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**STATE OF MINNESOTA**

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# **EXPLORE MINNESOTA TOURISM**

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## **Affirmative Action Plan**

**August 2014 – August 2016**

121 7<sup>th</sup> Place E, #100

St Paul, MN 55101

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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

PROTECTED GROUPS			
Job Categories	Women	Racial/Ethnic Minorities	Individuals with Disabilities
Officials/Administrators			
Professionals		X	X
Protected Services: Sworn			
Protected Services: Non-sworn			
Office/Clerical		X	X
Technicians			
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 Explore Minnesota's commitments to affirmative action and equal employment opportunity. The plan will also be posted on the agency's website and maintained in the Business Operations Manager's 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: *Pepp Kaszy* Date: 5-15-15

HR Director/Designee Signature: *Pepp Kaszy* Date: 5-15-15

Commissioner/Agency Head Signature: *Pat Karom* Date: 5-18-15

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## II. STATEMENT OF COMMITMENT

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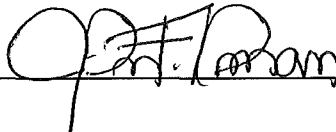
This statement reaffirms Explore Minnesota is committed to Minnesota's statewide affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

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.

Commissioner/Agency Head Signature: \_\_\_\_\_



Date: \_\_\_\_\_

5-18-15

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

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#### A. Commissioner or Agency Head

John Edman, Director

##### Responsibilities:

The Director 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 Director 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 Director of Explore Minnesota 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

Peggy Nasby, Business Operations Manager  
651-757-1859

##### 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 director 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 director on matters pertaining to affirmative action and equal opportunity.

**C. Americans with Disabilities Act Coordinator or Designee**  
**Peggy Nasby, Business Operations Manager**

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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 Director.

**D. Human Resources Director or Designee**

**Department of Employment & Economic Development HR Director (*currently vacant*)**

Explore Minnesota Tourism through an interagency agreement, contracts with the Department of Employment and Economic Development (DEED) for human resources services and assistance on various paraprofessional and technical work, professional services, training advice, and counsel including a State Affirmative Action Officer.

**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:



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- 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;
- 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 Commissioner of DEED.

**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;

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- 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;
- 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 Director.

**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 Director.

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#### **IV. COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN**

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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 [staff.exploreminnesota.com](http://staff.exploreminnesota.com) 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 [industry.exploreminnesota.com](http://industry.exploreminnesota.com) 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**

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Discrimination because of, based on, or directed at an individual's protected class characteristic is a violation of Title VII of the Civil Rights Act of 1964, as amended; Chapter 363 of the Minnesota Human Rights Act; the American with Disabilities Act (ADA); and the Age Discrimination in Employment Act (ADEA).

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This text provides guidelines for dealing with discrimination in Explore Minnesota Tourism facilities. Any employee or customer who believes they have been subject to harassment based on discrimination should file a complaint internally with their manager or supervisor under this policy and procedure. Or, if they choose, they may file a complaint externally with the Minnesota Department of Human Rights, the U.S. Equal Opportunity Commission, or through other legal channels.

All employees should be informed that harassment based on discrimination is unacceptable behavior. Each employee is responsible for the application of this policy.

#### **Definitions:**

*Discrimination:* To segregate, treat differently, or make an employment decision on the basis of an individual's protected class characteristics, i.e. race, color, creed, religion, national origin, sex (including sexual harassment), marital status, status with regard to public assistance, disability, sexual orientation, age, membership in a Human Rights Commission, or genetic information.

*Discriminatory Harassment:* Verbal or physical conduct/communication of a discriminatory nature. It is:

- When submission to that conduct/communication is either explicitly or implicitly a term or condition of obtaining employment, public accommodations, or public services.
- When submission to, or rejection of, that conduct/communication is used as a factor in decisions affecting the obtaining of employment, public accommodations, or public service.
- When that conduct/communication has the purpose or effect of substantially interfering with the obtaining of employment, public accommodations, or public services; or creating an intimidating, hostile, or offensive environment when obtaining employment, public accommodations, or public services. In the case of employment, the employer knows or should know of the existence of the discriminatory harassment and fails to take timely and appropriate action.
- Discriminatory harassment may take these forms: repeated disparaging, belittling, demeaning or insulting remarks, repeated jokes about an employee or characteristic unique to the employee, or sabotage of an employee's character, reputation, work effort, or property. It may be further defined by:

#### **Sexual**

- Any of the above behavior that is of a sexual nature that the recipient or bystander finds unwelcome.
- Unwanted sexual comments, looks, innuendoes, or suggestions about one's body or sexual activity.
- Unwanted, unnecessary touching, brushing against one's body, patting, or pinching.
- Demanding sexual favors, accompanied by implies or overt threats concerning conditions of employment.
- Displaying pictures or objects depicting nude or scantily clad women or men in work areas.
- Use of language implying inferiority based on sex.
- The deliberate or careless reaction of an atmosphere of sexual harassment or intimidation.

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- Note: the Minnesota Human Rights Act defines sexual harassment as: Behavior that 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 either explicitly or implicitly a term or condition of obtaining employment, public accommodations, or public services.
  - Submission to or rejection of that conduct or communication by an individual is used as a factor in decision affecting that individual's employment, public accommodations, or public services.
  - That conduct or communication has the purpose or effect of substantially interfering with an individual's employment, public accommodations, or public services; or creating an intimidating, hostile, or offensive employment, public accommodations, or public services; 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.

#### **Race, Color, Sex, or National Origin**

- Any behavior previously listed that is applied to one's race, color, sex, or national origin.
- Telling jokes or making derogatory remarks about one's race, color, sex, or national origin.
- Use of language implying inferiority of a race, sex, or national origin.

#### **Religion, Disability, Age, Sexual Orientation or Genetic Information**

- Any behavior previously listed that is directed at an individual's religion, disability, age, or sexual orientation.
- Use of demeaning, derogatory remarks in reference to an employee's religion, disability, age, or sexual orientation.

*Local Human Rights Commission:* An agency of a city, county, or group of counties created pursuant to law or a resolution of a county board, city charter, or municipal ordinance for the purpose of dealing with discrimination on the basis of race, color, creed, religion, national origin, sex, age, disability, marital status, status with regard to public assistance, sexual orientation, or familial status.

*Marital Status:* Whether a person is single, married, remarried, divorces, separated, or a surviving spouse; and, in employment cases, includes protection against discrimination on the basis of identity, situation, actions, or beliefs of a spouse or former spouse.

*National Origin:* The place of birth of an individual or any of the individual's lineal ancestors.

*Person with a Disability:* A person who:

- Has a physical, sensory, or mental impairment that materially/substantially limits one or more major life activities
- Has a record of such an impairment
- Is regarded as having such an impairment
- Note: The Minnesota Human Rights Act Defines a "qualified person with a disability" as:

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- With respect to employment, a person with a disability who meets the prerequisites for the job **AND** who can perform the essential functions of the job, with or without reasonable accommodation; and
  - With respect to public services, a person with a disability who, with or without reasonable modifications to rules, policies, or practices, removal of architectural, communications, or transportation barriers; or the provision of auxiliary aids and services, meets the essential eligibility requirements for receipt of services, meets the essential eligibility requirements for receipt of services and for participation in programs and activities provided by the public service. For this purpose, disability excludes any condition resulting from the use of illegal drugs.
- If a respondent contends that the person isn't a qualified person with a disability, the burden is on the respondent to prove that it is reasonable to conclude the person with the disability, with reasonable accommodation, couldn't have met the requirements of the job or that the selected person was demonstrably better able to perform the job.

*Religion:* A commitment or devotion to a religious faith or observance. Religion includes all aspect of religious observance, practice, and belief. An employer is obligated to reasonably accommodate the religious observances or practices of employees and applicants, unless to do so would cause an undue hardship on the context of its business.

*Sex:* Includes, but is not limited to, pregnancy, childbirth, and disabilities related to pregnancy or childbirth.

*Sexual Harassment:* See "Discriminatory Harassment."

*Sexual Orientation:* Having or being perceived as having an emotional, physical, or sexual attachment to another person without regard to the sex of that person; or having or being perceived as having an orientation for such attachment; or having or being perceived as having a self-image or identity not traditionally associated with one's biological maleness or femaleness. "Sexual orientation" doesn't include a physical or sexual attachment to children by an adult.

*Status with Regard to Public Assistance:* The condition of being a recipient of federal, state, or local assistance—including medical assistance- or of being a tenant receiving federal, state or local subsidies, including rental assistance or rent supplements.

*Genetic Information:* An individual's or individual's family members' genetic tests, medical history, request or receipt of genetic services, or participation in clinical research.

*General Harassment:* Any unwelcome conduct or comment (not based on protected class status) that has a negative impact on an individual or the work environment. Examples of harassment include, but are not limited to, unwelcome remarks, jokes, or innuendos; verbal abuse, intimidation, or threats; offensive pictures, graffiti, cartoons, or sayings; and offensive e-mail messages.

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**Policy:**

EMT prohibits harassment of its employees and customers based on race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age. This prohibition with respect to harassment includes both overt acts of harassment and those acts that create an intimidating, offensive, or hostile work environment.

EMT will ensure and maintain an environment that is free of discrimination and discriminatory harassment at all EMT sites and facilities.

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

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For the purposes of this policy, a complaint is a dispute or disagreement raised by an employee, applicant, a person eligible for consideration for employment, or a customer. The allegation must be based on discrimination.

The complaint procedure may be used by an employee, applicant, a person eligible for consideration for employment, or a customer whose dispute or disagreement is based on the belief they have been discriminated against. The complaint procedure can also be used by any employee, applicant, a person eligible for consideration for employment, or customer who believes they are the victim of retaliatory action by an EMT employee as the result of filing a complaint, cooperating in an investigation, or otherwise participating in any action under the complaint procedure.

The complaint procedure doesn't in any way limit an employee's, applicant's, or customer's right to file a formal complaint with the Minnesota Department of Human Rights, the U.S. Equal Employment Opportunity Commission, the Department of Labor Civil Rights Center, or the appropriate court of law.

**General Provisions:**

In the course of a complaint, all documentation associated with the complaint will be considered confidential; the status of the complaint, however, is public.

Coercion, reprisal, or intimidation against those filing a complaint ("the complainant") or serving as a witness is prohibited.

The complainant, through the Director, will be advised of his/her right to file a charge of discrimination within 365 days after the occurrence with the Minnesota Department of Human Rights or within 300 days with the Equal Employment Opportunity Commission; or to file with an attorney in private practice.

Regardless of the outcome of an investigation, EMT will take no adverse or retaliatory action against a complainant who reports conduct she or he considers to be a violation of EMT's policy against discrimination.

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**Complaint Process:**

Before filing complaints, employees may bring discrimination concerns to their supervisors to try to reach a satisfactory resolution; supervisors must give the complainants an oral or written answer within a timely manner. Or, complainants (including employees, applicants, a person eligible for consideration for employment, and customers) may formally present complaints directly to the Director. This is the complaint process:

*Complainant*

- At the time of filing provide all supporting evidence; sign a written charge; and submit materials to the Supervisor/Manager/Director. Complaints should be brought within one year after the last occurrence of the alleged discriminatory act.

**Director**

- Determine within 10 days of receiving the complaint, whether the complaint alleges discrimination against the individual's protected class characteristic and if the complaint is timely and proper for resolution through this complaint procedure.
  - If it's determined that the complaint is in fact a discrimination complaint, continue to the next step.
  - If it's determined that the complaint isn't related to discrimination, but rather general harassment, refer to the complainant's supervisor, the Human Resources staff, the site manager, or the proper administrative agency for investigation.
  - Note: If the complainant is suffering irreparable harm in the absence of immediate action, the Human Resources staff, or the Director, may take whatever action is deemed appropriate to remedy the situation while the complaint is being investigated.
- Investigate the complaint. This may include interviews with, or statements from, all parties involved, including the complainant, respondent, complainant's supervisor(s), witnesses, and co-workers, and a review of all pertinent records or documents relating to the complaint.
- Upon completion of the investigation, prepare a written report determining if the complaint was sustained. The claim may also be dismissed as unsubstantiated due to lack of evidence to conclude that discrimination has occurred.

**Appropriate Management Staff**

- Review the investigation report and, if deemed necessary, take proper corrective action up to and including discharge when the investigative findings give merit to the complaint allegations.
- A written determination of the investigative findings will be provided to the complainant and respondent at the conclusion of the investigation. Management is responsible for corrective and disciplinary action, follow-up inquiries, and any training that is felt necessary.
- The file is confidential and kept separate from an employee's personnel file; it can only be accessed as permitted by the Minnesota Data Practices Act.



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**Appeal Process:**

If the disposition of the complaint isn't satisfactory to the complainant, it may be appealed to the Director in writing within ten workdays following notification of the disposition of the complaint.

The Director or his/her designee will review the appeal and discuss with the complainant as necessary. The Director will give a written decision to the complainant within a reasonable period. The Director's decision is final.

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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 Explore Minnesota Tourism 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

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- 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 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.

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**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;
- 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 Director, 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

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A copy of the agency's weather and emergency evacuation plans can be found in the shared TOURISM directory folder for St. Paul office location, and on the bulletin board in the copy room. Each location statewide has their plans posted in a conspicuous place.

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.

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 contacts below to request the type of assistance they may need.

Peggy Nasby, Business Operations Manager, 651-757-1859

Julie Ramer, Welcome Centers Network Supervisor, 651-757-1863

### **Evacuation Options:**

Individuals with disabilities have four 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, 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

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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.

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## **IX. GOALS AND TIMETABLES**

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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	0	0	0	0	0	0
Professionals	0	2	1	0	1	1
Office/Clerical	0	3	2	0	2	1
Technicians	0	0	0	0	0	0
Service Maintenance	0	0	0	0	0	0

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**Availability:**

The agency determined the recruitment area to be statewide. In conducting its underutilization analysis, the agency used the one-factor analysis. The agency determined it was best to use this type of analysis because we do a majority of our hiring from outside the agency.

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 improved in the following job categories: Officials/Administrators, Professionals and Office/Clerical and remained the same in the following job categories: Technicians and Service/Maintenance.

Explore Minnesota had some opportunities for hiring women as managers, professionals and office/clerical, due to retirements and other vacancies.

**Minorities:**

At the agency, the population of minorities has improved in the job category of Technicians and has not improved/remained the same in the following job categories: Officials/Administrators, Professionals and Office/Clerical and Service/Maintenance.

When recruiting and hiring in the coming two year period, the agency is making a much more concerted effort to do outreach to a more diverse set of resources, job boards and other state agencies that may put us in contact with qualified applicants in minority populations.

**Individuals with Disabilities:**

At the agency, the population of individuals with disabilities has improved in the following job categories: Officials/Administrators, Professionals and Office/Clerical and remained the same in the following job categories: Technicians and Service/Maintenance.

The agency will continue to work with the HR staff and Equal Opportunity and Diversity Office to strive toward improvement in hiring qualified persons with disabilities.

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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:** To ensure that all employees are knowledgeable about and aware of the Americans' with Disabilities Act (ADA) and can act upon their responsibilities.

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**Action Step:** Identify possible training sources, asses their value and costs and implement training program, in conjunction with DEED

**Evaluation:** On-going review of the program objectives

**Objective 2:** Ensure new managers and supervisors are properly trained in the importance of, and their roles and responsibilities for, equal employment opportunity, sexual harassment prevention and affirmative action.

**Action Step:** Identify possible training sources, asses their value and costs and implement training programs for equal employment and affirmative action. Provide mandatory sexual harassment prevention training from MMB to all new employees.

**Evaluation:** Will require signed acknowledgements to ensure that all new managers and supervisors receive this training, and will provide reminders and refresher information at least semi-annually at manager's meetings.

**Objective 3:** To identify and eliminate possible problems in Explore Minnesota Tourism with regard to equal employment opportunity and affirmative action.

**Action Step:** Continue to utilize the exit interview process developed by DEED.

**Evaluation:** The agency will work with the Affirmative Action staff at DEED to address any issues that are identified. No issues in this regard have been identified.

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

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**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 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. 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.



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When candidates are offered interviews, employees scheduling interviews will describe the interview format to the candidate and provide an invitation to request a reasonable accommodation for individuals with disabilities to allow the candidate equal opportunity to participate in the interview process. For example, describe if interview questions are offered ahead of time or what technology may be used during the interview process. This allows for an individual with a disability to determine if they may need a reasonable accommodation in advance of the interview.

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.

**C. Other Methods of Program Evaluation**

Through our interagency agreement with DEED's Human Resources, 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).

Through our interagency agreement with DEED's Human Resources, the agency also evaluates the Affirmative Action Plan in the following ways

- Monitors progress toward stated goals by job category;

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- 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.

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## **XII. RECRUITMENT PLAN**

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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: \$100.

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**

- MMB/State of Minnesota Careers website
- Explore Minnesota's electronic industry newsletters
- MN Job Service – Department Employment and Economic Development
- Email newsletters and job boards through various agencies such as the Council on Asian-Pacific Minnesotans, The Council on Black Minnesotans, Chicano Latino Affairs and others.
- Educational institutions in areas where vacancies occur

### **B. Job and Community Fairs**

With the relatively small number of vacancies that occur, it is not practical for EMT to attend job fairs or recruitment events.

### **C. 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

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and sensory requirements and change this language to reflect more inclusive language for job qualifications.

- 2) Self-Identification
  - 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 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) 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.
- 4) 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.
- 5) Reporting
  - a. In partnership with DEED HR, 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.

**E. Relationship Building and Outreach**

EMT invests effort in relationships with educational institutions. We use job boards and services and colleges and schools in areas where relevant vacancies occur. We have had success in hiring several competent student workers through these channels. In addition, we sponsor a Welcome Center in the St. Cloud area that is staffed entirely by Tourism Program students from St. Cloud State University. We also have a representative from the University of Minnesota's Tourism Extension program on the Governor-appointed Tourism Council.

EMT uses a number of communication and training tools to continuously work on relationship building and outreach to diverse audiences.

**F. Internships**

EMT has professional level marketing work that lends itself well to the use of interns. We frequently have an intern on staff; usually they are working to complete a tourism degree or a degree in a related business or marketing program.

**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.

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**XIII. RETENTION PLAN**

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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**

Peggy Nasby, Business Operations Manager, in conjunction with DEED's HR staff.

**B. Separation and Retention Analysis by Protected Groups**

Separations and retention of protected group employees are in line with the overall levels of staffing within these groups. Retirements have included several women, but other types of separation are proportional. No action for change is currently needed in this area.

**C. Methods of Retention of Protected Groups**

The Affirmative Action Officer in conjunction with DEED will be responsible for ensuring a retention plan exists to retain state employees through agency and MMB activities. Additionally, these initiatives will improve productivity and guide employees of all backgrounds and descriptions toward promotional opportunities.

**Objective:** Better understand and document the reasons behind turnover among employees, including those members of protected groups.

**Completion Date:** Ongoing

**Action Step:** Offer exit interviews to all employees who are leaving the department. Review results and make recommendations for changes as appropriate.

**Objective:** Continue to create and maintain a worker-friendly environment for all employees.

**Completion Date:** Ongoing

**Action Steps:** Educate supervisors and managers about their role in creating and maintaining a healthy and humane workplace, and specific supervisory responsibilities in our employee retention efforts.

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To have periodic discussions at supervisors' meetings regarding different courses of action to remain educated, such as training, seminars or divisional activities.

**Objective:** Analyze separation and layoff patterns as they are available to determine the impact on protected group members.

**Completion Date:** Ongoing

**Action Steps:** Determine impact on protected groups and need for action and make appropriate recommendations.

**APPENDIX**

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

**COMPLAINT OF DISCRIMINATION/HARASSMENT FORM**

Explore Minnesota Tourism  
 121 7<sup>th</sup> Place E  
 St. Paul, MN 55101  
 651-757-1844

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**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

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<b>Respondent (Individual Who Discriminated Against/Harassed You)</b>		
Name	Job Title	
Work Address	City, State, Zip Code	Telephone
Agency	Division	Manager/Supervisor's Name

<b>The Complaint</b>		
<b>Basis of Complaint (Place an "X" in the box for all that apply):</b>		
<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.

<b>Information on Witnesses Who Can Support Your Case</b>		
Name	Work Address	Work Telephone

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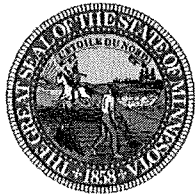
<b>Information on Witnesses Who Can Support Your Case</b>		
<b>Name</b>	<b>Work Address</b>	<b>Work Telephone</b>
1.		
2.		
3.		

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

**This complaint is being filed on my honest 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.**

<b>Signatures</b>	
<b>Complainant Signature</b>	<b>Date</b>
<b>Affirmative Action Officer Signature</b>	<b>Date</b>

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



**STATE OF MINNESOTA – Explore Minnesota Tourism**

**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.

<b>Employee/Applicant Name:</b>	<b>Job Title:</b>
<b>Work Location:</b>	<b>Phone Number:</b>

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 – Explore Minnesota Tourism**  
**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.**

<b>Employee/Applicant Signature:</b>	<b>Date:</b>
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**C. Agency Profile and Organizational Chart**

With statutory authority under MS116U.30, Explore Minnesota Tourism promotes travel to and within the state of Minnesota. The agency has a Director, appointed by the governor and is overseen by a council of 28 industry representatives and legislators. The Director reports to the Commissioner of Employment & Economic Development. The agency is comprised of three major work units: Business Operations, Brand Strategy, and Partner Relations. About half of the staff work in the St. Paul central office, and the other half work at regional offices and Welcome Centers around the state. The ADA and Affirmative Action responsibilities are included in the Business Operations unit, in the St. Paul office.

**D. Underutilization Analysis Worksheets**

Explore Minnesota Tourism

**JOB CATEGORY AVAILABILITY/UTILIZATION/UNDERUTILIZATION ANALYSIS & ANNUAL GOALS**

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

WOMEN - STATEWIDE									
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		DATA	ON	FILE					
Professionals									
Office/Clerical									
Technicians									
Service Maintenance									
Totals									

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MINORITIES - STATEWIDE									
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			DATA	ON	FILE				
Professionals									
Office/Clerical									
Technicians									
Service Maintenance									
Totals									

INDIVIDUALS WITH DISABILITIES - STATEWIDE									
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				DATA	ON	FILE			
Professionals									
Office/Clerical									
Technicians									
Service Maintenance									
Totals									

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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).

**E. Separation Analysis by Protected Groups Worksheets**

**Minnesota Explore Tourism**

**SEPARATION ANALYSIS**

Worksheet for conducting separation analysis of protected group members as total separations and in each job category. FY 2013 and FY 2014

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			DATA	ON	FILE			
Resignations								
Retirement								
Deaths								
Lay-off								
Termination without Rights								
Total Separations								

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			DATA	ON	FILE			
Resignations								
Retirement								
Deaths								
Lay-off								

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Termination without Rights								
Total Separations								

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			DATA	ON	FILE			
Resignations								
Retirement								
Deaths								
Lay-off								
Termination without Rights								
Total Separations								

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			DATA	ON	FILE			
Resignations								
Retirement								
Deaths								
Lay-off								
Termination without Rights								
Total Separations								

**TECHNICIANS**

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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			DATA	ON	FILE			
Resignations								
Retirement								
Deaths								
Lay-off								
Termination without Rights								
Total Separations								

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			DATA	ON	FILE			
Resignations								
Retirement								
Deaths								
Lay-off								
Termination without Rights								
Total Separations								