
STATE OF MINNESOTA

ITASCA COMMUNITY COLLEGE

Affirmative Action Plan

August 2014 – August 2016

1851 E Hwy 169

Grand Rapids, MN 55744

Contents

I.	EXECUTIVE SUMMARY.....	2
II.	STATEMENT OF COMMITMENT	3
III.	INDIVIDUALS RESPONSIBLE FOR DIRECTING/IMPLEMENTING THE AFFIRMATIVE ACTION PLAN.....	4
	A. Commissioner or Agency Head.....	4
	B. Affirmative Action Officer or Designee.....	4
	C. Americans with Disabilities Act Coordinator or Designee.....	5
	D. Human Resources Director or Designee.....	6
	E. Directors, Managers, and Supervisors.....	7
	F. All Employees.....	8
IV.	COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN.....	8
	A. Internal Methods of Communication	8
	B. External Methods of Communication.....	9
V.	POLICY PROHIBITING DISCRIMINATION AND HARASSEMENT	9
VI.	COMPLAINT PROCEDURE FOR PROCESSING COMPLAINTS FOR ALLEGED DISCRIMINATION/HARASSMENT	11
VII.	REASONABLE ACCOMMODATION POLICY	13
	Definitions:.....	14
	Procedure for Current Employees and Employees Seeking Accommodation:	14
	Procedure for Job Applicants:.....	15
	Policy for Funding Accommodations:	15
	Procedure for Determining Undue Hardship:.....	15
	Appeals:.....	16
	Supported Work:.....	16
VIII.	EVACUATION PROCEDURES FOR INDIVIDUALS WITH DISABILITIES.....	16
	Evacuation Options:.....	17
	Evacuation Procedures for Individuals with Mobility, Hearing, and Visual Disabilities:	17
	Severe Weather Evacuation Options:.....	18
IX.	GOALS AND TIMETABLES.....	18
	Availability:.....	20
	Women:	20
	Minorities:.....	21
	Individuals with Disabilities:	21

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

X. AFFIRMATIVE ACTION PROGRAM OBJECTIVES 22

XI. METHODS OF AUDITING, EVALUATING, AND REPORTING PROGRAM SUCCESS..... 24

 A. Pre-Employment Review Procedure/Monitoring the Hiring Process..... 24

 C. Other Methods of Program Evaluation 26

XII. RECRUITMENT PLAN..... 26

 A. Advertising Sources..... 27

 B. Job and Community Fairs..... 27

 C. College and University Recruitment Events 27

 D. Recruitment for Individuals with Disabilities..... 28

 E. Relationship Building and Outreach 28

 F. Supported Employment (M.S. 43A.191, Subd. 2(d)..... 28

 G. Additional Recruitment Plan Activities 28

XIII. RETENTION PLAN..... 29

 A. Individual(s) Responsible for the Agency’s Retention Program/Activities..... 29

 B. Separation Analysis by Protected Groups 29

 C. Methods of Retention of Protected Groups..... 29

APPENDIX 30

 A. Complaint of Discrimination/Harassment Form..... 30

 B. Employee/Applicant Request for ADA Reasonable Accommodation Form..... 34

 C. Agency Profile and Organizational Chart..... 36

 D. Underutilization Analysis Worksheet 37

 E. Separation Analysis by Protected Groups Worksheets 38

I. EXECUTIVE SUMMARY

ITASCA COMMUNITY COLLEGE
 Affirmative Action Plan 2014-2016

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

Table 1. Underutilization Analysis of Protected Groups

GOALS UNITS	WOMEN	MINORITIES	DISABILITIES	VETERANS
ADMINISTRATORS				
FACULTY	X	X	X	
GENERAL PROFESSIONAL			X	
CLERICAL		X	X	X
TECHNICAL				
LABOR, CRAFT, & SERVICE	X	X		

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 is aware of Itasca Community College commitments to affirmative action and equal employment opportunity. The plan will also be posted on the Human Resources website.

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: Can Bradach Date: 7-29-14

HR Director/Designee Signature: Can Bradach Date: 7-29-14

Commissioner/Agency Head Signature: Michael Laird Date: 7/28/14

II. STATEMENT OF COMMITMENT

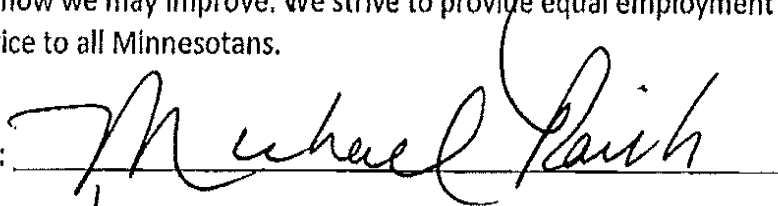
This statement reaffirms Itasca Community College is committed to Minnesota's statewide affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

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, familial 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.

Provost Signature: _____



Date: _____

7/28/14

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

A. Commissioner or Agency Head

Dr. Michael Raich, Interim Provost, 218-322-2401

Responsibilities:

The Provost 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 Provost 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 Provost is accountable directly to the Northeast Higher Education District President who is directly accountable to the 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

Carmen Bradach, Chief Human Resources Officer, 218-749-7743

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.

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

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 Provost 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 Northeast Higher Education District President and indirectly to the Provost on matters pertaining to affirmative action and equal opportunity.

C. Americans with Disabilities Act Coordinator or Designee

Carmen Bradach, Chief Human Resources Officer, 218-749-7743

Responsibilities:

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

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 Northeast Higher Education District President.

D. Human Resources Director or Designee

Carmen Bradach, Chief Human Resources Officer, 218-749-7743

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;
- Ensure, to the extent possible, development and utilization of selection criteria that is objective, uniform, and job-related;

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

- 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 Northeast Higher Education District President.

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;
- Carry out supervisory responsibilities in accordance with the equal employment opportunity and affirmative action policies embodied in this plan;

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

- 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 Provost.

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, familial 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 Provost.

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

ITASCA COMMUNITY COLLEGE

AFFIRMATIVE ACTION PLAN 2014-2016

- 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 website at <http://www.nhed.edu/human-resources/hr-home.html> 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.nhed.edu/human-resources/hr-home.html> 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.

V. POLICY PROHIBITING DISCRIMINATION AND HARASSEMENT

It is the policy of the of the State of Minnesota to prohibit harassment of its employees based on race, color, creed, religion, national origin, sex, marital status, familial status, status with regard to public assistance, membership or activity in a local human rights, disability, sexual orientation, or age. This prohibition with respect to harassment includes both overt acts of harassment and those acts that create a negative work environment.

Any employee subjected to such harassment should file a complaint internally with the agency's Affirmative Action Officer or designee. If the employee chooses, a complaint can be filed externally with the Minnesota Department of Human Rights, the Equal Employment Opportunity Commission, or through other legal channels. These agencies have time limits for filing complaints, so individuals should contact the agencies for more information. In extenuating circumstances, the employee should contact the State Affirmative Action Program Coordinator in the Office of Equal Opportunity and Diversity at Minnesota Management and Budget for information regarding the filing of a complaint. Any unintentional or deliberate violation of this policy by an employee will be cause for appropriate disciplinary action.

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

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

Notifying all employees and applicants of this policy; and

Informing all employees of the complaint procedure and ensuring that all complaints will be investigated promptly and carefully.

Definitions:

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

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

"Sexual harassment" includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct or communication of a sexual nature when:

- Submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of obtaining employment;
- Submission to or rejection of that conduct or communication by an individual is used as a factor in decision affecting that individual's employment; or
- That conduct or communication has the purpose or effect of substantially interfering with an individual's employment, and in the case of employment, the employer knows or should know of the existence of the harassment and fails to take timely and appropriate action.

It is possible for discriminatory harassment to occur:

- Among peers or coworkers;
- Between managers and subordinates; or
- Between employees and members of the public.

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

Employees who experience discrimination or harassment should bring the matter to the attention of the Carmen Bradach, Affirmative Action Officer. In fulfilling our obligation to maintain a positive and productive work environment, the Affirmative Action Officer or designee and all employees are expected to address or report any suspected harassment or retaliation.

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

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

Complaints of discrimination or harassment can be filed using the internal complaint procedure included in this Affirmative Action Plan.

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

The Itasca Community College 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, familial 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

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

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” found in Appendix A of this Affirmative Action Plan or on the Human Resources Website (<http://www.nhed.edu/human-resources/forms.html>)
2. 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.
3. 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, familial 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.
 - 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.
4. 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.

ITASCA COMMUNITY COLLEGE

AFFIRMATIVE ACTION PLAN 2014-2016

5. 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.
6. Disposition of the complaint will be filed with the Commissioner of the Minnesota Management and Budget within thirty (30) days after the final determination.
7. 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.
8. 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.
9. 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.

Itasca Community College Employees may file a complaint with:

Dr. Michael Raich, Interim Provost	218-322-2401	michael.raich@itascacc.edu
Ann Vidovic, Disabilities Coordinator	218-322-2433	ann.vidovic@itascacc.edu
Carmen Bradach, Human Resources	218-749-7743	c.bradach@mesabirange.edu

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 Itasca Community College 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

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

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.
2. The employee shall inform their supervisor or Carmen Bradach, ADA Coordinator at 218-749-7743 or c.bradach@mesabirange.edu of the need for an accommodation. The Request for Accommodation form can be found in Appendix B in this Affirmative Action Plan or at: <http://www.nhed.edu/human-resources/forms.html>
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:

ITASCA COMMUNITY COLLEGE

AFFIRMATIVE ACTION PLAN 2014-2016

- 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.
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;

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

- 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.

VIII. EVACUATION PROCEDURES FOR INDIVIDUALS WITH DISABILITIES

A copy of the agency's weather and emergency evacuation plans can be found at: <http://www.itascacc.edu/policies>

Individuals with disabilities should contact the agency contact(s) below to request the type of assistance they may need.

Dr. Michael Raich, Interim Provost	218-322-2401	michael.raich@itascacc.edu
Carmen Bradach, Human Resources	218-749-7743	c.bradach@mesabirange.edu
Chad Haatvedt	218-322-2444	chad.haatvedt@itascacc.edu
Raymond Jensen	218-208-8504	raymondjensen@hibbing.edu

Knowledge and preparation by both individuals needing assistance and those who don't is key to reducing the impact of emergencies.

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

Supervisors will meet individually with employees with a known physical disability (mobility and/or sensory), including those with a temporary disability, to discuss the emergency and evacuation procedures.

Supervisors should assign two assistants to each individual with physical disabilities to ensure that, in an emergency, the employee will be able to comply with the evacuation/emergency instruction.

During evacuation, employees with disabilities should move to the main entrance of the building they are located in and wait for assistant or emergency personnel. If able follow evacuation procedures.

Evacuation Options:

Individuals with disabilities have four basic, possibly five, 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, remain in a room with an exterior window, a telephone, and a solid or fire resistant door. 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 shelter in place approach may be more appropriate for sprinkler protected buildings where an area of refuge is not nearby or available. It may be more appropriate for an individual who is alone when the alarm sounds;
- Area of rescue assistance: Identified areas that can be used as a means of egress for individuals with disabilities. These areas, located on floors above or below the building's exits, can be used by individuals with disabilities until rescue can be facilitated by emergency responders; and/or

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 an area of rescue assistance by an employee or shelter in place when the alarm sounds. The safety and security staff will respond to each of the areas of rescue assistance every time a building evacuation is initiated to identify the individuals in these areas and notify to emergency responders how many individuals need assistance to safely evacuate.
- 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 area of rescue assistance 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.
- 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
- Shelter in Place: Seeking shelter in a designated severe weather shelter and remaining there until the all clear is used.

IX. GOALS AND TIMETABLES

When approval is given to fill positions, and the position is underutilized, affirmative steps are taken to recruit and hire in the underutilized areas. Our goal is to employ and retain members of underrepresented and underutilized groups. For each new hiring opportunity efforts are made to increase recruiting to underrepresented communities in our regional area and beyond.

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).

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

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	Veterans
Administrators	0	0	0	0	0	0	0
General Professionals	0	0	2	0	0	2	0
Faculty	1	3	4	1	3	2	0
Clerical	0	2	2	0	2	2	2
Technical	0	0	0	0	0	0	0
Labor, Craft, Service	2	2	0	2	2	0	0

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

Availability:

The agency determined the recruitment area to be statewide for all job categories with an open, competitive search. National searches may be utilized for Administrator, Director and Faculty level positions. To enhance and develop a diverse campus community, Itasca Community College recognizes that every search is an opportunity for the aggressive recruitment of protected class applicants to develop a large and diverse applicant pool. Through the recruitment of women, persons of color, and persons with disabilities, ICC will develop a workforce that enhances learning for our student body and the local communities that we serve. All applicants will be given equal opportunity, treated with dignity and respect, and when requested, accommodations will be offered throughout the hiring process to persons with disabilities.

Within disciplines where protected groups are underutilized and applicants are limited, the need for aggressive advertising and recruitment becomes crucial. The College recognizes that in order to successfully attract and retain underrepresented candidates there is direct relation to a long-term commitment by the College and a supportive work environment.

The College is required by federal law to biennially review its work force and identify areas where the representation of women, persons of color, and persons with disabilities are underutilized relative to their members in a given job group. The college is required to document efforts to correct any underutilization and assure full representation in an applicant pool. Before each search begins, the AAO will determine whether underutilization exists and develop the hiring goal.

Because the local area demographics contain a limited pool of persons of color, ICC has established the minimal geographic region for all searches to include a regional, statewide search utilizing online advertising (Monster.com, HigherEdJobs. Com, Indeed.com, Diversity.com). In addition to aggressive advertising to assure the development of a diverse applicant pool, ICC will employ innovative methods and network with administrators, faculty, staff, and professionals from other institutions to assist with applicant recommendations to ensure a diverse applicant pool.

Although the college did not use the two-factor analysis we based our information on predominately choosing to recruit externally and internally simultaneously.

Underutilization Analysis worksheets are attached in the appendix **D**.

Women:

At the agency, the population of women has improved in the following job categories: Faculty. It has not improved in the following job categories: Labor/Craft/Service however remains unchanged in Administrators, General Professionals, Clerical and Technical.

We attempt to demonstrate a good faith effort to achieve these important goals. The college shows that it has taken vigorous and measureable steps to ensure that qualified women are included in its applicant pools and be able to objectively demonstrate that the selection process was fair and consistent. The Northeast Higher Education District has a written hiring plan inclusive to women and if they meet minimum qualifications, will be balanced into the interview pool. The college strives to include women in a normally unbalanced or underrepresented field by advertising venues that specifically cater to women. This was successful for the Faculty searches and the college will continue this strategic plan.

Minorities:

At the agency, the population of minorities has not improved in Faculty, Clerical, Labor/Craft/Service however remains unchanged in Administrators, General Professionals and Technical. In conducting its underutilization analysis, the agency will determine what additional recruitment advertising would be utilized to meet the underutilization. This includes paid advertising on a national and regional level including online advertising that target potential protected group applicants (diversity.com, HERC, Chronical of Higher Education), local diversity and intercultural communities (AEOA, DEED, MinnesotaWorks) along with Minnesota Native American tribal communities (Chippewa, Sioux, Ojibwe Bands). The agency determined it was best to use this type of advertising because of the Native American communities that currently exists in our rural area and retention statistics would remain positive.

We attempt to demonstrate a good faith effort to achieve these important goals. The college shows that it has taken vigorous and measureable steps to ensure that qualified minorities are included in its applicant pools and be able to objectively demonstrate that the selection process was fair and consistent. The college has a written hiring plan inclusive to minorities and if they meet minimum qualifications, will be included in the interview process. Balancing the interview pool with disparate group(s) is a requirement.

Faculty hires have consisted of technical programs which garner a low applicant pool. Though the attempt for a national search occurs, the pool consists of local citizens in populace of < 2% ethnic background. Other categories may solicit a diverse pool however the relocation to rural areas deems a deciding factor. Will continue working and advertising with the Native American communities along with national online advertising sites utilizing this disparate group.

Individuals with Disabilities:

At the agency, the population of individuals with disabilities has improved in the following job categories: Technical and Labor/Craft/Service. It has not improved in General Professionals, Faculty and remains unchanged in Administrators, Clerical.

We attempt to demonstrate a good faith effort to achieve these important goals. The college shows that it has taken vigorous and measureable steps to ensure that qualified individuals with disabilities are included in its applicant pools and be able to objectively demonstrate that the selection process was fair and consistent. The college has a written hiring plan inclusive to individuals with disabilities and if they meet minimum qualifications, will be included in the interview process. Balancing the interview pool with disparate group(s) is a requirement.

ICC will continue to include organizations that work with protected class persons by: mentor new faculty/staff hires of protected class persons and individuals with disabilities; increase outreach programs to recruit and retain culturally diverse perspective employees and students; work closely with multi-cultural centers and local disabilities coordinators; strengthen connections with MnSCU,

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

outside agencies, and other institutions to encourage retention; continue ongoing development with the Intercultural Advisory Council group comprised of college and community members in which we work with to help with recruitment of persons with disabilities and underrepresented. The college will expand the recruitment of persons with disabilities by distribution of vacancy announcements to organizations such as State Council on Disabilities, AEOA and DEED.

The HR Director and the Administration of the college are responsible for retention program and activities. Methods used to retain protected group employees include compliance with OCR follow-ups, diversity training for employees, performance goals toward diversity, active clubs, and student diversity councils.

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: Maintain commitment to the Affirmative Action Plan and enhancing diversity awareness within the college and community.

Action Steps:

- Plan and implement diversity and cultural awareness events, activities and celebrations on campus and when possible invite the community members to participate.
- Support and celebrate student and employee cultures.
- Ensure employees are familiar with the Affirmative Action Plan
- Work with staff and faculty in promoting the integration of diversity/disability initiatives into curriculum and student life activities.

Evaluation:

Cultural awareness was an objective of last Affirmative Action Plan and the following events happened:

- Celebrated Black History and Native American Heritage months including many activities, speakers, and student events (one event was the Student Life Program students organized a display of cultural diversity panels for the hallways of the school during Native American month)
- Host Annual Pow-Wow
- "The Rez" shard text project is being organized by faculty.
- Held Ojibwe language bowl
- Applied for Blandin Grant to hire a success coordinator for students of African ancestry
- Participated in "Project Feed" initiative.
- The Svendborg Technical College (Denmark) Exchange Program provided 17 students and a faculty member the opportunity to travel to Denmark for eight weeks.

Objective #2: To provide training in the areas of diversity, ADA, and harassment/discrimination by offering a wide variety of programs, conferences, discussions, and presentations which feature these related topics.

Action Steps:

- Research possible speakers, performers and trainers in the areas listed above.
- Plan and implement trainings, performances, and/or conferences.
- Diversity Officers continue to develop a professional development plan for employees around the topic of diversity.

Evaluation:

- The college had "Diversity...Its Impact on Me, My Classroom, and How I Teach" presented by Bukata Hayes, Executive Director of the Greater Mankato Diversity Council, at the Fall 2013 Faculty duty day. This presentation was very well received by faculty and staff. Mr. Hayes came back to the campus to talk to students about cultural competency.
- All new hires required to take sexual harassment and discrimination training.
- Dr. Whitney Harris, System Office Diversity Department, spoke on the topic of diversity to sociology class.
- Grand Rapids police chief, human rights commission and mayor were all guests of the diversity committee to discuss issues within the community.
- Itasca Alliance Against Sexual Assault Program gave a presentation to all athletic teams and residential students.
- Dr. Leon Rodriguez is planned to speak about diversity at the fall 2014 faculty duty day.
- Plans for the 2014 – 2016 year to host the exhibit "Why Treaties Matter"

Objective #3: Recruit, hire and retain affirmatively.

- **Continue to hire affirmatively and include affirmative action consideration in the hiring process where a disparity exists.**
- **Strive to retain of underrepresented employees.**
- **Broaden recruitment efforts to more diverse and underrepresented communities.**

Action Steps:

- The Affirmative Action Officer will monitor and ensure the college's pre-employment review is followed.
- Ensure all search committees are educated in the affirmative action procedures.
- Continue to include organizations that work with protected class persons as well as individuals with disabilities.
- Mentor new faculty/staff hires of protected class persons and individuals with disabilities.

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

- Increase outreach programs to recruit and retain culturally diverse perspective employees and students.
- Work closely with multi-cultural centers and disabilities coordinators to foster a welcoming, safe, and comfortable campus environment.
- Strengthen connections with MnSCU, outside agencies, and other institutions to encourage retention.

Evaluation:

The college continues to look for new opportunity with outreach programs and/or organizations and communities for recruiting underrepresented persons. This past year we have connect with tribal communities in the region to provide notice of our job vacancies. This has been successful as we have received applicants and made hires due to this outreach. We will continue this process.

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

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

Itasca Community College 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 use the monitoring the hiring process form for every hire to track the number of women, minorities, individuals with disabilities, and veterans in each stage of the selection process.

The Pre-Employment Review

1. The hiring supervisor completes and submits an intent to fill form and a position description for the vacancy to be filled to the President of the Northeast Higher Education District for approval. Once approval is obtained the form is submitted to Human Resources.
2. If a disparity exist, the Affirmative Action Officer and/or the Human Resources staff works closely with the hiring supervisor in an effort to eliminate the disparity according to the following procedures:
 - a. All position descriptions shall contain job related criteria (knowledge, skills, and abilities) that are required to perform the essential functions of the identified tasks.
 - b. Job related minimum requirements (and preferred requirements) will be clearly defined and documented on the vacancy announcement.
 - c. Human Resources and the hiring supervisor determines if an external recruitment effort is required.
 - d. If an external recruitment effort is required, efforts will include resources that have contacts with protected class candidates.

Pre-Interview

ITASCA COMMUNITY COLLEGE

AFFIRMATIVE ACTION PLAN 2014-2016

1. Prior to commencement of the interview process, the search committee shall submit a list of uniform job related interview questions to the Affirmative Action Officer and/or Human Resources. The questions will be reviewed to determine:
 - a. Will the answers to this question, if used in making the selection, have a disparate effect in screening out protected group applicants?
 - b. Is this information (is it job related) to judge an applicant's competence or qualification for the job in question?
 - c. Is the question culturally neutral?
 - d. Are the questions within the legal parameters of the Equal Employment Opportunity guidelines?
2. The search committee will ensure that each candidate is asked the same structured interview questions. Leeway is allowed for follow-up questions of clarity.
3. Candidate's resumes will be referred to the search committee by HR after reviewing the resumes to determine which candidates meet the minimum qualifications as defined in the job posting. Candidates who meet the minimum qualifications will constitute the final eligible list of candidates to be considered.
4. If the number of candidates on the eligible list is large and needs to be more narrowly defined to come up with a "reasonable" number to interview, the search committee may further rank the candidates based upon job related qualification required and preferred for the position as defined in the job posting.
5. To the extent possible, the disparate group percentage will be reflected in the final interview applicant pool. However, the primary consideration in determining the interview pool will be the job related qualifications required (and desired) of the position to be filled.

Post Interview

1. The search committee will compare the qualifications of candidates based on available evidence and the requirements of the job. Only in the final selection process will the affirmative action goals and current disparities be considered.
2. If the search committee wishes to forward non-disparate group candidate as a finalist where there is a disparity and a non-disparate group candidate, the chair of the committee will discuss this action with the Affirmative Action Officer prior to decision being made. The Affirmative Action Officer shall review the reasons and documentation. Until that review is complete no offer of employment can be made to any candidate. If it is concluded that the reasons are sufficient, the hiring authority may make a hiring decision with finalists forwarded to them. If the reasons are not sufficient, the Affirmative Action Officer will recommend forwarding the disparate candidate as a finalist and will have a discussion with the hiring authority.
3. All candidates not selected are notified of the hiring decision.
4. The search committee are not to disclose information that the candidate selected is of a particular protected group status. The protected group status of an individual is identified as private data; in accordance with the Minnesota Government Data Practice Act which governs the collection and disclosure of all government data, including personnel data. Minn. Stat. 13.43, subd.2.

5. HR will keep documentation on the selection process for all appointments for at least one year. The AAO will keep data on every appointment where there is a disparity to explain the justification for the hiring decision.

B. Pre-Review Procedure for Layoff Decisions

The Chief Human Resources Officer/Affirmative Action Officer will review and be aware of pending layoffs where ADA affects a layoffee bumping eligibility.

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;
- 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 quarterly;
- 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.

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

Recruitment costs incurred during the 2012-2014 plan year total:

FY12 \$2,155
FY13 \$650

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

MnSCU System Website Bulletin
NHED Website
Local Newspapers
The Chronicle of Higher Education
HigherEdJobs.com
Diversity.Com
Pauly Group
MnSCU internal listserves
Native Tribal Community Contacts
HireHeroes

We continue to have success with the MnSCU and NHED Website. For our faculty positions we have some success with the Chronicle of Higher Education and HigherEdJobs.com. To help increase our applicant pools to be more diverse we continue to use diversity.com and this past year we have reached out to the native communities in our region and around the state to ensure they are aware of our job vacancies. We have also offered help to ensure they have access and knowledge on how to apply for our vacancies on resumix and neo-gov.

B. Job and Community Fairs

The college did not participate in any job or community fairs. We do not have that many on-going vacancies and do not feel at this time it is worth our while to attend.

C. College and University Recruitment Events

The college has participated in mock interviews with graduating technical program students and with the area workforce centers. Although it is hard to determine the effectiveness of these strategies, we will continue to participate to encourage networking and offering our services to help these graduates and candidates in our local communities.

D. Recruitment for Individuals with Disabilities

Diversity.com

Reach out to organizations that work with protected class persons as well as individuals with disabilities

Continue to work with the college's established Intercultural Advisory Council group comprised of college and community members in which we work with to help recruit persons with disabilities and underrepresented

Our plan is to continue these strategies and look for more ways to reach out to individuals with disabilities

E. Relationship Building and Outreach

Work with high school counselors to provide information in regards to our vacancies and/or offer assistance to high school graduates with resume writing, interviewing skills etc...

Work with DEED (VRS) in particular to ensure they are aware of vacancies

F. 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.

G. Additional Recruitment Plan Activities

Our goal for this next two year plan is to develop and maintain a better tracking system of our recruiting methods to interpret results for better outreach.

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.

XIII. RETENTION PLAN

Itasca Community College is fully committed to enhancing the diversity of the College community. The most effective way of encouraging a diverse campus community is by recruiting the best-qualified candidates from the largest candidate pool possible. Only by aggressively seeking out qualified women, minorities, veterans and persons with disabilities can we develop a workforce that properly resembles the diversity in our student body and the community. We are also committed to the retention of these protected groups.

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

Carmen Bradach, Chief Human Resources Officer, 218-749-7743, c.bradach@mesabirange.edu
Dr. Michael Raich, Interim Provost, 218-322-2401, michael.raich@itascacc.edu

B. Separation Analysis by Protected Groups

See Appendix E for the Separation Analysis Report.

Based on the analysis of the separation report, out of the 17 total separations 13 were from a protected group (76%). The college recognizes that in order to retain protected employees the college must maintain a long-term commitment to establishing a supportive work environment. All cultures and values are celebrated and embraced.

C. Methods of Retention of Protected Groups

The Chief Human Resources Director and the Administration of the college are responsible for retention program and activities. Methods used to retain protected group employees include compliance with OCR follow-ups, diversity training for employees, performance goals toward diversity, active clubs, student diversity councils, employee diversity committee, professional diversity development plan for employees, maintaining diversity plans and outreach to diverse employees and students.

APPENDIX

A. Complaint of Discrimination/Harassment Form

COMPLAINT OF DISCRIMINATION/HARASSMENT FORM

Itasca Community College
 1851 W Hwy 169
 Grand Rapids, MN 55744
 218-322-2401

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.

PLEASE READ THIS BEFORE FILLING OUT THIS FORM			
Any complaint of harassment/discrimination is considered confidential data under Minnesota Statute 13.39, Subd. 1 and 2. This information is being collected for the purpose of an inquiry and/or investigation.			
COMPLAINANT (one alleging discrimination)			
Please fill in requested information and check the appropriate boxes.			
Name	Name of advocate (if desired).	Student	<input type="checkbox"/>
Address		Applicant	<input type="checkbox"/>
			<input type="checkbox"/>
		Staff	<input type="checkbox"/>
	In consideration of confidentiality please list how the complainant would like to be contacted by the designated officer.		
College Telephone Number	Home Telephone Number		
Supervisor (if appropriate)	Job Title(if appropriate)		
RESPONDENT (one charged with discrimination)			
Please fill in requested information and check the appropriate boxes. (If known)			

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

Name			
Address		Student	
		Staff	
		Applicant	
College Telephone Number(if known)		Home Telephone Number(if known)	
Supervisor (if known)		Job Title(if known)	
THE COMPLAINT (the alleged incident)			
Please check the appropriate box.			
The complainant feels she/he was discriminated/harassed on the basis of:			
<input type="checkbox"/>	Race	<input type="checkbox"/>	Gender
<input type="checkbox"/>	Color	<input type="checkbox"/>	National Origin
<input type="checkbox"/>	Creed	<input type="checkbox"/>	Status w/ regard to public assistance
<input type="checkbox"/>	Religion	<input type="checkbox"/>	Age
<input type="checkbox"/>		<input type="checkbox"/>	Disability
<input type="checkbox"/>		<input type="checkbox"/>	Sexual Orientation
<input type="checkbox"/>		<input type="checkbox"/>	Membership or activity in local commission
<input type="checkbox"/>		<input type="checkbox"/>	Marital Status
The complainant feels she/he experienced:			
<input type="checkbox"/>	Discrimination	<input type="checkbox"/>	Harassment
<input type="checkbox"/>		<input type="checkbox"/>	Retaliation
<u>INFORMATION REGARDING INCIDENT(S)</u>			
Date of incident:		Location of incident:	

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

Please give a detailed description of incident(s) (what happened, names, dates, locations, etc.)

USE ADDITIONAL PAPER IF NEEDED

If there were Witnesses present, please list their name and addresses if known.

ITASCA COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN 2014-2016

NAME	ADDRESS	TELEPHONE
All the information I have given in this complaint is my honest recollection of the incident(s)		
Complainant's Signature	Date:	
College Representative's Signature	Date	

An Equal Opportunity Educator and Employer.

B. Employee/Applicant Request for ADA Reasonable Accommodation Form



STATE OF MINNESOTA – ITASCA COMMUNITY COLLEGE

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 – Itasca Community College
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.

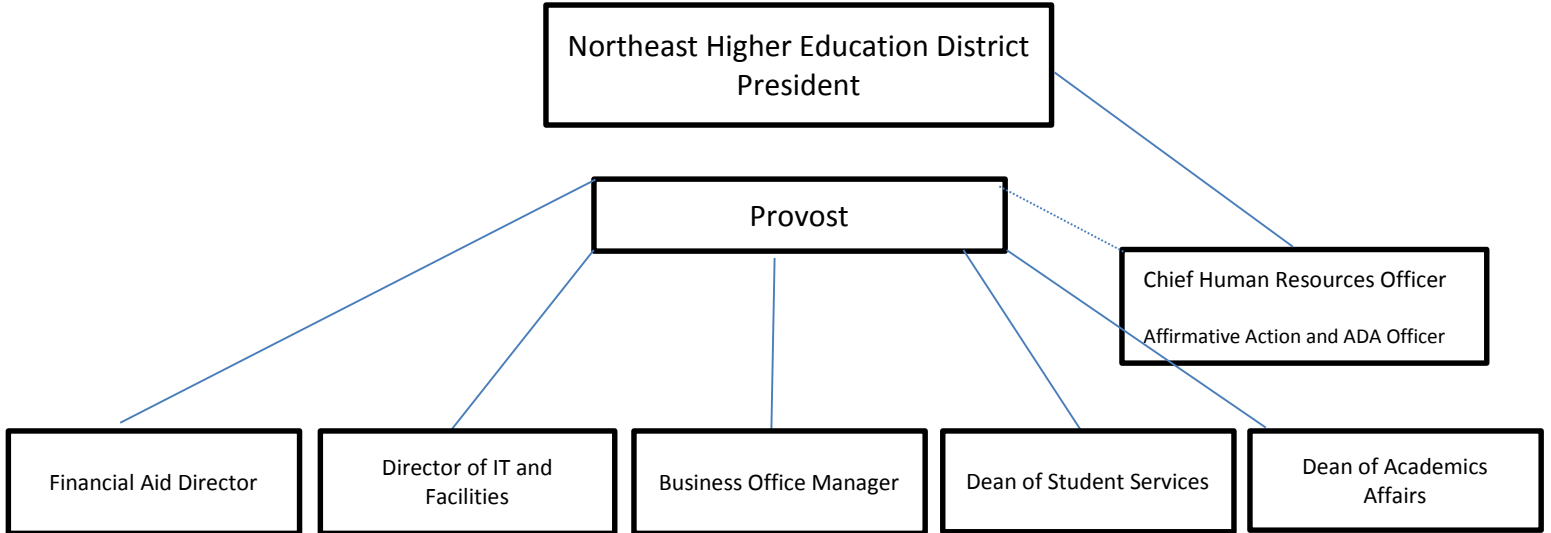
The ADA Coordinator or designee in each agency is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee will be provided with the appropriate forms to submit to their medical provider. The employee has the responsibility to ensure that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

C. Agency Profile and Organizational Chart

Itasca Community College



D. Underutilization Analysis Worksheet

E. Separation Analysis by Protected Groups Worksheets