
STATE OF MINNESOTA

MINNESOTA HOUSING

Affirmative Action Plan

August 2014 – August 2016

400 Sibley Street Suite 300

St. Paul, MN 55101

This document can be made available upon request in alternative formats by contacting Kim Luchsinger at kim.luchsinger@state.mn.us or 1-800-657-3769.

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I. EXECUTIVE SUMMARY

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Review revealed underutilization of the following protected group(s) in the following job categories:

Table 1. Underutilization Analysis of Protected Groups

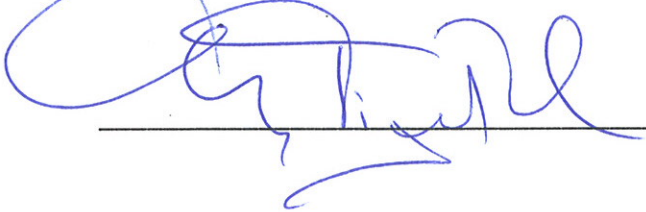
Job Categories	PROTECTED GROUPS		
	Women	Racial/Ethnic Minorities	Individuals with Disabilities
Officials/Administrators		XX	
Professionals			
Protected Services: Sworn			
Protected Services: Non-sworn			
Office/Clerical			
Technicians		XX	
Skilled Craft			
Service Maintenance			

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 Minnesota Housing'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 Office.

This Affirmative Action Plan meets the requirements as set forth by Minnesota Management and Budget, and contains affirmative action goals and timetables, as well as reasonable and sufficiently assertive hiring and retention methods for achieving these goals.

Affirmative Action Officer Signature:  Date: 7/30/14
 Kim Luchsinger

HR Director Signature:  Date: 7/30/14
 Barb Sporlein

Commissioner Signature:  Date: 7/30/14
 Mary Tingerthal

II. STATEMENT OF COMMITMENT

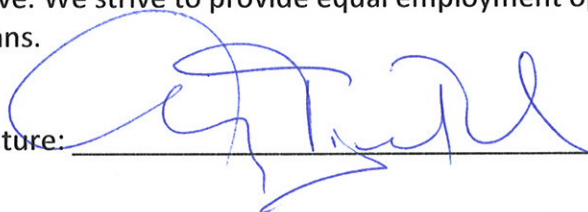
This statement reaffirms Minnesota Housing is committed to Minnesota's statewide affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

I affirm my personal and official support of these policies which provide that:

- No individual shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in programs, services, and activities with regard to race, sex, color, creed, religion, age, national origin, sexual orientation, disability, marital status, status with regard to public assistance, or membership or activity in a local human rights commission.
- This agency is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include, but are not limited to the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to employees and applicants with disabilities.
- This agency will continue to actively promote a program of affirmative action, wherever minorities, women, and individuals with disabilities are underrepresented in the workforce, and work to retain all qualified, talented employees, including protected group employees.
- This agency will evaluate its efforts, including those of its directors, managers, and supervisors, in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, this agency will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.

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

Mary Tingerthal, Commissioner Signature: _____



Date: _____

7/30/14

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

A. Commissioner or Agency Head

Mary Tingerthal, Commissioner

Responsibilities:

The Commissioner is responsible for the establishment of an Affirmative Action Plan that complies with all federal and state laws and regulations.

Duties:

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

- Appoint the Affirmative Action Officer or designee and include accountability for the administration of the agency's Affirmative Action Plan in his or her position description;
- Take action, if needed, on complaints of discrimination and harassment;
- Ensure the Affirmative Action Plan is effectively communicated to all employees on an annual basis;
- Make decisions and changes in policy, procedures, or accommodations as needed to facilitate effective affirmative action and equal employment opportunity;
- Actively promote equal opportunity employment; and
- Require all agency directors, managers, and supervisors include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in their position descriptions and annual objectives.

Accountability:

The Commissioner is accountable directly to Governor and indirectly to the Minnesota Management and Budget Commissioner on matters pertaining to equal opportunity and affirmative action.

B. Affirmative Action Officer or Designee

Kim Luchsinger, Affirmative Action Officer

Responsibilities:

The Affirmative Action Officer or designee is responsible for implementation of the agency's affirmative action and equal opportunity program, and oversight of the agency's compliance with equal opportunity and affirmative action laws.

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Duties:

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

- Prepare and oversee the Affirmative Action Plan, including development and setting of agency-wide goals;
- Monitor the compliance and fulfill all affirmative action reporting requirements;
- Inform the agency's Commissioner of progress in affirmative action and equal opportunity and report potential concerns;
- Review the Affirmative Action Plan at least annually and provide updates as appropriate;
- Provide an agency-wide perspective on issues relating to affirmative action and equal opportunity and assist in the identification and development of effective solutions in problem areas related to affirmative action and equal opportunity;
- Identify opportunities for infusing affirmative action and equal opportunity into the agency's considerations, policies, and practices;
- Participate in and/or develop strategies to recruit individuals in protected groups for employment, promotion, and training opportunities;
- Stay current on changes to equal opportunity and affirmative action laws and interpretation of the laws;
- Provide consultation, technical guidance, and/or training to directors, managers, supervisors, and staff regarding best practices in recruitment, selection, and retention, progress on hiring goals, reasonable accommodations, and other opportunities for improvement; and
- Serve as the agency liaison with Minnesota Management and Budget's Office of Equal Opportunity and Diversity and enforcement agencies.

Accountability:

The Affirmative Action Officer is accountable directly to the Human Resources Director and indirectly to the Commissioner on matters pertaining to affirmative action and equal opportunity.

C. Americans with Disabilities Act Coordinator or Designee Kim Luchsinger, Americans with Disabilities Act Coordinator

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Responsibilities:

The Americans with Disabilities Act Coordinator or designee is responsible for the oversight of the agency's compliance with the Americans with Disabilities Act Title I – Employment and Title II – Public Services, in accordance with the Americans with Disabilities Act - as amended, the Minnesota Human Rights Act, and Executive Order 96-09.

Duties:

The duties of the Americans with Disabilities Act Coordinator shall include, but not limited to the following:

- Provide guidance, coordination, and direction to agency management with regard to the Americans with Disabilities Act in the development and implementation of the agency's policy, procedures, practices, and programs to ensure they are accessible and nondiscriminatory;
- Provide consultation, technical guidance, and/or training to directors, managers, supervisors, and staff regarding best practices in recruitment, selection, and retention of individuals with disabilities, provisions of reasonable accommodations for employees and applicants, and other opportunities for improvement; and
- Track and facilitate requests for reasonable accommodations for employees and applicants, as well as members of the public accessing the agency's services, and reports reasonable accommodations annually to Minnesota Management and Budget.

Accountability:

The Americans with Disabilities Act Coordinator reports directly to the Human Resources Director.

D. Human Resources Director or Designee

Dan Boomhower, Human Resources Director

Responsibilities:

The Human Resources Director is responsible for ensuring equitable and uniform administration of all personnel policies including taking action to remove barriers to equal employment opportunity with the agency.

Duties:

The duties of the Human Resources Director include, but are not limited to the following:

- Provide leadership to human resources staff and others to ensure personnel decision-making processes adhere to equal opportunity and affirmative action principles;

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- Ensure, to the extent possible, development and utilization of selection criteria that is objective, uniform, and job-related;
- Initiate and report on specific program objectives contained in the Affirmative Action Plan;
- Ensure pre-hire review process is implemented and receives support from directors, managers, and supervisors;
- Include the Affirmative Action Officer in the decision-making process regarding personnel actions involving protected group members, including hiring, promotion, disciplinary actions, reallocation, transfer, termination, and department and division-wide classification studies;
- Include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in position descriptions and annual objectives;
- Assist in recruitment and retention of individuals in protected groups, and notify directors, managers, and supervisors of existing disparities;
- Make available to the Affirmative Action Officer and Americans with Disabilities Act Coordinator or designee all necessary records and data necessary to perform duties related to equal opportunity and affirmative action.

Accountability:

The Human Resources Director is directly accountable to the Deputy Commissioner.

E. Directors, Managers, and Supervisors

Responsibilities:

Directors, Managers, and Supervisors are responsible for implementation of equal opportunity and affirmative action within their respective areas of supervision and compliance with the agency's affirmative action programs and policies to ensure fair and equal treatment of all employees and applicants.

Duties:

The duties of directors, managers, and supervisors include, but are not limited to the following:

- Assist the Affirmative Action Officer in identifying and resolving problems and eliminating barriers which inhibit equal employment opportunity;
- Communicate the agency's affirmative action policy to assigned staff;

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- Carry out supervisory responsibilities in accordance with the equal employment opportunity and affirmative action policies embodied in this plan;
- Maintain a consistent standard within the workforce so that employees are evaluated, recognized, developed, and rewarded on a fair and equitable basis;
- Include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in staff position descriptions and annual objectives;
- To provide a positive and inclusive work environment; and
- To refer complaints of discrimination and harassment to the appropriate parties.

Accountability:

Directors, managers, and supervisors are accountable directly to their designated supervisor and indirectly to the agency's Commissioner.

F. All Employees

Responsibilities:

All employees are responsible for conducting themselves in accordance with the agency's equal opportunity and Affirmative Action Plan and policies.

Duties:

The duties of all employees shall include, but are not limited to the following:

- Exhibit an attitude of respect, courtesy, and cooperation towards fellow employees and the public; and
- Refrain from any actions that would adversely affect the performance of a coworker with respect to their race, sex, color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, gender identity, gender expression, or membership or activity in a local human rights commission.

Accountability:

Employees are accountable to their designated supervisor and indirectly to the agency's Commissioner.

IV. COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN

The following information describes the methods that the agency takes to communicate the Affirmative Action Plan to employees and the general public:

A. Internal Methods of Communication

- A memorandum detailing the location of the Affirmative Action Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or alternatively, the Affirmative Action Officer, to all staff on an annual basis.
- The agency's Affirmative Action Plan is available to all employees on the agency's internal website at [Intranet > Human Resources > Employee Toolbox](#) or in print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

B. External Methods of Communication

- The agency's Affirmative Action Plan is available on the agency's external website at <http://www.mnhousing.gov/wcs/Satellite?c=Page&cid=1358904762808&pagename=External%2FPage%2FEXTStandardLayout> or in print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- The agency's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer."

Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of posters displayed include: Equal Employment Opportunity is the law, Employee Rights under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.

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V. POLICY PROHIBITING DISCRIMINATION AND HARASSMENT

21.01 Policy Statement

Minnesota Housing desires to maintain a respectful and productive work environment that fosters professionalism and furthers the mission of the Agency. Employees must be able to exercise their duties free from violence, discrimination, harassment and other offensive or inappropriate conduct.

Minnesota Housing does not tolerate violence, discrimination harassment, or other inappropriate behavior of any kind toward any person or group. The Agency prohibits harassment in the workplace including harassment that creates an intimidating, hostile or offensive work environment, or interferes with an individual's work performance. It is every employee's responsibility to help identify and eliminate all incidents of harassment.

21.02 Who is Covered

This policy covers all Agency employees and individuals providing contract or volunteer services on behalf of the Agency.

21.03 Discrimination is prohibited

No person shall be discriminated against in the terms and conditions of employment, personnel practices or access to and participation in programs, or activities with regard to:

- Race
- Color
- Creed
- National origin
- Sex
- Sexual orientation
- Gender identity, or expression
- Religion
- Marital status
- Age
- Disability
- Status with regard to public assistance
- Membership, or activity in a local human rights commission as defined by law

Minnesota Housing will provide Equal Opportunity to all employees and applicants for employment in accordance with all applicable Federal and state Equal Employment Opportunity/Affirmative Action laws, rules and regulations.

21.04 Discriminatory Harassment

Discriminatory harassment means verbal or physical conduct that is directed toward an individual because of his/her protected class and that is sufficiently severe, pervasive, or persistent to have the purpose or effect of creating a hostile work environment.

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21.05 Sexual Harassment is Prohibited

One form of prohibited discriminatory harassment is sexual harassment. Sexual harassment is defined as any unwelcome sexual advance, request for sexual favor, or other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made, either explicitly or implicitly, a term or condition of employment, or
- Submission to or rejection of such conduct is used as a factor in any employment decision affecting any individual, or
- Such conduct has the purpose or effect of unreasonably interfering with any employee's work performance or creating an intimidating, hostile, or offensive work environment.

Sexual harassment can occur in situations where one person has power over another, but it can also occur between persons of equal status. Both men and women can be sexually harassed.

21.06 General Harassment and Inappropriate Behavior are Prohibited

General harassment and inappropriate behavior include, but are not limited to the following:

- Abusive behavior which is directed towards an individual for any reason.
- Bullying-verbal or physical.
- Use of physical force, harassment, intimidation, abuse of power or authority when the result is to cause pain, fear, or hurt.
- Inappropriate behavior such as rudeness, angry outbursts, inappropriate joking or conversations, vulgar obscenities, name-calling, disrespectful language, humiliation, or behavior that is demeaning.
- Intentional filing of an unfounded complaint under this policy.
- Gossiping, exclusionary behavior, spreading rumors, and sabotaging others with the use of sarcasm or hostile body language.

A difference of opinion is not harassment. Employees are expected to discuss issues with one another, while showing mutual respect. Employees are expected to work together to resolve misunderstandings or disagreements. It is not harassment for a supervisor to give normal work assignments or correct an employee's work.

21.07 Retaliation is Prohibited

Retaliation includes, but is not limited to intimidation, reprisal, or harassment against an employee who files a complaint alleging discrimination, sexual harassment, general harassment, or inappropriate behavior.

Minnesota Housing will not tolerate retaliation. The Agency will discipline any employee who retaliates against another employee for filing a complaint, or against an employee who participates in any manner in an investigation into a complaint.

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Filing a false complaint with the intent to harm the reputation of another person may lead to disciplinary action, up to and including discharge.

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

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

Responsibility of Employees:

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

Who May File:

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

Complaint Procedure:

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

Filing Procedures:

1. The employee or applicant completes the "Complaint of Discrimination/Harassment Form" provided by the Affirmative Action Officer or designee. Employees are encouraged to file a complaint within a reasonable period of time after the individual becomes aware that a situation may involve discrimination or harassment. The Affirmative Action Officer or designee will, if requested, provide assistance in filling out the form.
2. The Affirmative Action Officer or designee determines if the complaint falls under the purview of Equal Employment Opportunity law, i.e., the complainant is alleging discrimination or harassment on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age; or if the complaint is of a general personnel concern. The Affirmative Action Officer or designee shall also discuss other options for resolution, such as the workplace mediation.

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- If it is determined that the complaint is not related to discrimination but rather to general personnel concerns, the Affirmative Action Officer designee will inform the complainant, in writing, within ten (10) working days.
 - If the complaint is related to discrimination, the Affirmative Action Officer or designee will, within ten (10) working days, contact all parties named as respondents and outline the basic facts of the complaint. The respondents will be asked to provide a response to the allegations within a specific period of time.
3. The Affirmative Action Officer or designee shall then investigate the complaint. At the conclusion of the investigation, the Affirmative Action Officer or designee shall notify the complainants and respondents that the investigation is completed. The Affirmative Action Officer or designee shall then review the findings of the investigation.
- If there is sufficient evidence to substantiate the complaint, appropriate action will be taken.
 - If insufficient evidence exists to support the complaint, a letter will be sent to the complainants and the respondents dismissing the complaint.
4. A written answer will be provided to the parties within sixty (60) days after the complaint is filed. The complainants will be notified should extenuating circumstances prevent completion of the investigation within sixty (60) days.
5. Disposition of the complaint will be filed with the Commissioner of the Minnesota Management and Budget within thirty (30) days after the final determination.
6. All documentation associated with a complaint shall be considered investigative data under the Minnesota Government Data Practices Act. The status of the complaint will be shared with the complainants and respondents. After an investigation is completed and all appeals are exhausted, all documentation is subject to the provisions of the Minnesota Government Data Practices Act.
7. All data collected may at some point become evidence in civil or criminal legal proceedings pursuant to state or federal statutes. An investigation may include, but is not limited to, the following types of data:
- Interviews or written interrogatories with all parties involved in the complaint, i.e., complainants, respondents, and their respective witnesses; officials having pertinent records or files, etc.; and
 - All records pertaining to the case i.e., written, recorded, filmed, or in any other form.

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

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VII. REASONABLE ACCOMMODATION POLICY

The State of Minnesota is committed to the fair and equal employment of individuals with disabilities. Reasonable accommodation is the key to this nondiscrimination policy. While many individuals with disabilities can work without accommodation, other qualified employees and applicants face barriers to employment without the accommodation process. It is the policy of Minnesota Housing 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, as amended, 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, an individual with a disability is one who has a physical or mental impairment that substantially limits one or more major life activities; or a record of such an impairment; or being regarded as having such an impairment.

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

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

Reasonable accommodation applies to three (3) aspects of employment:

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

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

Procedure for Current Employees and Employees Seeking Accommodation:

1. This agency will inform all employees that this accommodation policy can be made available in accessible formats.

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2. The employee shall inform their supervisor or the ADA Coordinator or designee of the need for an accommodation.
3. The ADA Coordinator or 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:
 - Discuss the purpose and essential functions of the particular job involved. Completion of a step-by-step job analysis may be necessary;
 - Determine the precise job-related limitation;
 - Identify the potential accommodations and assess the effectiveness each would have in allowing the individual to perform the essential functions of the job; and
 - 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 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 or designee will work with the employee to obtain technical assistance, as needed.
6. The ADA Coordinator or designee 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 or designee shall work together to determine whether reassignment may be an appropriate accommodation.

Procedure for Job Applicants:

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

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

Policy for Funding Accommodations:

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

Procedure for Determining Undue Hardship:

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

- Overall size of the program (i.e., number and type of facilities, size of budget);
- Type of the operation including the composition and structure of the work force;
- Nature and cost of the accommodation needed;
- Reasonable ability to finance the accommodation; and
- Documented good-faith efforts to explore less restrictive or less expensive alternatives including consultation with the individual with the disability or with knowledgeable individuals with disabilities or organizations.

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

Appeals:

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

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

Supported Work:

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

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VIII. EVACUATION PROCEDURES FOR INDIVIDUALS WITH DISABILITIES

A copy of the agency's weather and emergency evacuation plans can be found in the [Policy and Procedure manual](#).

Knowledge and preparation by both individuals needing assistance and those who don't is key to reducing the impact of emergencies. When developing a plan, safety needs should be determined on a case-by-case basis because it varies with each individual and building.

Everyone has a responsibility to develop their own personal emergency evacuation plan, this includes individuals with disabilities or individuals who will need assistance during evacuation. The Americans with Disabilities Act Coordinator or designee in each agency will work to develop a plan and consult the appropriate building and safety personnel. For information or assistance, contact the Facilities Manager or Affirmative Action Officer.

Directors, managers, and supervisors should review the emergency evacuation procedures with staff, including informing all staff that if additional assistance may be needed, and individuals with disabilities should contact the agency contact(s) below to request the type of assistance they may need.

Sheryl Goldberg, Facilities Manager

Sheryl.goldberg@state.mn.us

651-296-2063

Kim Luchsinger, Affirmative Action Officer

Kim.luchsinger@state.mn.us

651-296-1509

Evacuation Options:

Individuals with disabilities have three basic evacuation options:

- Horizontal evacuation: Using building exits to the outside ground level or going into unaffected wings of multi-building complexes;
- Stairway evacuation: Using steps to reach ground level exits from building;
- Shelter in place: Unless danger is imminent, evacuate to the designated "shelter in place" location, which is located next to a central stairwell. If the individual requiring special evacuation assistance remains in place, they should dial 911 immediately and report their location to emergency services, who will in turn relay that information to on-site responders. The Minnesota Housing central office is equipped with sprinklers.

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Evacuation Procedures for Individuals with Mobility, Hearing, and Visual Disabilities:

Individuals with disabilities should follow the following procedures:

- **Mobility disabilities (individuals who use wheelchairs or other personal mobility devices (“PMDs”)):** Individuals using wheelchairs should be accompanied to a “shelter in place” location when the alarm sounds. When a building evacuation is initiated, the employees who accompanied the individual to the “shelter in place” location should immediately alert the Facilities Manager, Human Resources employee, or an emergency responder that there is an individual in need of evacuation assistance, who the individual is, and where the individual is located.
- **Mobility disabilities (individuals who do not use wheelchairs):** Individuals with mobility disabilities, who are able to walk independently, may be able to negotiate stairs in an emergency with minor assistance. If danger is imminent, the individual should wait until the heavy traffic has cleared before attempting the stairs. If there is no immediate danger (detectable smoke, fire, or unusual odor), the individual with a disability may choose to wait at the “shelter in place” location until emergency responders arrive to assist them.
- **Hearing disabilities:** The agency’s buildings are equipped with fire alarm horns/strobes that sound the alarm and flash strobe lights. The strobe lights are for individuals with who are deaf and/or hard of hearing. Individuals with hearing disabilities may not notice or hear emergency alarms and will need to be alerted of emergency situations. Employees who work in a close vicinity to hearing-impaired employees will be trained to assist employees with hearing disabilities in the case of an emergency.
- **Visual disabilities:** The agency’s buildings are equipped with fire alarm horn/strobes that sound the alarm and flash strobe lights. The horn will alert individuals who are blind or have visual disabilities of the need to evacuate. Most individuals with visual disabilities will be familiar with their immediate surroundings and frequently traveled routes. Since the emergency evacuation route is likely different from the common traveled route, individuals with visual disabilities may need assistance in evacuating. The assistant should offer assistance, and if accepted, guide the individual with a visual disability through the evacuation route.

Severe Weather Evacuation Options:

Individuals with disabilities or who are in need of assistance during an evacuation have three evacuation options based on their location in their building:

- **Horizontal evacuation:** If located on the ground or basement floor, severe weather shelter areas are located throughout each floor;
- **Elevator evacuation:** If there are no safe areas above the ground floor, the elevator may be used to evacuate to the ground or basement levels; and/or

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- Shelter in Place: Seeking shelter in a designated severe weather shelter and remaining there until the all clear is used.

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IX. GOALS AND TIMETABLES

Through the utilization analysis, the agency has determined which job categories are underutilized for women, minorities, and individuals with disabilities within the agency and has set the following hiring goals for the next two years (Reference Table 2).

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Table 2. Underutilization Analysis and Hiring Goals for 2014-2016

Job Categories	UNDERUTILIZATION – # OF INDIVIDUALS			HIRING GOALS FOR 2014-2016		
	Women	Racial/ Ethnic Minorities	Individuals With Disabilities	Women	Racial/ Ethnic Minorities	Individuals With Disabilities
Officials/Administrators		2			2	
Professionals						
Protected Services: Sworn						
Protected Services: Non-sworn						
Office/Clerical						
Technicians		2			2	
Skilled Craft						
Service Maintenance						

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Availability:

The agency determined the recruitment area to be the Minneapolis – St. Paul statistical area. In conducting its underutilization analysis, the agency used the two - factor analysis for the Officials and Managers category due to the fact a significant pool of the management team were promoted internally. The internal Professionals category was one factor, and the external market was the second factor. For the remainder of the job categories, a multiple-factor analysis was not used.

In order to accurately determine availability for the Professionals category and the Technicians category, a Composite Availability Analysis was completed. Each of these categories contains a number of different occupations with differing availability percentages, so the Composite Availability Analysis allowed these numbers to be weighted together.

Underutilization Analysis worksheets are attached in the appendix. Numbers less than 10 are indicated with “<10” in accordance with Minnesota Management and Budget’s guidance on data privacy.

Women:

At the agency, the population of women has remained the same, with no underutilization indicated. For the next year’s goals, the Agency will continue to review the number of women in each job category and ensure that the percentage of females does not significantly drop.

Minorities:

At the agency, the population of minorities remained the same in the following job categories: Professionals and Office Clerical. The population of minorities has not improved in the following job categories: Officials/Administrators and Technicians. For the Officials/Administrators category, there were previously no minority members in that category, and there have been two affirmative hires in the past plan year. So the Agency did meet the hiring goal set for 2012-2014. Since the last Affirmative Action plan, the available pool of minority candidates for Officials/Administrators has increased from 6.3% to 9.2%, so Minnesota Housing will need to set more ambitious hiring goals. In order to meet these new goals, the Agency will have to continue to build external relationships and develop internal talent, paying particular attention to ensuring minority employees have opportunities to succeed.

In the Technicians category, there were 3 minority employees in the past plan year, and no underutilization was indicated. All three of these employees received promotions in the past year and are now in the Professionals category. While it is a good outcome that minority employees are receiving promotions, the Agency will need to ensure that qualified minority candidates are being considered for the jobs that are vacated or added in the Technician category.

Individuals with Disabilities:

At the agency, the population of individuals with disabilities has remained the same, with no underutilization indicated. For the next year’s goals, the Agency will continue to review the number of

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individuals with disabilities in each job category and ensure that the percentage of individuals with disabilities does not significantly drop.

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X. AFFIRMATIVE ACTION PROGRAM OBJECTIVES

In pursuing the agency's commitment to affirmative action, the agency will take the following actions during 2014-2016:

Objective #1: Provide training, education, and ongoing resources to hiring managers to ensure understanding of, and compliance with, Affirmative Action goals and timetables.

Action Steps:

- Create training materials for managers on Affirmative Action plan, the plan goals, as well as their role/responsibility in achieving the plan goals. Offer this training in person annually.
- Keep managers up to date on underutilization in their department as they have recruitment needs.
- Create and offer training to new managers on AA goals as they are hired/promoted.

Evaluation:

This objective was in the previous affirmative action plan. Progress has been made in incorporating this training into current and new manager training. This training will be more fully developed and delivered in the upcoming year.

Objective #2: Provide training and career development opportunities to employees that meet their professional development needs and develop an internal talent pool of qualified candidates for promotional opportunities, particularly women, minorities, and employees with disabilities.

Action Steps:

- Continue to provide Tuition Assistance Program to employees.
- Encourage employees to apply for Emerging Leaders Institute, Essentials of Supervision, Essentials of Management, and other leadership development courses to develop leadership bench strength within the agency.
- Ensure sufficient funds are available for training and development.
- Provide opportunities for employees to request training and encourage employees to proactively seek out training opportunities

Evaluation:

A similar objective was in the previous affirmative action plan, and all of the action steps listed were carried out. Since the utilization analysis indicates a need to hire more minority management employees, this objective has been adjusted to indicate that we will specifically target women, minorities, and individuals with disabilities for opportunities to seek development.

Objective #3: Promote a diverse and inclusive workplace atmosphere where employees feel valued and problems are solved effectively.

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Action Steps:

- Offer trainings in variety of diversity-related topics for employees.
- Provide opportunities for learning through educational displays, enjoyable activities such as a themed potluck, and celebrations of diversity-related holidays.
- Conduct an employee engagement survey and create an action plan based on the results.
- Create an advisory committee on issues related to diversity. The committee will create a charter, mission, vision, measures for success, and provide input into policies and practices at the Agency.
- Assess all employees annually on their performance reviews on how well they've met the organizational objective of demonstrating commitment to building a professional, inclusive workplace that values cultural diversity.

Evaluation:

A similar objective was in the previous affirmative action plan, and all of the action steps listed were carried out. However, new action steps that are more focused on diversity and inclusion have been added for the next plan year.

XI. METHODS OF AUDITING, EVALUATING, AND REPORTING PROGRAM SUCCESS

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

The agency will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of women, minorities, individuals with disabilities, or veterans. The agency will track the number of women, minorities, individuals with disabilities, and veterans in each stage of the selection process. Directors, managers, and supervisors will work closely with human resources and the Affirmative Action Officer in reviewing the requirements for the position, posting the position, and interviewing and selection to ensure that equal opportunity and affirmative action is carried out. Directors, managers, and supervisors will be asked to document their hiring decisions and equal opportunity professionals will review for bias.

Any time the agency cannot justify a hire, the agency takes a missed opportunity. Agency leadership will be asked to authorize the missed opportunity. The agency will report the number of affirmative and non-affirmative hires as well as missed opportunities to Minnesota Management and Budget on a quarterly basis.

When candidates are offered interviews, reasonable accommodations will be offered for individuals with disabilities to allow the candidate equal opportunity to participate in the interview process.

All personnel involved in the selection process will be trained and accountable for the agency's commitment to equal opportunity and the affirmative action program and its implementation.

B. Pre-Review Procedure for Layoff Decisions

The Affirmative Action Officer, in conjunction with the agency's human resources office, shall be responsible for reviewing all pending layoffs to determine their effect on the agency's affirmative action goals and timetables.

If it is determined that there is an adverse impact on protected groups, the agency will document the reasons why the layoff is occurring, such as positions targeted for layoff, applicable personnel policies or collective bargaining agreement provisions, or other relevant reasons. The agency will determine if other alternatives are available to minimize the impact on protected groups.

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C. Other Methods of Program Evaluation

The agency submits the following compliance reports to Minnesota Management and Budget as part of the efforts to evaluate the agency's affirmative action program:

- Quarterly Monitoring the Hiring Process Reports;
- Biannual Affirmative Action Plan;
- Annual Americans with Disabilities Act Report;
- Annual Internal Complaint Report; and
- Disposition of Internal Complaint (within 30 days of final disposition).

The agency also evaluates the Affirmative Action Plan in the following ways:

- Monitors progress toward stated goals by job category;
- Analyzes employment activity (hires, promotions, and terminations) by job category to determine if there is adverse impact;
- Analyzes compensation program to determine if there are patterns of discrimination;
- Reviews the accessibility of online systems, websites, and ensures that reasonable accommodations can be easily requested; and
- Discusses progress with agency leadership on a periodic basis and makes recommendations for improvement.

XII. RECRUITMENT PLAN

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

Recruitment costs incurred during the 2012-2014 plan year total: \$6,108.18

Below are various recruitment methods or strategies utilized by the agency during the past year and plans for the upcoming plan years 2014-2016.

A. Advertising Sources

During the 2012-2014 plan year, the Agency used a variety of advertising sources including:

LinkedIn. All jobs are posted on the Agency's LinkedIn page. The Agency utilized LinkedIn Recruiter during FY 2014. LinkedIn Recruiter has not been found to be particularly effective recruitment resource and will likely not be used again.

Jobs in Minneapolis. The Agency has a subscription and posts all jobs on this job board. This has been a very effective recruitment resource, yielding the highest number of applicants. Jobs in Minneapolis passes on all job postings to a variety of diversity and community resources to increase diversity outreach. In a recent 3 month period, 160 different diversity-related community organizations were contacted. A sample of recent diversity resources include:

- Accessibility, Inc.
- Achieve Minneapolis
- ACT – Advocating Change Together
- African Development Center
- Asian American Chamber of Commerce
- Career Transitions for Women
- CLUES
- Minnesota Workforce Center
- The Jeremiah Program
- Twin Cities Rise
- Veteran's Employment and Training Service
- Veterans Services
- Vocational Rehabilitation
- Women's Advocates
- YWCA

Housing Resources. Most Agency jobs are in the housing industry and a variety of housing-specific advertising resources are used. These community groups and professional organizations do not tend to provide many applicants, so these are used on a more limited basis.

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- Changing the Face of Housing
- HousingLink
- Metropolitan Consortium of Community Developers
- Minnesota Multihousing Association
- National Association of Housing and Redevelopment Officers
- National Council of State Housing Agencies

Employee Referrals. The Agency has a good track record of current employees referring applicants to the Agency. Hiring managers will work with current employees to see if there are any potential candidates in their network, particularly for hard-to-fill positions.

Agency website. Minnesota Housing launched a revamped website in the past year and the Jobs page was updated to be more user-friendly and provide better information for potential candidates on the benefits of working at the Agency. Many applicants indicate that they regularly check the Agency website for job postings. The website has become an effective tool for reaching out to potential candidates.

B. Job and Community Fairs

Minnesota Housing has opted not to attend any job fairs or community events in the past year. Because most of the Agency's jobs require housing experience, these types of resources tend to not provide a good pipeline of candidates for the amount of investment involved.

In the next year, Agency staff may attend job or community fairs if any occur that seem likely to include candidates from a housing background.

C. College and University Recruitment Events

Minnesota Housing staff attend the Humphrey School of Public Affairs Career Engagement Fair every year to recruit interns for the Agency's summer intern program. Humphrey School of Public Affairs has been a good source of interns, and many graduates have an interest in working for Minnesota Housing. This has been an effective strategy, and there are potentially other college and university events that may be an effective use of time, such as St. Thomas (which has a Real Estate program) or Macalester (which has a strong economics program).

D. Recruitment for Individuals with Disabilities

- 1) Review of job postings for physical and sensory requirements and ensure that qualifications in job postings are inclusive and do not pose any unnecessary barriers.
 - a. Our agency will review all job postings for physical and sensory requirements and determine if the qualifications for the position are job-related and consistent with business necessity. Additionally, our agency will edit language pertaining to physical and sensory requirements and change this language to reflect more inclusive language for job qualifications.
- 2) Self-Identification

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- a. At the time of application and once a year, our agency will communicate to our employees that we collect summary data related to the number of individuals with disabilities who have applied for positions and who are in our workforce. We will inform employees that we collect this summary data to make determinations about where we need to improve in terms of recruitment, selection, or retention of individuals with disabilities.
- 3) Supported Employment (M.S. 43A.191, Subd. 2(d))
 - a. The 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 individuals with disabilities to recruit for these positions.
 - b. Implement and ensure that reviews of positions are taking place. We will work with VRS or the MMB State ADA Coordinator to assist us in our efforts.
- 4) 700-Hour Program
 - a. Where possible, our agency will utilize the 700-hour program which allows our agency to hire an individual with a disability and provide them training. At the end of this period, our agency can hire the individual.
- 5) Accessibility Matters Campaign
 - a. Our agency will distribute marketing material and resources to our staff to remind them to create accessible electronic documents and systems, so that employees with disabilities coming into the workforce can contribute to the workforce and will be able to access similar information and resources as other employees.
- 6) Reasonable Accommodations
 - a. We will prominently display on our career site that we will provide reasonable accommodation to qualified individuals with a disability who apply for our positions where needed. Once hired, we will educate employees, supervisors, and managers on accommodating employees in the workplace.
- 7) Strategic Partnerships
 - a. Our agency will build strategic partnerships with DEED - Vocational Rehabilitation Services ("VRS"), DEED - State Services for the Blind ("SSB"), and other state agency partners to conduct job evaluations and to assist in recruitment or referral of candidates to open positions. Our agency will work to inform VRS or SSB when a position is posted or prior to a posting, if possible, about the positions. Additionally, we will post positions for at least 7 days to ensure equal opportunity to apply for the position.
- 8) Self-Analysis
 - a. Our agency will conduct periodic self-checks to determine if our systems or documents are accessible, language in our job postings is inclusive, and reasonable accommodations have been provided and staff have been trained on how to provide reasonable accommodations.
- 9) Reporting
 - a. Our agency will conduct a quarterly analysis of the number of individuals with disabilities who have applied for positions and the number of individuals with disabilities hired.

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E. Relationship Building and Outreach

In order to best fill some hard-to-fill positions, networking resources were utilized in the past year. Recruiters from the Agency reached out to local colleges with programs that relate closely to the work Minnesota Housing does in order to better develop a pool of candidates. These relationships have been an important tool for the Agency to connect to potential candidates. The Agency will continue to work on outreach efforts, particularly with colleges that have related programs.

F. Internships

The Agency has successfully hired 1-3 summer interns over the past several years. The Research department successfully hired 2 interns during summer 2013 and 1 for summer 2014. These interns have been students from local colleges with an interest in housing. Agency staff have built relationships with local colleges in order to successfully recruit new interns.

Another source of interns has been the City of Minneapolis Step Up Program, which places disadvantaged high school students with paid internships. The Agency utilized a Step Up Intern in 2013 and will use another intern in 2014.

In 2013, the Agency recruited a student worker to complete a short-term project in the Multifamily department. Jobs In Minneapolis was used to advertise for the position.

The majority of the interns and student workers hired have been minorities, which allows the Agency to expand its minority recruitment pool. The Agency will continue to evaluate and encourage the use of interns.

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

The 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 individuals with disabilities to recruit for these positions.

H. Additional Recruitment Activities

The Agency created a first-ever formal Recruitment Plan in 2013. The goal of the plan was more effectively recruit high quality candidates. In the next Recruitment Plan, the goal will be to continue to review recruitment strategies and measure the success of different approaches.

XIII. RETENTION PLAN

The agency is committed to not just the recruitment of women, minorities, individuals with disabilities, and veterans, but also to the retention of these protected groups.

A. Individual(s) Responsible for the Agency's Retention Program/Activities

Barb Sporlein, Deputy Commissioner
651-297-3125
Barb.sporlein@state.mn.us

Kim Luchsinger, Affirmative Action Officer
651-296-1509
Kim.luchsinger@state.mn.us

B. Separation Analysis by Protected Groups

- The percentage of women who separated from the Agency over the past 2 years is very comparable to the total percentage of women at the Agency. (65% separations or 25 total versus 71% female employees.)
- The percentage of employees with disabilities who separated from the Agency over the past 2 years is lower than the total percentage of employees with disabilities at the Agency. (7% separations or 3 total versus 15% employees with disabilities.)
- The percentage of minorities who separated from the Agency over the past 2 years is slightly higher than the total percentage of minority employees. (23% separations or 9 total versus 15% minority employees.) However, of the minorities who left the Agency, two were minority student workers, who were originally hired for short-term appointments.

C. Methods of Retention of Protected Groups

Over the next two years, the Agency will focus on a variety of initiatives to ensure that protected groups are being retained. A few methods include:

- Creating and utilizing an advisory committee on issues related to diversity. In the next few months, the Affirmative Action Officer will be forming an advisory committee. The committee will create a charter, mission, vision, measures for success, and provide input into policies and practices at the Agency.
- Provide training opportunities around diversity related topics.
- Continue to provide assistance and support with ergonomics and reasonable accommodation requests to ensure accessibility for all.

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- Offer a new mentorship program. In the next year, the Agency will offer a mentor program to better build capacity internally.
- Continue to offer Tuition Assistance Program. The Agency pays for up to \$10,000 of tuition assistance for job-related degrees.
- Continue to administer the Employee Engagement Survey and use the results of the feedback to inform the Internal Engagement and Improvement Plan.
- Continue to support employees who apply for the Emerging Leaders and Senior Leader Institute. In the past three years, 2 out of 7 ELI participants have been minorities and 6 out of 7 have been women. In the past three years, 2 out of 3 SLI participants have been women.

APPENDIX

A. Complaint of Discrimination/Harassment Form

COMPLAINT OF DISCRIMINATION/HARASSMENT FORM

Minnesota Housing Finance Agency
 400 Sibley Street Suite 300
 St. Paul, MN 55101-1998
 1-800-296-1509

PLEASE READ BEFORE COMPLETION OF FORM

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

Complainant (You)		
Name	Job Title	
Work Address	City, State, Zip Code	Telephone
Agency	Division	Manager/Supervisor's Name

Respondent (Individual Who Discriminated Against/Harassed You)		
Name	Job Title	
Work Address	City, State, Zip Code	Telephone

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Respondent (Individual Who Discriminated Against/Harassed You)		
Agency	Division	Manager/Supervisor's Name

The Complaint		
Basis of Complaint (Place an "X" in the box for all that apply):		
<input type="checkbox"/> Race	<input type="checkbox"/> Disability	<input type="checkbox"/> Sexual Orientation
<input type="checkbox"/> Sex (Gender)	<input type="checkbox"/> Marital Status	<input type="checkbox"/> Status with Regard to Public Assistance
<input type="checkbox"/> Age	<input type="checkbox"/> National Origin	<input type="checkbox"/> Membership or Activity in a Local Human Rights Commission
<input type="checkbox"/> Color	<input type="checkbox"/> Creed	<input type="checkbox"/> Religion

Date most recent act of discrimination or harassment took place:

If you filed this complaint with another agency, give the name of that agency:

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

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

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

This complaint is being filed on my honest believe that the State of Minnesota has discriminated against or harassed me. I hereby certify that the information I have provided in this complaint is true, correct and complete to the best of my knowledge and belief.

Signatures	
Complainant Signature	Date
Affirmative Action Officer Signature	Date

B. Employee/Applicant Request for ADA Reasonable Accommodation Form



STATE OF MINNESOTA – MINNESOTA HOUSING FINANCE AGENCY

EMPLOYEE/APPLICANT REQUEST FOR ADA REASONABLE ACCOMMODATION FORM

The State of Minnesota is committed to complying with the Americans with Disabilities Act (“ADA”) and the Minnesota Human Rights Act (“MHRA”). To be eligible for an ADA accommodation, you must be 1) qualified to perform the essential functions of your position and 2) have a disability that limits a major life activity or function. The ADA Coordinator/Designee will review each request on an individualized case-by-case basis to determine whether or not an accommodation can be made.

Employee/Applicant Name:	Job Title:
Work Location:	Phone Number:

Data Privacy Statement: This information may be used by your agency human resources representative, ADA Coordinator or designee, your agency legal counsel, or any other individual who is authorized by your agency to receive medical information for purposes of providing reasonable accommodations under the ADA and MHRA. This information is necessary to determine whether you have a disability as defined by the ADA or MHRA, and to determine whether any reasonable accommodation can be made. The provision of this information is strictly voluntary; however, if you refuse to provide it, your agency may refuse to provide a reasonable accommodation.

Questions to clarify accommodation requested.

1. What specific accommodation are you requesting?

2. If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore.
 - a. If yes, please explain.

Questions to document the reason for the accommodation request (please attach additional pages if necessary).

1. What, if any job function are you having difficulty performing?

**State of Minnesota – Minnesota Housing Finance Agency
Reasonable Accommodation Request Form, Page 2**

2. What, if any employment benefit are you having difficulty accessing?

3. What limitation as result of your physical or mental impairment is interfering with your ability to perform your job or access an employment benefit?

4. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job?

Information Pertaining to Medical Documentation

In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee has a disability covered by the ADA and to assist in identifying an effective accommodation.

The ADA Coordinator or designee in each agency is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee will be provided with the appropriate forms to submit to their medical provider. The employee has the responsibility to ensure that the medical provider follows through on requests for medical information.

This authorization does not cover, and the information to be disclosed should not contain, genetic information. “Genetic Information” includes: Information about an individual’s genetic tests; information about genetic tests of an individual’s family members; information about the manifestation of a disease or disorder in an individual’s family members (family medical history); an individual’s request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual; and genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.

Employee/Applicant Signature:	Date:
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C. Agency Profile and Organizational Chart

For more than 40 years, Minnesota Housing has worked to provide access to safe, decent and affordable housing and to build stronger communities across the state. It has a national reputation as one of the finest housing finance agencies in the country and has built an enduring alliance among partners in the for-profit, non-profit and government sectors to achieve its mission.

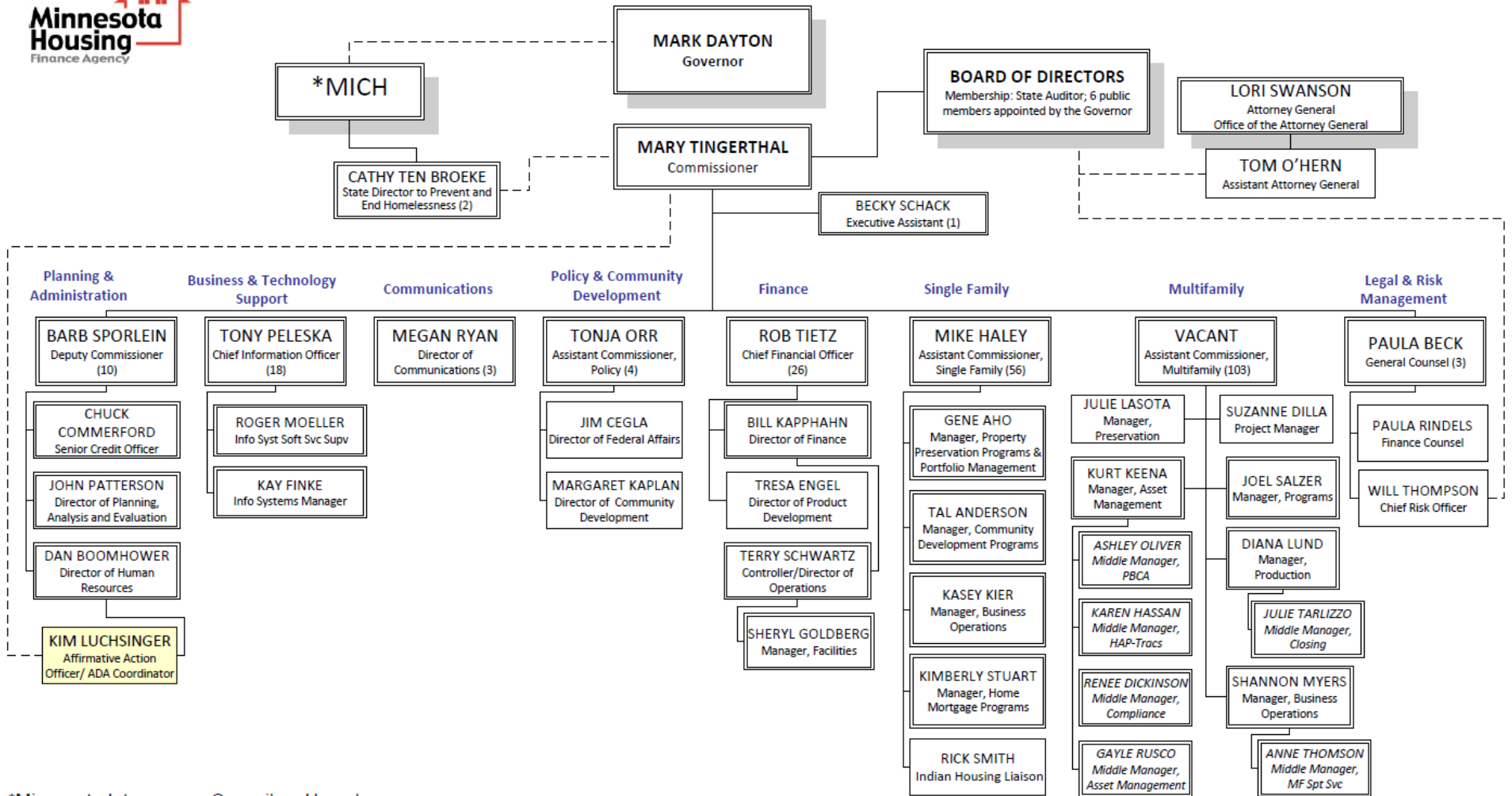
Minnesota Housing offers products and services to help Minnesotans buy and fix up their homes and to stabilize neighborhoods, communities and families. It also supports the development and preservation of affordable rental housing through both financing and long term asset management. It has pioneered a successful model for supportive housing that helps stabilize the lives of some of the state's most vulnerable citizens.

In 2013, Minnesota Housing invested \$782 million and assisted nearly 63,000 households.

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AGENCY MANAGEMENT



*Minnesota Interagency Council on Homelessness
(#) = Number of positions

Ver. 07/11/2014

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D. Underutilization Analysis Worksheets

Minnesota Housing Finance Agency

JOB CATEGORY AVAILABILITY/UTILIZATION/UNDERUTILIZATION ANALYSIS & ANNUAL GOALS

Worksheet for comparing incumbency to availability and setting goals to correct underutilization.

WOMEN									
Job Categories	Total Employees in Job Group	Total Number of Women in Group	% of Women in the Group	Availability %	Availability Number	AAP 2014-2016 Number Underutilized	AAP 2012-2014 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	33	18	54.55%	52.44%	17	0	0	Same	0
Professionals	153	109	71.24%	51.69%	79	0	0	Same	0
Protective Services: Sworn			#DIV/0!		0	0			
Protective Services: Non-sworn			#DIV/0!		0	0			
Office/Clerical	28	24	85.71%	72.50%	20	0	0	Same	0
Technicians	15	13	86.67%	80.87%	12	0	0	Same	0
Skilled Craft			#DIV/0!		0	0			
Service Maintenance			#DIV/0!		0	0			
Totals	229	164	71.62%						

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MINORITIES									
Job Categories	Total Employees in Job Group	Total Number of Minorities in Group	% of Minorities in the Group	Availability %	Availability Number	AAP 2014-2016 Number Underutilized	AAP 2012-2014 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	33	2	6.06%	12.58%	4	2	1	Not improved	-1
Professionals	153	27	17.65%	9.85%	15	0	0	Same	0
Protective Services: Sworn			#DIV/0!		0	0			
Protective Services: Non-sworn			#DIV/0!		0	0			
Office/Clerical	28	6	21.43%	14.30%	4	0	0	Same	0
Technicians	15	0	0.00%	12.35%	2	2	0	Not improved	-2
Skilled Craft			#DIV/0!		0	0			
Service Maintenance			#DIV/0!		0	0			
Totals	229	35	15.28%						

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INDIVIDUALS WITH DISABILITIES									
Job Categories	Total Employees in Job Group	Total Number of Individ./ with Disabilities in Group	% of Individ. w/ Disabilities in the Group	Availability %	Availability Number	AAP 2014-2016 Number Underutilized	AAP 2012-2014 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	33	6	18.18%	7.00%	2	0	0	Same	
Professionals	153	22	14.38%	7.00%	11	0	0	Same	
Protective Services: Sworn			#DIV/0!	7.00%	0	0			
Protective Services: Non-sworn			#DIV/0!	7.00%	0	0			
Office/Clerical	28	7	25.00%	7.00%	2	0	0	Same	
Technicians	15	1	6.67%	7.00%	1	0	0	Same	
Skilled Craft			#DIV/0!	7.00%	0	0			
Service Maintenance			#DIV/0!	7.00%	0	0			
Totals	229	36	15.72%						

Source: American Fact Finder, operated by the U.S. Census Bureau. Labor Statistics for women and minorities compiled from the American Community Survey (2006-2010), released in March of 2013. Statistics for individuals with disabilities are taken from OFCCP (Office of Federal Contract Compliance Programs) and are based upon data derived from the American Community Surveys (2006-2010).

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TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category: Officials and Managers

A		ASSIGNED WEIGHT (%)
Internal Availability		40.00%
External Availability		60.00%
Total Assigned Weight (must equal 100%)		100.00%

WOMEN		
	Initial Statistics (%)	Weighted Statistics
Internal Availability B	71.24%	28.50%
External Availability C	39.90%	23.94%

MINORITIES		
	Initial Statistics (%)	Weighted Statistics
D	17.65%	7.06%
E	9.20%	5.52%

INDIVIDUALS WITH DISABILITIES		
	Initial Statistics (%)	Weighted Statistics
F		0.00%
G	7.00%	4.20%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
52.44%	12.58%	4.20%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		Agency Professional Group
External Availability		DEED 2010 Minneapolis - St. Paul Metropolitan Statistical Area

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

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Composite Availability Worksheet
 Worksheet for calculating average external availability percentages for a job group, weighted by the relative sizes of the job titles within the group.

Company name: Minnesota Housing Finance Agency

Job Group: Professionals

A Job Titles	B Occupation Code Used	C Number of employees in job title	D Women		E Minorities	
			% Available (census data)	Weighted % (C x D)	% Available (census data)	Weighted % (C x E)
Architect 2	17-1010	3	24.00	72	6.20	18.6
ISS Mgr, ISS Supv	11-3021	2	34.70	69.4	12.10	24.2
HR Spec	13-1070	2	74.50	149	15.20	30.4
Hsg Prog Supv	11-9141	5	59.90	299.5	9.10	45.5
Accountant	13-2011	8	56.30	450.4	9.80	78.4
Hsg Dev Officer	13-1041	108	55.70	6015.6	7.10	766.8
Hsg Financial Analyst	13-2051	9	35.50	319.5	14.50	130.5
Info Tech Spec	15-000	12	26.90	322.8	19.10	229.2
State Prog Admin	27-3090	3	66.90	200.7	58.20	174.6
Systems Architect	15-1143	1	9.70	9.7	9.40	9.4
				0		0
				0		0
Totals		153		7908.6		1507.6

F → G → H

Labor Area (county, metropolitan area, state, or other source of statistics)		Job Group Availability	
DEED 2010 Minneapolis - St. Paul Metropolitan Statistical Area		Women (G ÷ F)	Minorities (H ÷ F)
		51.69	9.85

Use the percentages above right to complete the 2 Factor Availability Analysis and/or the Job Group Availability/Utilization/Underutilization and Goals Analysis. Include this worksheet with your AAP.

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E. Separation Analysis by Protected Groups Worksheets

Minnesota Housing Finance Agency

SEPARATION ANALYSIS

Worksheet for conducting separation analysis of protected group members as total separations and in each job category.

TOTAL SEPARATIONS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	2	5.26%	1	50.00%	1	50.00%	0	0.00%
Resignations	18	47.37%	13	72.22%	3	16.67%	2	11.11%
Enhanced Separation		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Retirement	12	31.58%	8	66.67%	2	16.67%	1	8.33%
Deaths		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Lay-off		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Termination without Rights	6	15.79%	3	50.00%	3	50.00%	0	0.00%
Total Separations	38	100.00%	25	65.79%	9	23.68%	3	7.89%

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OFFICIALS/ADMINISTRATORS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Resignations		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Enhanced Separation		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Retirement	3	75.00%	2	66.67%	0	0.00%	0	0.00%
Deaths		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Lay-off		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Termination without Rights	1	25.00%	1	100.00%	0	0.00%		0.00%
Total Separations	4	100.00%	3	75.00%	0	0.00%	0	0.00%

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PROFESSIONALS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	1	4.17%	0	0.00%	0	0.00%	0	0.00%
Resignations	15	62.50%	11	73.33%	3	20.00%	2	13.33%
Enhanced Separation		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Retirement	5	20.83%	4	80.00%	1	20.00%	0	0.00%
Deaths		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Lay-off		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Termination without Rights	3	12.50%	1	33.33%	1	33.33%	0	0.00%
Total Separations	24	100.00%	16	66.67%	5	20.83%	2	8.33%

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OFFICE/CLERICAL								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	1	14.29%	1	100.00%	1	100.00%	0	0.00%
Resignations	2	28.57%	2	100.00%	0	0.00%	0	0.00%
Enhanced Separation		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Retirement	2	28.57%	1	50.00%	1	50.00%	1	50.00%
Deaths		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Lay-off		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Termination without Rights	2	28.57%	1	50.00%	2	100.00%	0	0.00%
Total Separations	7	100.00%	5	71.43%	4	57.14%	1	14.29%

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TECHNICIANS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Resignations	1	50.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Retirement	1	50.00%	1	100.00%	0	0.00%	0	0.00%
Deaths		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Lay-off		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Termination without Rights		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Total Separations	2	100.00%	1	50.00%	0	0.00%	0	0.00%

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SERVICE MAINTENANCE								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Resignations		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Enhanced Separation		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Retirement	1	100.00%	0	0.00%	0	0.00%	0	0.00%
Deaths		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Lay-off		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Termination without Rights		0.00%		#DIV/0!		#DIV/0!		#DIV/0!
Total Separations	1	100.00%	0	0.00%	0	0.00%	0	0.00%