations

D. This annual 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.

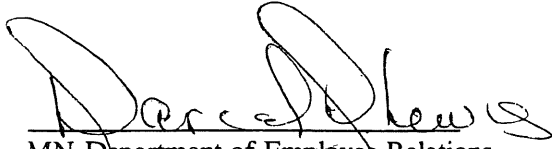


Chair

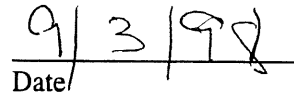


Date

E. This annual plan meets the rules governing affirmative action, MSA 473.143 and contains goals and timetables as well as methods for achieving them which are reasonable and sufficiently aggressive to deal with the identified disparities.



MN Department of Employee Relations
Office of Diversity and Equal Opportunity



Date

II.

Statement of Policy



METROPOLITAN AIRPORTS COMMISSION

Minneapolis-Saint Paul International Airport

6040 - 28th Avenue South • Minneapolis, MN 55450-2799

Phone (612) 726-8100 • Fax (612) 726-5296

EEO/AFFIRMATIVE ACTION POLICY STATEMENT

This statement is to affirm the Metropolitan Airports Commission's commitment to Affirmative Action. The MAC is committed to providing equal employment opportunity to all persons without regard to sex, disability, race, color, creed, religion, national origin, marital status, sexual orientation, status with regards to public assistance, age or membership or activity in a local human rights commission in accordance with applicable federal, state and local laws/regulations, specifically Minnesota statute 363.

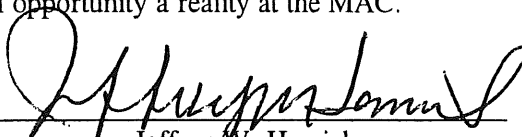
The MAC's policies and practices will be reviewed periodically in order to identify and eliminate any barriers to equal opportunity within the existing systems. Such employment practices include, but are not limited to the following: recruitment, selection, promotion, upgrading, disciplinary actions, terminations, training, rates of pay, or other forms of compensation.

I endorse and support our agency's affirmative action plan and its concept of taking positive steps to improve the work opportunities for those groups which are under-represented in the MAC's workplace. The Minnesota State Legislature has designated three protected groups: racial minorities, women, and persons with disabilities. We will make every effort to recruit, hire, and retain protected group members for all MAC positions and commit the necessary time and resources, both financial and human, to achieve the MAC's Affirmative Action/EEO goals.

The performance of managers and supervisors will be evaluated on the basis of their involvement in achieving these affirmative action objectives. Also, those contractors retained by the MAC are responsible for complying with our AA/EEO guidelines in their performance and may be sanctioned accordingly. The MAC's non-discrimination and affirmative action rules and guidelines will be incorporated into all contracts.

I have designated Juan Lopez, Affirmative Action Officer, to manage the Human Resources' Office of Diversity. If any employee or applicant believes he/she has been subjected to discriminatory practices, he/she should contact the Affirmative Action Officer at 726-8175.

The full text of MAC's Affirmative Action Plan is available in the Human Resources' Office of Diversity. I urge all employees to become acquainted with our affirmative action plan. It is the responsibility of all employees to promote and apply the principals of equal opportunity in their work and to cooperate fully with the MAC's plan of action. I believe that affirmative action is a positive effort to utilize the skills and resources of a culturally diverse workforce. I urge you to join me in a continuing effort to make equal opportunity a reality at the MAC.


Jeffrey W. Hamiel
Executive Director

Date 7/20/98

The Metropolitan Airports Commission is an affirmative action employer.

Reliever Airports: AIRLAKE • ANOKA COUNTY/BLAINE • CRYSTAL • FLYING CLOUD • LAKE ELMO • SAINT PAUL DOWNTOWN

III.

Designation of Responsibilities

DESIGNATION OF RESPONSIBILITIES

A. METROPOLITAN AIRPORTS COMMISSION

Responsibilities: Set policy on affirmative action and equal opportunity.

Duties:

1. Set equal opportunity/affirmative action and personnel, contracting and procurement policies that are consistent with equal opportunity and affirmative action principals.
2. Provide a work environment that is free of discrimination, including harassment.
3. When appropriate, make the final determination on formal complaints of discrimination.

Accountability: To the Governor.

B. CHAIR

Responsibilities: Provide policy leadership to the Commission and staff on affirmative action and equal opportunity.

Duties:

1. Provide leadership to the Commission in the discussion and adoption of Commission affirmative action/equal opportunity policy.
2. Provide leadership to management/supervisory staff and employees in the implementation of Commission's affirmative action/equal opportunity policy.

Accountability: To the Governor.

C. EXECUTIVE DIRECTOR

Responsibilities: Provide overall administration of the Commission's equal opportunity/affirmative action program, enforcing its policies and implementing them through administrative procedures.

Duties:

1. Recommend affirmative action/equal opportunity policies to the Chair and Commission.
2. Issue administrative procedures that implement Commission's affirmative action/equal opportunity policies.
3. Establish management/supervisory accountability for meeting affirmative action/equal opportunity objectives.
4. Authorize hiring in accordance with affirmative action goals and equal employment opportunity principals.
5. Make the final determination on discrimination complaints brought under Commission's administrative procedures, or when appropriate, recommend Commission's action.
6. May make the final determination on requests from employees and interns with disabilities for reasonable accommodations.
7. Provide a work environment that is free of discrimination, including harassment.

Accountability: To the Commission

D. LEGAL COUNSEL

Responsibilities: Provide legal advice to the Diversity Manager and management staff on legal compliance with equal opportunity/affirmative action requirements.

Duties:

1. Provide advice and review documents submitted by the Diversity Manager for legal compliance to ensure that the Commission's AAP is consistent with current statutory and regulatory law.

2. Keep abreast of current case law in the area of equal opportunity/affirmative action, and provide ongoing legal assistance to the Executive Director, Diversity Manager and Employee Relations' Manager to assure that the Commission complies with applicable federal and state laws and regulations.
3. Advise the Diversity Manager/Affirmative Action Officer and management/supervisory staff during the handling of discrimination complaints on laws, regulations, Commission policy, court cases and administrative decisions by enforcement agencies, and standards for determining whether a claim of discrimination is substantiated.

Accountability: To the Executive Director

E. DIVISION DEPUTY EXECUTIVE DIRECTORS

Responsibilities: Manage the division in accordance with affirmative action and equal opportunity policies and procedures.

Duties:

1. Develop and direct strategies for meeting affirmative action goals within the division.
2. Make recommendations to the Executive Director on affirmative action/equal opportunity policies and procedures.
3. Identify barriers to equal opportunity/affirmative action within the division, and take corrective action or recommend corrective action to the Executive Director.
4. Establish management/supervisory accountability within the division for meeting affirmative action/equal opportunity objectives.
5. Approve hiring recommendations in accordance with affirmative action goals and equal employment opportunity principles.
6. Provide a work environment that is free of discrimination including harassment.

Accountability: To the Executive Director

F. MANAGEMENT/SUPERVISORY STAFF (Managers and Supervisors)

Responsibilities: Manage/supervise the work unit in accordance with equal opportunity/affirmative action policies and procedures.

Duties:

1. Communicate the policies and spirit of the affirmative action plan (AAP) to staff.
2. Conduct personnel actions in accordance with equal opportunity principals and affirmative objectives.
3. Develop, with assistance from the Human Resources' Office of Diversity, an affirmative action recruitment plan for job openings recruited externally; recruit qualified protected group applicants.
4. Conduct the hiring process and make hiring recommendations in accordance with Commission's affirmative action goals and equal opportunity principles.
5. Provide a work atmosphere for employees that is free of discrimination; including harassment.
6. Respond to informal complaints of discrimination initiated with the manager/supervisor.
7. Develop employees, including those in protected classes, and assist employees in obtaining training and education so that they successfully perform the job and develop skills for career advancement.

Accountability: Department Directors to Division Heads and Supervisors to Managers.

G. HUMAN RESOURCE'S OFFICE OF DIVERSITY

Responsibilities: The Human Resource's Office of Diversity administers the Metropolitan Airports Commission's Affirmative Action program at the direction of the Chairperson of the Affirmative Action Committee and the Executive Director through the Diversity Manager designated as the Affirmative Action Officer .

Duties:

1. Develops and updates the AA/EEO policy statement and the Affirmative Action Plan, consistent with state and federal guidelines; and establishes affirmative action goals and objectives with MAC department's input.
2. Directs and implements the Affirmative Action Plan, including internal and external dissemination of the MAC's policies and plan.
3. Coordinates AA/EEO training for MAC staff and subcontractors.
4. Coordinates with Human Resources' Employee Relations Department recruitment of qualified women, minorities and persons with disabilities.
5. Meets with Managers and Supervisors with issues of AA/EEO to assist in resolving these matters.
6. Ensures that all employees are provided equal opportunity to MAC sponsored training programs, recreation, social activities, benefit plans, pay and other terms and conditions of employment.
7. Receives, investigates, and attempts to resolve internal complaints of harassment and discrimination by MAC employees or tenants/concessionaire. Will also rely on outside counsel as appropriate.
8. Identifies AA/EEO problem areas and recommends solutions to the Executive Director.
9. Monitors and measures the MAC's progress toward its affirmative action goals and reports results to the Executive Director.
10. Maintains AA/EEO reports and records, and submits them to the appropriate monitoring agencies such as the U.S. Equal Opportunity Commission, the Minnesota Department of Human Rights, and the Minnesota Department of Employee Relations.

11. Coordinates the implementation of necessary remedial actions to meet compliance requirements and goals.
12. May monitor sub-contractors and work sites to insure compliance in such areas as:
 - a. Employment of protected group members;
 - b. Proper display of AA/EEO posters;
 - c. Working conditions free from harassment and intimidation based on protected group status.
13. Informs management of developments in Equal Opportunity and Affirmative Action laws and regulations.
14. Serves as a liaison between protected groups and the MAC.
15. Interprets the Affirmative Action policies to all Commission employees, tenants and concessionaires, interested minority groups, women's organizations and other community groups.
16. Develops and maintains communication with agencies and organizations representing protected groups for recruitment and business opportunities.
17. Maintains a current list of organizations and media resources utilized in the recruitment of members of protected groups.
18. Assists the Employee Relations Department in conducting ongoing analysis of testing procedures and all other aspects of the recruitment, selection and placement processes to ensure that artificial barriers to hiring or promoting qualified protected class members are non-existent and reviews examination and other selection criteria to assure compliance with law.
19. Participates in personnel decisions to ensure compliance with the law and the Commission's Affirmative Action goals.
20. Provides counseling upon request to all employees on promotional opportunities and encourages employees belonging to protected classes to apply and compete for promotional positions.
21. Is responsible for the development and management of diversity strategies, recommendations and/or programs that are designed to facilitate change to and/or enhance systems, practices or assumptions and behaviors that impact the effectiveness of the diverse MAC staff.

22. Provides community, educational and training resources to employees interested in upward mobility, and provides counseling regarding such opportunities. Affirmative Action shall encourage members of protected groups to increase their skills by participation in further education and training.
23. Includes in all job descriptions for supervisory positions, a section describing responsibilities related to Affirmative Action.
24. Provides employees and applicants who complain of discrimination with information regarding their rights under provisions of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, and of the Minnesota Human Rights Act. Investigates internal discrimination complaint allegations.
25. Maintains an annual monitoring program as outlined herein which will measure the effectiveness of the Affirmative Action Program.
26. Reviews and recommends changes in the Personnel Policy Guide to ensure compliance with federal and state statutes and judicial mandates regarding equal employment opportunity.
27. Develop resources for employees on culture and diversity issues.

Accountability: The Affirmative Action Officer is directly accountable to the Executive Director.

H. EMPLOYEE RELATIONS/HUMAN RESOURCES DEVELOPMENT DEPARTMENT

Duties:

1. Establishes personnel policies that are non-discriminatory, and that protect the rights of employees and applicants for employment.
2. Periodically reviews the recruitment, posting, application, and classification systems to ensure that qualified minorities, women, and applicants with disabilities are not unfairly excluded from the selection process.
3. Works to include qualified women, minorities, and persons with disabilities on lists of eligible, so that departments have the opportunity to meet their Affirmative Action hiring and promotion goals.
4. Advertises vacancies in protected group newspapers and other minority media.

5. Recruit qualified minorities, women and persons with disabilities by maintaining contact with those agencies and organizations that refer protected group applicants.
6. Administers all tests in a manner ensuring fair treatment of all applicants.
7. Works with department managers to establish trainee and intern positions to provide employment and promotional opportunities to qualified protected group employees and applicants.
8. Ensures that compensation is provided to all employees without regard to protected group status.
9. Evaluates job requirements continuously to assure that they are job-related and do not present artificial barriers to qualified minorities, women and person with disabilities.
10. Works with departments to assure a job-related performance evaluation system.
11. Offers career development information to all MAC employees in conjunction with the Human Resources' Development Department.
12. Ensures that all training programs are accessible to all MAC employees.

Accountability: The Employee Relations Manager/Department is directly accountable to the Deputy Executive Director of Human Resources.

I. PARTNERSHIP FOR DIVERSITY AWARENESS COMMITTEE

Responsibilities: Recommends and implements strategies to increase MAC's understanding on issues of diversity. Reviews and recommends policies, plans, programs and other diversity initiatives to the Office of Diversity.

Duties:

1. Recommend and undertake specific actions to foster a multicultural work environment at the MAC.
2. Communicate with staff to increase awareness of diversity in the workplace.

3. Raise the level of awareness of MAC employees in the area of differences and similarities of the staff and communities which we work with. We all can learn more.
4. Establish an attitude of respect throughout MAC, towards co-workers and our customers. All of us contribute to MAC in our own unique ways.
5. Improve employee's communications skills. When we learn to honor differences and appreciate the mix, we achieve harmony.
6. Develop employee's conflict resolution skills. Enhance our understanding respect and treatment of all people.
7. Develop employee's skills in team building. The best way to change organizationally is to do it in teams.
8. Develop resources for employees on culture, diversity, communication and conflict resolution.

IV.
Plan for Dissemination

PROCEDURES FOR DISSEMINATION OF POLICY

The Affirmative Action/Equal Opportunity Policy will be disseminated as outlined below:

Internal Dissemination

1. The policy statement and non-discrimination posters will be posted in conspicuous areas such as employee bulletin boards, lunch areas, and employee publications.
2. All employees and contractors will be furnished a copy of the policy statement and notified of the location and availability of the Affirmative Action Plan. The policy statement will be made available to all employees including part-time, temporary or seasonal employees upon request.
3. The Equal Employment Opportunity/Affirmative Action Policies of the MAC will be included in the Personnel Policy Guide.
4. Include non-discrimination clauses in all union agreements, and review all contractual provisions to ensure that they are non-discriminatory. Meet with union officials to inform them of the policy and request their cooperation.
5. Ensure that all MAC publications and printed materials reflect the diversity of its workforce.

Training of Management And Supervisors In Implementation Of the Affirmative Action Plan

MAC has weekly Directors Plus meetings which have about 20 top MAC managers participating in these meetings. The Diversity Manager will present program training to this group. MAC also has a monthly meeting of Managers and Supervisors. The Diversity Manager will also provide a program of training regarding the 1998-1999 Affirmative Action Plan to this group. The areas of the complaint process will be emphasized as well as their roles and responsibilities. A copy of the Affirmative Action Plan will be made available to all employees in the Human Resources' Office of Diversity.

The Human Resources' Development Department will provide a Leadership, Management Development program which will include a managing diversity component in 1998-1999.

External Dissemination

1. Communicate the MAC's Equal Employment Opportunity/Affirmative Action commitment at pre-bid and pre-award conferences.
2. Inform all subcontractors, vendors and suppliers, both verbally and in writing, of the Equal Employment Opportunity/Affirmative Action policy and contract goals requiring their supportive action.
3. Inform all recruitment resources of MAC's Equal Employment Opportunity/Affirmative Action Policies and encourage them to actively recruit and refer qualified women, minorities and persons with disabilities for employment.
4. Inform all current and potential recruitment resources of the MAC's Equal Employment Opportunity/Affirmative Action Policies.
5. Ensure that all advertising states that the MAC is an Equal Opportunity/Affirmative Action employer, and that it reflects the diversity of its work-force.
6. The MAC will include the statement "Equal Opportunity Employer" or "Affirmative Action Employer" on all company stationery letterhead, purchase orders, leases, contracts and in advertisements recruiting employees and subcontractors, and on employment applications and job descriptions.
7. Communicate the MAC's Affirmative Action Plan/Program and policies to prospective employees and new employees as part of the employer's orientation

V.
Plan Development and Execution

PLAN DEVELOPMENT AND EXECUTION

A. Recruitment

The Diversity Manager will review whether a hiring goal or disparity exists on each job posting. If there is a goal and if the appointing authority elects to recruit externally, a recruitment plan will be developed to generate a diverse applicant pool. The goal of the recruitment plan is to provide a diverse "eligible to hire" list to the hiring authority so that an opportunity is available to consider affirmative action goals for MAC.

The strategy for external recruitment will include review of the minimum requirement to make sure that said minimum requirements are inclusive and any identified barriers to protected class applicants be identified and removed.

The MAC will implement a method to develop a bank of qualified protected class individuals that have expressed an interest in MAC employment opportunities. This will occur by setting up image advertisement recruitment strategy, maintaining an application file of interested candidates.

The recruitment plan includes the hire of summer interns in a number of areas. MAC does outreach to Washburn High School to inform the students about the internship program. Each year MAC hires 6 Grass Cutters and 6 Crack Fillers, plus 2 interns to work in Building Maintenance. The MAC will advertise in the minority media to attract more minority candidates.

MAC also recruits students from the Aviation programs in Minnesota and North Dakota. In 1997, fourteen college students are working as interns for MAC. While there are few minorities in these college aviation program, females are a growing part of those student bodies. MAC will use the internship program in 1998-1999.

MAC will look for continued outreach to Washburn and have a new initiative to advertise the internship opportunities in the minority newspapers in 1998-1999 in order to increase the summer internship programs.

B. Job Fairs

The Office of Diversity and the Employee Relations Department will staff career fairs which have a protected group focus. The purpose is to recruit, provide information about MAC employment opportunities, and enhance the MAC image as a EEO/AA employer.

MAC will act affirmatively to maximize opportunities for students and interns who are women, minorities and individuals with disabilities to the Commission's internships which will enable protected group students to gain skills and exposure which may assist them in qualifying for future employment opportunities with MAC or other similar organizations.

Application blanks will solicit only information which is relevant for employment consideration. In addition to completing an application form, applicants will be asked to voluntarily complete an EEO information form that requests information needed to monitor and evaluate the Commission's affirmative action efforts. This information will be confidential and will be maintained in a file by the Human Resource's Office of Diversity.

C. Job Requirements

The specific duties and responsibilities of a job classification shall be established before any recruiting is done. Essential job qualifications shall be established by the Employee Relations Manager and management staff based on an analysis of the job and will be job relevant.

D. Examinations

All examinations will be job relevant, periodic review will be done to make sure that the requirements are job related, inclusive, and may be changed, amended from time to time. Oral examination panels will include at least one panel member from a protected class or a designated affirmative action representative. Protected class, for purposes of this section, shall be interpreted to mean a woman, minority or a disabled person. Standards for scoring examinations shall be uniformly applied.

E. Expanded Certification Policy

The expanded certification policy will be used when a job classification is underutilizing protected class individuals. All beneficiaries of this policy will meet the minimum job requirements.

F. Reference Checks

The Employee Relations Department will be responsible for previous employer reference checks. All forms used for reference checks will be reviewed by the Affirmative Action Officer to insure that they are job related and non-discriminating.

G. Selection

The best qualified candidate will be selected for appointment **on the basis of job-relevant qualifications, and after the Commission's affirmative action objectives have been given due consideration.**

H. Promotion, Work-Out-of-Class Assignments and Transfers

Opportunity generated work program needs will be based on job relevant qualifications and after the Commission's affirmative action objectives have been given consideration.

The MAC Police Department has a program in which minority and female candidates are targeted for recruitment as Temporary Community Service Officers (CSO). The CSO's are promoted to permanent jobs as CSO within a six to twelve month period. CSO's selected typically have an interest in a law enforcement career. MAC provides a flexible schedule to CSO's who are pursuing a law enforcement education. MAC's tuition reimbursement program will pay up to \$5,000 per year to cover tuition for those students. Once the CSO's become licensed to become Police Officers, MAC encourages them to pursue opportunities to become Police Officers.

For MAC employees, promotional opportunities are available because job opportunities are posted internally for a minimum of 5 days to identify internal candidates. Any employee that meets the minimum job requirements will be considered with an internal pool of applicants or a mix of internal and external applicants. As women and minorities continue to increase these promotional opportunities will be of greater benefit.

Another part of promotional opportunity is based on MAC's excellent professional development programs that provide in-house as well as external program training. MAC will pay for those programs as well as the tuition reimbursement that allows for MAC employees to pursue higher education. Women and minorities will be encouraged to pursue higher education under MAC Career Enrichment policy.

I. Training Programs

All training programs at MAC are available to all employees regardless of race, sex, disability or protected class status.

1. MAC will provide training programs whenever possible to provide professional promotional growth opportunities for all employees.
2. Minority, female and disabled employees will be afforded a full opportunity and will be encouraged to participate.
3. All training and educational programs that MAC sponsors or gives support to will be reviewed semi-annually to insure that minority, female and disabled employees are given equal opportunity to participate.
4. MAC will encourage all employees to increase their skills and job potential through participation in available training and educational programs.
5. MAC will ensure that minority, female, and disabled employees, are included in preparatory supervisory training classes, as well as other non-protected employees.

J. Disciplinary Action

Disciplinary action will be for just cause only and will not be based on race, color, creed, religion, national origins, sex, marital status, sexual orientation, status with regards to public assistance, disability, age or political affiliations.

K. Retention

The Human Resources' Office of Diversity staff is available to both employees and managers/supervisors for counseling, mediation and resolution of issues that arise with a diverse workforce.

The turnover at MAC is approximately 10% per year. The best retention strategy is to provide employees with a positive work environment. MAC provides an excellent compensation and benefits package to all employees which is reflected in MAC's low turnover. One of the key retention strategies is to train all MAC employees in the area of workforce diversity and cultural competence. All MAC employees will have attended a "Diversity Awareness training" program by the end of 1997. MAC has adopted a policy to make this training mandatory for new employees.

L. Survey Plan

MAC will periodically conduct affirmative action related surveys to obtain relevant information for affirmative action planning. (Disability survey)

VI.
Internal Audit and Reporting System

SELECTION: PRE-EMPLOYMENT REVIEW

The Affirmative Action Officer and the Employee Relations staff members review data to determine whether a disparity exists for a position that will be posted. If there is a goal and if the job posting will be to post externally, a recruitment plan to generate a diverse applicant pool will be executed. The goal of the recruitment plan is to provide the appointing authority a diverse "eligible to hire" list.

The Employee Relations staff informs the appointing authority of any disparities that exist for that particular job opportunity. Expanded certification may be used as a means to consider underrepresented groups. The best qualified candidate will be selected for appointment on the basis of job relevant qualification, and after the Commission's affirmative action objectives have been given due consideration.

INTERNAL AUDIT AND REPORTING SYSTEM

Records of applicant flow, regarding gender, hires, transfers, promotions, demotions, layoffs, and terminations will be monitored by the Human Resources' Office of Diversity. Results will be reviewed with all levels of management as appropriate and from time to time.

The Human Resources' Office of Diversity will report as required by regulation to other agencies such as the FAA, U.S. Civil Rights Office, the Minnesota Department of Human Rights and the State Department of Employee Relations.

MAC will monitor and maintain a list of all discrimination complaints filed and the basis for said complaints. MAC will list all the training provided to employees in order to analyze for upward mobility impact. These records will include job assignment, job progression, promotion, transfer by job classification, bargaining units, racial/ethnic group, sex and disability.

MAC will improve the current systems of internal audit and reporting in order to analyze and measure affirmative action programs on a quarterly basis. MAC will continue to use the New Hires/Separation report which includes all eligible list hires, non-eligible list hires, and all discharges/terminations, including the job classification, bargaining units, racial/ethnic groups, sex and disability.

MAC will centralize a system to monitor all disciplinary actions internally. Disciplinary actions will identify the employee's name, job classification, bargaining unit, racial/ethnic group, sex and disability. MAC will document and monitor recruitment strategies and results of targeted recruitment for underrepresented job classifications as part of this Affirmative Action Plan. The MAC's Affirmative Action Committee composed of MAC staff and at least three MAC Commissioners will review and advise on the implementation of the plan or any revisions needed in the plan.

VII.

Discrimination/Harassment/ Complaint Procedures

DISCRIMINATION/HARASSMENT POLICY

It is the policy of the Metropolitan Airports Commission to provide a work atmosphere that is free from discrimination and harassment for its employees and applicants and to provide its public services in a non-discriminatory and harassment free manner. Aiding or abetting another in committing illegal discrimination or harassment; taking reprisal actions against a person for filing a charge, participating in an investigation, or opposing illegal discrimination or harassment or because of their association with persons of a protected class identified by this policy is also prohibited. Protected classes include sex, disability, race, color, creed, religion, national origin, marital status, sexual orientation, status with regard to public assistance, age or membership or activity in a local human rights commission.

Commission members and management/supervisory staff are expected to take prompt and appropriate action whenever they become aware of discriminatory or harassment behavior taking place or when they receive a complaint alleging such behavior.

Discrimination is treating similarly situated people differently strictly on the basis of their protected class status. Discrimination includes harassment.

Harassment includes hostile, insulting, intimidating, demeaning, derogatory, offensive, exploitive verbal or physical conduct or communication relating to the protected class status of the individual or group.

Sexual Harassment includes sexually motivated physical contacts, sexually derogatory statements, physical and verbal sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Verbal or physical conduct or communication constitutes discriminatory harassment when the conduct or communication is unwelcome, **AND** occurs on the basis of characteristics identified in law or in this policy as an improper basis for discrimination, **AND EITHER:**

1. Submission to such conduct or communication is made either explicitly or implicitly a term or condition of an individual's employment or access to public services; **OR**
2. Submission to or rejection of such conduct or communication by an individual is used as a basis for decisions affecting that individual's employment or access to public services; **OR**

3. Such conduct or communication has the purpose or effect of substantially interfering with an individual's employment or use of public services, or of creating an intimidating, hostile, or offensive work environment or atmosphere in which public services are provided

Disability Harassment includes behavior that maligns a reasonable accommodation provided by the Commission to enable an individual with disabilities to compete for or perform Commission jobs, or to utilize Commission services. It covers actions such as tampering or interfering with assistive devices used by an individual to overcome the effects of their disability.

Racial Harassment relates to an individual or group's race.

Gender-Based Harassment relates to an individual or group's gender, but is not sexual in nature.

National Origin Harassment relates to the place of birth of an individual or of any of the individual's lineal ancestors.

Age Harassment relates to the age of an individual or group. It includes negative characterizations or stereotypes of an individual or group based on age.

Sexual Orientation Harassment is such behavior that is motivated by bias because of that person's actual or perceived sexual orientation. Sexual orientation includes all persons, regardless of gender.

Reporting

Any individual who believes that he or she has been subjected to or has witnessed discrimination/harassment is encouraged to report this information. Individuals may bring informal complaints of discrimination/harassment by reporting the alleged behavior to the Diversity Manager/Affirmative Action Officer, Executive Director, any Commission Deputy Executive Director, Manager or Supervisor, or the Commission's Chair. Individuals who wish to bring a written complaint of discrimination/harassment are encouraged to use the Commission's Complaint Procedure outlined below.

COMPLAINT PROCEDURE

Internal Informal Procedure

The employee(s) may contact his/her immediate supervisor to discuss the alleged complaint (if the supervisor is the subject of the complaint, the employee may file directly with the Diversity Manager/Affirmative Action Officer).

The supervisor, with the employee, will attempt to resolve the complaint. If the complaint cannot be resolved at this level, the supervisor will refer the employee to the Diversity Manager/Affirmative Action Officer.

The Diversity Manager/Affirmative Action Officer will determine whether the complaint is an AA/EEO matter. If not, the Diversity Manager/Affirmative Action Officer will refer and assist the employee to the appropriate resource. There may be instances in which the employee may not have a basis to file a charge. If the employee disagrees and still believes he/she has a basis for a charge, he/she will be referred to the Minnesota Department of Human Rights.

If the complaint cannot be resolved within ten calendar days following the first meeting, the employee(s) may file a formal complaint with the Human Resources Office of Diversity.

NOTE: Employees may choose to use the formal process at the outset.

Internal Formal Procedure

The employee(s) contacts the Diversity Manager/Affirmative Action Officer to discuss the alleged complaint and completes a complaint form and submits written documentation containing the following information:

- The names and signatures of the complainant(s) is necessary to investigate a complaint;
- The alleged discrimination/harassment behaviors, actions or policy/practice;
- The corrective action desired.

The Diversity Manager/Affirmative Action Officer notifies the appropriate individuals of the receipt of the complaint, the supervisor and the executive staff.

The Diversity Manager/Affirmative Action Officer or outside counsel conducts an investigation, reporting the findings of fact with recommendations to the Executive Director.

The Executive Director determines the action to be taken within sixty calendar days from the filing date. The Executive Director may from time to time extend the sixty day time limit to issue an administrative resolution of an internal complaint in the interest of justice; specifying in writing the reasons for doing so.

The decision of the Executive Director constitutes the final internal resolution of an EEO complaint. The employee(s) may file a formal charge with the Minnesota Department of Human Rights within one year after the occurrence of the practice; or the employee may file with the Equal Employment Opportunity Commission within three hundred days after the occurrence of the practice under the current State and Federal Law.

All internal complaints of discrimination/harassment shall be investigated in a timely, thorough and impartial manner by MAC's Diversity Manager/Affirmative Action Officer. The investigation will proceed as discreetly as possible. Information gathered will be disclosed to the complainant, person accused of harassment, or potential witnesses only as necessary to conduct the investigation, and to others with a business need-to-know basis.

An employee shall be subject to disciplinary action up to and including discharge if:

1. An employee is found, through an investigation, to have engaged in discrimination/harassment behavior against another individual in the performance of the employee's job.
2. The Commission determines, through an investigation, that an employee has falsely denied, lied about, covered up or attempted to cover up incidents of discrimination/harassment.
3. The Commission determines, through an investigation, that an employee has intentionally filed a false complaint.

Procedures for Internal Complaints Alleging Reprisal

An employee may file a complaint under the internal discrimination/harassment complaint procedures that alleges reprisal against an employee for opposing a forbidden practice or for filing a charge, testifying or participating in an investigation proceedings or hearing related to a forbidden practice. The complaint will be investigated and a written determination will be made by the Diversity Manager/Affirmative Action Officer. If the charging party elects not to appeal, the Diversity Manager/Affirmative Action Officer's determination shall be considered the final internal resolution of the complaint.

Appeals

On an internal complaint alleging reprisal and pursuant to MSA 473.143 Subd.2(E), the charging party has ten calendar days from receipt of the written decision to appeal the Diversity Manager/Affirmative Action Officer's determination directly to the Executive Director. The complaining party may submit any evidence and information that will support their allegation that reprisal actions occurred.

The Executive Director will provide a written decision to the charging party within sixty days following receipt of the appeal. The Executive Director's determination will be considered the final internal resolution of the complaint.

Investigations

The Human Resources Office of Diversity receives employment discrimination/harassment complaints, and is responsible for the investigation of those complaints in a timely manner, however, complaints may be investigated by outside counsel depending on the complexity of the allegations.

Fact Finding Conference

A tool for internal complaint investigation will be a fact finding conference. The charging party and other relevant witnesses will be jointly interviewed to clarify conflicting issues, statements and other relevant information. The Diversity Manager/Affirmative Action Officer will conduct these interviews.

Pre-Determination Settlements

One option for resolving a complaint alleging discrimination will be a pre-determination settlement option. The Diversity Manager/Affirmative Action Officer will work to settle the matter absent a finding that substantiates or fails to substantiate the allegations of discrimination/harassment. If successful, a written pre-determination settlement document will be prepared for appropriate signatures. Pre-determination settlements may not be an option on all charges, such as allegations of sexual harassment, which will be investigated.

Administrative Dismissals of Charges

A charge alleging discrimination/harassment may be administratively dismissed for the following reasons:

- a. The charge is brought in bad faith; the charging party states that he/she knows protected class status was not the reason for the action complained of; or that the charge is simply a way to cause trouble. Such assessment will be based on facts (a comment by the charging party, for example) rather than a suspicion or a hunch.
- b. If the charge is based on a temporary or partial disability which is so insignificant in its effect on a person's perceived abilities that there is little likelihood that this would be a basis to discriminate or harass.
- c. A charge may be dismissed if the charging party refuses or is unwilling to cooperate with the investigation.
- d. A charge may be withdrawn by the charging party at anytime prior to issuing a determination. The charging party must provide a written and signed statement agreeing to a withdrawal.

Internal vs External Complaints

All complainants will be informed of their right to pursue their discrimination/harassment complaint with external agencies; the Minnesota Department of Human Rights or the Equal Employment Opportunity Commission (EEOC). The Diversity Manager/Affirmative Action Officer will communicate the option of pursuing an internal or external discrimination complaint process. The use of the internal complaint process is not a pre-requisite to filing with the State or Federal agencies mentioned above.

The MAC's Personnel Policy Guide incorporates the MAC's Affirmative Action Plan's complaint process by reference. MAC organized employees have the option to file an internal discrimination/harassment complaint using the Affirmative Action Plan's complaint process or to file a complaint with their collective bargaining agent. Each collective bargaining agreement includes a non-discrimination clause and represented employees may opt to use their union grievance process to file a discrimination complaint as an additional option to the Affirmative Action Plan's complaint process or filing a complaint with external agencies, (e.g., Minnesota Department of Human Rights, E.E.O.C.) The collective bargaining agreements do not limit the employees' right to file a discrimination/harassment complaint outside of the grievance process.

Complaints by Outside Parties

If a person other than a MAC employee alleges discrimination/harassment by MAC personnel or alleges discrimination/harassment by a MAC tenant(s), concessionaire(s) or other company licensed to do business at the Airport, the complaining party may informally resolve the complaint with the appropriate MAC department involved or with the appropriate tenant(s), concessionaire(s) or licensee.

If the complaining party wishes to file a formal complaint with the MAC, he/she will be referred to MAC's Human Resources Office of Diversity as soon as possible. Such complaint shall be in writing and shall include:

1. The name(s), address, phone number and signature(s) of the complainant;
2. The action(s) or policy or practice which is alleged to be discriminatory or harassing in nature; and;
3. The corrective action desired.

If the complaint is not complete, the Diversity Manager/Affirmative Action Officer will obtain the missing information from the person filing the complaint as soon as possible.

The Diversity Manager/Affirmative Action Officer will conduct a preliminary investigation of the allegations within 5 days of the filing date of the complaint to determine, (1) whether the complaint should be addressed internally by MAC or by the tenant, concessionaire or licensee; and (2) whether it should be processed through the complaint procedure found in this section. These decisions are at the discretion of the Commission.

Complaints Against MAC Tenant(s), Concessionaire(s) Or Other Companies Licensed To Do Business At The Airport. If the complaint is against one of the above named outside parties and is determined to be EEO related, a written request may be made by the Executive Director requesting that the named organization(s) investigate and attempt to resolve the complaint. A copy of the communication indicating final disposition of the complaint by the named organization(s) will also be requested. The person(s) issuing the complaint will be kept informed of the Commission's action regarding the complaint.

A complaint alleging discrimination/harassment by a tenant, concessionaire or licensee will be forwarded to the appropriate MAC department in order to review compliance with the applicable lease, concession agreement, permit or ordinance.

Complaints Against MAC Employee(s). If the complaint is against a MAC employee the Diversity Manager/Affirmative Action Officer will conduct an investigation and report the findings of fact with recommendation to the Executive Director. The Executive Director will determine the action to be taken within sixty calendar days from the filing date. Prior to a determination, which either substantiates or fails to substantiate the allegation of discrimination/harassment, the complaining party will be advised of the option to settle the complaint. The Executive Director may from time to time, extend the sixty-day time limit to issue an administrative resolution in the interest of justice; specifying the reasons for doing so.

The decision of the Executive Director constitutes the final internal resolution of an EEO complaint. If the complaining party disagrees with this resolution, under current law he/she may file a formal charge with the Minnesota Department of Human Rights within one year after the date of the occurrence giving rise to the complaint or with the Equal Employment Opportunity Commission within three hundred days after the date of the occurrence giving rise to the complaint.

VIII.
Reasonable Accommodation Policy

REASONABLE ACCOMMODATION POLICY

Policy:

The Metropolitan Airports Commission is committed to the fair and equal employment of people with disabilities. Reasonable accommodation is the key to this non-discrimination policy. The MAC policy is intended to comply with the Americans with Disabilities Act (ADA). 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 MAC's policy to reasonably accommodate qualified individuals with physical or mental disabilities unless the accommodation would impose an undue hardship. The Affirmative Action Officer is the individual responsible for ADA complaints. The Airport Development Department is responsible for ADA compliance in the development and construction of facilities.

Definitions:

1. Person With a Disability

For purposes of this policy, a person with a disability is one who:

- a) Has a physical, sensory, or mental impairment that materially limits one or more major life activities;
- b) Has a record of such an impairment;
- c) Is regarded as having such an impairment;

2. Reasonable Accommodation

A reasonable accommodation is any 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 equal employment opportunity.

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.

3. Accommodations in Employee Selection Process

The Metropolitan Airports Commission will inform all applicants of their right to request reasonable accommodation in any examination/selection process. The applicant tracking form will have said language. The Human Resources' Office of Diversity will notify Employee Relations of any reasonable accommodation request by applicants. Funding for accommodations in the selection process will be the responsibility of the Employee Relations Department. MAC will participate in job fairs that specifically target persons with disabilities as they become available.

REQUEST FOR REASONABLE ACCOMMODATIONS

The steps in requesting reasonable accommodations for current employees are:

1. The immediate supervisor/manager and the requesting employee consult to determine the need for the accommodation and to discuss alternatives.
2. The employee submits a written request form obtained from the Employee Relations Department, for reasonable accommodation. The request includes a justification for the accommodation. Assistance with reasonable accommodation, requests for information, or assistance in determining reasonable accommodation, may be directed to the Diversity Manager. That person also assists in locating resources or interpreting reasonable accommodation requirements.
3. The Employee Relations Department and the Human Resources' Office of Diversity, along with the supervisor/manager, will coordinate the accommodation evaluation process. The evaluation process will be prompt and a decision shall be made within 10 working days to grant or deny the request for a reasonable accommodation. The employee will be notified promptly.
4. After process completion, the Employee Relations Department, Human Resources' Office of Diversity, and supervisor/manager notifies the requesting employee and the supervisor/manager of the outcome and recommendations of the accommodation evaluation. The decision to approve the request is filed on the reasonable accommodation agreement form, supplied by the Employee Relations Department.
5. Upon approval, the Employee Relations Department submits appropriate documents to the Purchasing Department for procurement of equipment, furniture, or other assistive devices, and/or facilitates the implementation of the accommodation action.

The Executive Director's decision constitutes the final internal resolution to the request for reasonable accommodation.

Appeals

If the request is denied, the requesting employee may appeal the decision through the Human Resources' Office of Diversity up to MAC's Executive Director.

An employee can appeal the denial of an accommodation by filing a complaint with the Diversity Manager within 20 working days of the decision. The MAC's Executive Director will review all pertinent material and steps leading to the decision such as:

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

The determination of MAC's Executive Director will be considered the final internal decision of the MAC.

Weather Emergencies

Most building closing due to severe weather are determined by the Executive Director, and are announced through the media. Hearing-impaired employees will be consulted to determine the appropriate methods to use when advising them of such closing. Options include the supervisor utilizing the TDD to contact the employee.

Building Evacuation

In the event of building evacuation, the MAC will provide for the safe exit of all disabled employees. When and where special assistance is required, the disabled employees will be consulted and the MAC will develop appropriate procedures for their evacuation.

IX.
Underutilization, Annual Goals
& Time Tables

Underutilization

Comparing Workforce by Job Group Availability to Determine if Agency is Underutilized

Date: January 20 1998

Agency: MAC

JOB GROUP
Officials/Administrators
Professionals
Technicians
Administrative Support
Protective Services
Skilled Craft
Service/Maintenance

	CURRENT WORK FORCE				AVAILABILITY		
	TOTAL	FEMALE	MINORITY	DISABLED	FEMALE	MINORITY	DISABLED
NUMB	18	2	0	3	6.0	1.6	2.3
PERCT	100.0	11.1	0.0	16.7	33.3	9.0	12.8
NUMB	100	28	9	4	39.6	6.0	12.8
PERCT	100.0	28.0	9.0	4.0	39.6	6.0	12.8
NUMB	19	12	0	0	6.9	1.8	2.4
PERCT	100.0	63.2	0.0	0.0	36.3	9.5	12.6
NUMB	52	39	6	2	38.8	3.3	6.7
PERCT	100.0	75.0	11.5	3.8	74.6	6.3	12.8
NUMB	73	6	12	1	15.6	7.5	9.3
PERCT	100.0	8.2	16.4	1.4	21.4	10.3	12.6
NUMB	54	2	3	1	6.9	2.5	6.9
PERCT	100.0	3.7	5.6	1.9	12.7	4.7	12.8
NUMB	82	7	10	4	31.7	7.9	10.5
PERCT	100.0	8.5	12.2	4.9	38.7	9.6	12.8
NUMB							
PERCT							

	UNDERUTILIZATION		
	FEMALE	MINORITY	DISABLED
NUMB	4.0	1.6	
PERCT	22.2%	3.0%	
NUMB	11.6		8.8
PERCT	11.8%		8.8%
NUMB		1.8	2.4
PERCT		9.3%	12.6%
NUMB			4.7
PERCT			9.0%
NUMB	9.6		8.3
PERCT	13.2%		11.4%
NUMB	4.9		5.9
PERCT	9.0%		10.9%
NUMB	24.7		6.5
PERCT	30.2%		7.9%
NUMB			
PERCT			

AVAILABILITY FEMALES

Agency: MAC

AAO: Juan Lopez

Job Grp: Official/Administrator

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.	Hennepin	39.6	0.05	1.98	1990 Census Female Unemployment	Unemployment rate for 1994 was 4.2%
Percent in WORKFORCE in the Labor/Recruitment Area.	Hennepin	47.2	0.15	7.08	1990 Census Female Workforce weighted by lived in counties.	High professional skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	29.7	0.40	11.88	1990 Census Seven County Metro (See weighting sheet)	High professional skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.	National	32.3	0.30	9.69	1990 Census National (See weighting sheet)	
Percent PROMOTABLE or TRANSFERABLE within the Organization.	N/A	26.5	0.10	2.65	Percent of Females in feeder group (Professionals)	
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING efforts the EMPLOYER is able to undertake to increase						

Total All

1.00

33.3

AVAILABILITY FEMALES

Agency: MAC

AAO: Juan Lopez

Job Grp: Professionals

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.	Hennepin	39.6	0.05	1.98	1990 Census Female Unemployment	Unemployment rate for 1994 was 4.2%
Percent in WORKFORCE in the Labor/Recruitment Area.	Hennepin	47.2	0.15	7.08	1990 Census Female Workforce weighted by lived in counties.	Professional skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	38.2	0.80	30.56	1990 Census seven county metro area (See weighting sheet)	Professional skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.						
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING efforts the EMPLOYER is able to undertake to increase						

Total All

1.00

39.6

AVAILABILITY FEMALES

Agency: MAC

AAO: Juan Lopez

Job Grp: Technicians

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.	Hennepin	39.6	0.05	1.98	1990 Census Female Unemployment	Unemployment rate for 1994 was 4.2%
Percent in WORKFORCE in the Labor/Recruitment Area.	Hennepin	47.2	0.25	11.80	1990 Census Female Workforce weighted by lived in counties.	Technical skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	32.2	0.70	22.54	1990 Census seven county metro area (See weighting sheet)	Technical skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.						
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING efforts the EMPLOYER is able to undertake to increase						

Total All

1.00

36.3

AVAILABILITY FEMALES

Agency: MAC

AAO: Juan Lopez

Job Grp: Administrative Support

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.	Hennepin	39.6	0.05	1.98	1990 Census Female Unemployment	Unemployment rate for 1994 was 4.2%
Percent in WORKFORCE in the Labor/Recruitment Area.	Hennepin	47.2	0.30	14.16	1990 Census Female Workforce weighted by lived in counties.	Clerical skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Area	89.9	0.65	58.44	1990 Census Seven County Metro (See weighting sheet)	Clerical skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.						
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING efforts the EMPLOYER is able to undertake to increase						

Total All

1.00

74.6

AVAILABILITY FEMALES

Agency: MAC

AAO: Juan Lopez

Job Grp: Protective Services

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.	Hennepin	39.6	0.05	1.98	1990 Census Female Unemployment	Unemployment rate for 1994 was 4.2%
Percent in WORKFORCE in the Labor/Recruitment Area.	Hennepin	47.2	0.20	9.44	1990 Census Female Workforce weighted by lived in counties.	Specialized training required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	17.1	0.55	9.41	1990 Census Seven County Metro (See weighting sheet)	Specialized training required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.	National	2.7	0.20	0.54	1990 Census National Firefighting (417)	
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING efforts the EMPLOYER is able to undertake to increase						

Total All

1.00

21.4

AVAILABILITY FEMALES

Agency: MAC

AAO: Juan Lopez

Job Grp: Skilled Craft

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.	Hennepin	39.6	0.05	1.98	1990 Census Female Unemployment	Unemployment rate for 1994 was 4.2%
Percent in WORKFORCE in the Labor/Recruitment Area.	Hennepin	47.2	0.15	7.08	1990 Census Female Workforce weighted by lived in counties.	Craft skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	4.6	0.80	3.68	1990 Census Seven County Metro (See weighting sheet)	Craft skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.						
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING efforts the EMPLOYER is able to undertake to increase						

Total All

1.00

12.7

AVAILABILITY FEMALES

Agency: MAC

AAO: Juan Lopez

Job Grp: Service/Maintenance

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.	Hennepin	39.6	0.05	1.98	1990 Census Female Unemployment	Unemployment rate for 1994 was 4.2%
Percent in WORKFORCE in the Labor/Recruitment Area.	Hennepin	47.2	0.75	35.40	1990 Census Female Workforce weighted by lived in counties.	Minimal skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	6.4	0.20	1.28	1990 Census Seven County Metro - Laborers, Cleaners n.e.c. (864)	Minimal skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.						
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING efforts the EMPLOYER is able to undertake to increase						

Total All

1.00

38.7

AVAILABILITY MINORITIES

Agency: MAC

AAO: Juan Lopez

Job Grp: Administrative Support

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.s	Hennepin	18.0	0.05	0.90	1990 Census Minority Unemployment	Unemployment rate for 1994 was 4.2%.
Percent WORKFORCE AGE in the Labor/Recruitment Area.	Hennepin	8.6	0.30	2.58	1990 Census workforce age 16-64 years.	Clerical skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Area	4.4	0.65	2.86	1990 Census Seven County Metro (See weighting sheet)	Clerical skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.						
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING effort the EMPLOYER is able to undertake to increase Availability.						
Total All			1.00	6.3		

AVAILABILITY MINORITIES

Agency: MAC

AAO: Juan Lopez

Job Grp: Official/Administrator

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.s	Hennepin	18.0	0.05	0.90	1990 Census Minority Unemployment	Unemployment rate for 1994 was 4.2%.
Percent WORKFORCE AGE in the Labor/Recruitment Area.	Hennepin	8.6	0.15	1.29	1990 Census workforce age 16-64 years.	High professional skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	1.9	0.40	0.76	1990 Census Seven County Metro (See weighting sheet)	High professional skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.	National	16.6	0.30	4.98	1990 Census National (see weighting sheet)	
Percent PROMOTABLE or TRANSFERABLE within the Organization.	N/A	10.2	0.10	1.02	Percent of minorities in feeder group (Professionals)	
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING effort the EMPLOYER is able to undertake to increase Availability.						

Total All

1.00

9.0

AVAILABILITY MINORITIES

Agency: MAC

AAO: Juan Lopez

Job Grp: Professionals

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.s	Hennepin	18.0	0.05	0.90	1990 Census Minority Unemployment	Unemployment rate for 1994 was 4.2%.
Percent WORKFORCE AGE in the Labor/Recruitment Area.	Hennepin	8.6	0.15	1.29	1990 Census workforce age 16-64 years.	Professional skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	4.8	0.80	3.84	1990 Census seven county metro area (See weighting sheet)	Professional skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.						
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING effort the EMPLOYER is able to undertake to increase Availability.						

Total All

1.00

6.0

AVAILABILITY MINORITIES

Agency: MAC

AAO: Juan Lopez

Job Grp: Technical

DATE: January 28 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.s	Hennepin	18.0	0.05	0.90	1990 Census Minority Unemployment	Unemployment rate for 1994 was 4.2%.
Percent WORKFORCE AGE in the Labor/Recruitment Area.	Hennepin	8.6	0.25	2.15	1990 Census workforce age 16-64 years.	Technical skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	8.9	0.70	6.23	1990 Census seven county metro area (See weighting sheet)	Technical skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.						
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING effort the EMPLOYER is able to undertake to increase Availability.						

Total All

1.00

9.3

AVAILABILITY MINORITIES

Agency: MAC

AAO: Juan Lopez

Job Grp: Protective Services

DATE: January 28 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.s	Hennepin	18.0	0.05	0.90	1990 Census Minority Unemployment	Unemployment rate for 1994 was 4.2%.
Percent WORKFORCE AGE in the Labor/Recruitment Area.	Hennepin	8.6	0.20	1.72	1990 Census workforce age 16-64 years.	Specialized training required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	8.1	0.55	4.46	1990 Census Seven County Metro (See weighting sheet)	Specialized training required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.	National	16.0	0.20	3.20	1990 Census National Firefighting (417)	
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING effort the EMPLOYER is able to undertake to increase Availability.						

Total All

1.00

10.3

AVAILABILITY MINORITIES

Agency: MAC

AAO: Juan Lopez

Job Grp: Skilled Craft

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.s	Hennepin	18.0	0.05	0.90	1990 Census Minority Unemployment	Unemployment rate for 1994 was 4.2%.
Percent WORKFORCE AGE in the Labor/Recruitment Area.	Hennepin	8.6	0.15	1.29	1990 Census workforce age 16-64 years.	Craft skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	3.1	0.80	2.48	1990 Census Seven County Metro (See weighting sheet)	Craft skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.						
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING effort the EMPLOYER is able to undertake to increase Availability.						

Total All

1.00

4.7

AVAILABILITY MINORITIES

Agency: MAC

AAO: Juan Lopez

Job Grp: Service/Maintenance

DATE: January 24 1996

FACTOR	GEOGRAPHIC AREA(S)	AVAILAB. PERCENT	WEIGHT VALUE	WEIGHT PERCENT.	Source of Data	Reasons for the Weighting Value Factors Used.
Percent UNEMPLOYED in the Labor/Recruitment Area.s	Hennepin	18.0	0.05	0.90	1990 Census Minority Unemployment	Unemployment rate for 1994 was 4.2%.
Percent WORKFORCE AGE in the Labor/Recruitment Area.	Hennepin	8.6	0.75	6.45	1990 Census workforce age 16-64 years.	Minimal skills required
Percent with REQUISITE SKILLS in the IMMEDIATE LABOR Area.	Seven County Metro Area	11.2	0.20	2.24	1990 Census Seven County Metro - Laborers, Cleaners n.e.c. (864)	Minimal skills required
Percent with REQUISITE SKILLS in the REASONABLE RECRUITING Area.						
Percent PROMOTABLE or TRANSFERABLE within the Organization.						
Existence of TRAINING INSTITUTIONS for the Requisite Skills.						
TRAINING effort the EMPLOYER is able to undertake to increase Availability.						

Total All

1.00

9.6

X.
Goals and Timetables
1998 - 1999

GOALS AND TIMETABLES 1998-1999

Each EEO job category is addressed below:

Officials and Administrators

Women and minorities are underutilized. There are two anticipated hires and goals are set to hire a female and a minority.

Professionals

Women and persons with disabilities are underutilized. There are ten anticipated hires. Goals are for four females to be hired and two hires will be a goal for a disabled persons.

Technicians

Minorities and persons with disabilities are underutilized. There are four anticipated hires. Goals are set for one minority and one disabled person.

Administrative Support

Persons with disabilities are underutilized. There are four anticipated hires and goals will target two hires for persons with disabilities.

Protective Services

Women and persons with disabilities are underutilized. There are 20 anticipated hires and the goal is to hire 10 females.

Skilled Craft

Women and persons with disabilities are underutilized. There are four anticipated hires projected. Goals will target one female hire.

Service/Maintenance

Women and persons with disabilities are underutilized. There are eighteen hires anticipated. The goal will target 10 females to be hired.

XI.
Program Time Tables
Goals & Objectives

GOALS & OBJECTIVES

The Human Resources' Office of Diversity and the Human Resources Department will periodically review the recruitment strategies and the selection process to identify and remove barriers to equal employment opportunity.

The Human Resources' Office of Diversity will staff the Partnership for Diversity Awareness Committee. This group of employees will recommend and implement strategies to address issues related to workforce diversity. The Partnership for Diversity Awareness Committee will assist the Office of Diversity in the development of training and educational programs. The Human Resources' Office of Diversity will assist in the development of the structure for the Partnership for Diversity Awareness Committee with the intent of institutionalization of this committee as part of the MAC organization. The Human Resources' Office of Diversity will staff this committee.

It is the Metropolitan Airports Commission's policy to provide equal opportunity in the procurement of all goods and services. Purchases and contracts will be awarded by the Commission without discrimination on the basis of race, color, creed, religion, national origin, sex, affectional preference, age, political affiliation, marital status, status with regards to public assistance or disability.

The MAC shall not accept any bid or proposal for a contract or purchase in excess of \$50,000 from or execute a contract or award a purchase in excess of \$50,000 to a firm having more than 20 full-time employees on a single working day during the previous 12 months, unless the firm has a current certificate of compliance from the Minnesota Department of Human Rights, signifying the department's approval of the firm's affirmative action plan.

The MAC will act affirmatively in accordance with the plan to promote, and enter into contracts with, and award purchases to disadvantaged businesses.

The MAC Targeted Group Business and the Disadvantaged Business Enterprise set forth an affirmative program that it will do business with firms owned and controlled by women, minorities, and people with disabilities. These efforts are pursuant to U.S. Department of Transportation regulations 49 CFR 23 and Minnesota Statute 473.142.

The Office of Diversity will coordinate training programs in the area of diversity for MAC staff as part of the 1998 & 1999 goals and objectives.

MAC's departments will work toward the goal of supporting the Partnership for Diversity Awareness Committee and programs presented by the Minnesota Cultural Diversity Center. MAC departments will encourage employee participation of diversity events.

MAC will provide opportunities in the areas of sexual orientation harassment training, cultural awareness, and managing diversity training for MAC employees.

MAC will be a member of the Minnesota Cultural Diversity Center.

MAC will be an affiliate member of the National Minority Contractors Association as an effort to enhance the relationship between minority contractors and MAC.

MAC will co-sponsor the Annual Law Enforcement Opportunities Career Fair.

MAC will participate in the Annual Employment Coalition for Hispanic Opportunities job fair along with the Personnel Strategies, Inc. Diversity job fair.

MAC will plan and assist in organizing a teleconference on diversity for "Diversity Month" in October of each year. This will be done with the cooperation of local public and private organizations.

MAC will co-sponsor a vendor exchange targeting minority and women companies.

MAC has supported and will continue to participate in the following organizations:

- a. Minnesota Minority Supplier Development Council (MMSDC)
- b. Metropolitan Economic Development Association (MEDA)
- c. Minnesota State Affirmative Action Association (MSAAA)
- d. Airport Minority Advisory Council (AMAC)
- e. Minnesota Women Contractors
- f. Minnesota American Indian Chamber of Commerce (MAICC)
- g. Gay & Lesbian Community Action Council (GLCAC)
- h. Women in Transit Services (WTS)
- i. American Association of Affirmative Action (AAAA)
- j. University of Minnesota President's Chicano/Latino Advisory Council