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STATE OF MINNESOTA

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# MINNESOTA DEPARTMENT OF VETERANS AFFAIRS

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## Affirmative Action Plan

August 2014 – August 2016

5101 Minnehaha Avenue South  
Minneapolis, Minnesota 55417-1699

MINNESOTA DEPARTMENT OF VETERANS AFFAIRS  
AFFIRMATIVE ACTION PLAN 2014-2016

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	The MDVA determined the recruitment area to be statewide for all job categories because of the location of our Veterans Homes throughout the state that employ the majority of our employees in	

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Fergus Falls, Hastings, Luverne, Minneapolis and Silver Bay. In conducting the underutilization analysis, the two-factor analysis was used to better evaluate and establish more accurate goals because the agency uses both internal and external sources for hiring employees into a job group.....28

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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		XX	XX
Technicians/Paraprofessionals			XX
Office/Clerical		XX	
Skilled Craft	XX	XX	
Service Maintenance		XX	XX

Once approved, information about how to obtain or view a copy of this plan will be provided to every employee of the Minnesota Department of Veterans Affairs (MDVA). Our intention is that every employee is aware of the MDVA's commitments to affirmative action and equal employment opportunity. The plan will also be posted on the agency's website and maintained in the Human Resources and Affirmative Action offices.

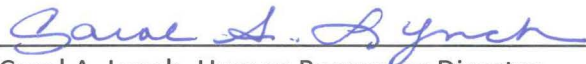
This Affirmative Action Plan meets the requirements as set forth by Minnesota Management and Budget, and contains affirmative action goals and timetables, as well as reasonable and sufficiently assertive hiring and retention methods for achieving these goals. This plan also contains an internal procedure for processing complaints of alleged statutory discrimination from employees, and each employee has been apprised of this procedure.



Anjie Flowers, Affirmative Action Officer

Date:

5-22-2015



Carol A. Lynch, Human Resources Director

Date:

5-22-2015



Larry W. Shellito, Commissioner

Date:

5/18/2015

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## II. STATEMENT OF COMMITMENT

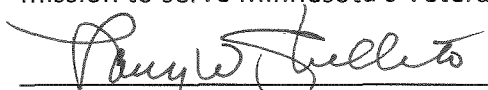
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As Commissioner of the Minnesota Department of Veterans Affairs (MDVA), I reaffirm this agency's commitment to Minnesota's statewide affirmative action efforts and to providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws. The MDVA values the diversity of its workforce and strives to promote a work environment grounded in respect and appreciation for the individual differences of its employees.

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

- This agency will not tolerate discrimination or harassment against an individual 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. 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 Supervisors, Home Administrators, Directors, and Managers 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.
- The Affirmative Action Officer/ADA Coordinator will report to me. I have charged that position with updating the MDVA's Affirmative Action Plan, implementing and monitoring the MDVA's affirmative action efforts, and investigating complaints that allege violations of the MDVA's discrimination and harassment policies which are based on federal and state human rights laws.

I am committed to the implementation of the MDVA's Affirmative Action Plan. Our goal is to ensure that equal opportunity is provided on the basis of individual qualifications, to encourage all persons to strive for advancement, and to proactively support a work environment free of discrimination and harassment. I strongly encourage all MDVA employees to join me in achieving this goal and in our mission to serve Minnesota's Veterans and their families.

  
\_\_\_\_\_  
Larry W. Shellito, Commissioner

  
\_\_\_\_\_  
Date

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

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#### A. Commissioner

Larry W. Shellito, Commissioner, Minnesota Department of Veterans Affairs

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

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

- Appoint the Affirmative Action Officer and include accountability for the administration of the agency's Affirmative Action Plan in his or her position description;
- Take action, as 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 Supervisors, Home Administrators, Directors, and Managers to include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in their position descriptions and annual objectives.

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

#### B. Deputy Commissioners

Robin Gaustad, Deputy Commissioner of Veterans Health Care (Acting)

Brad Lindsay, Deputy Commissioner of Programs and Services (Acting)

**Responsibilities:** The Deputy Commissioners are responsible for carrying out the Commissioner's Affirmative Action Plan and for ensuring agency implementation in compliance with all federal and state laws and regulations.

**Duties:** The duties of the Deputy Commissioners include, but are not limited to, the following:

- Take action on complaints of discrimination and harassment as outlined in the Affirmative Action Plan complaint procedure and ensure final determinations are made;

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- Ensure Supervisors, Home Administrators, Directors, and Managers are provided with clear expectations regarding their individual responsibilities in the areas of Equal Employment Opportunity, Affirmative Action and diversity, and they are held accountable for their responsibilities; and
- Ensure policies, procedures and practices are designed or changed as needed to remove barriers to ensure the success of this plan.

**Accountability:** The Deputy Commissioners are accountable directly to the Commissioner.

**C. Affirmative Action Officer**

**Anjie Flowers, Affirmative Action Officer**

**Responsibilities:** The Affirmative Action Officer 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 and regulations at each MDVA work location.

**Duties:** The duties of the Affirmative Action Officer include, but are not limited to, the following:

- Advise the Commissioner on all matters related to Affirmative Action and Equal Employment Opportunity;
- 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 Commissioner of progress in affirmative action and equal opportunity and report potential concerns;
- Review the Affirmative Action Plan at least annually and provide revisions and 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 employment opportunity;
- Identify and recommend changes for incorporating affirmative action and equal opportunity into MDVA's policies and practices to ensure compliance with federal and state laws and regulations;



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- Work closely with Affirmative Action designees in developing 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 leadership, consultation, technical guidance, and/or training to Supervisors, Home Administrators, Directors, Managers and staff in regarding best practices in recruitment, selection, and retention, progress on hiring goals, anti-discrimination policies and procedures, reasonable accommodations, and other affirmative action opportunities for improvement;
- Oversee and provide guidance for investigations, investigate complaints of statutory discrimination and harassment as outlined in the Affirmative Action Plan complaint procedures, and utilize alternative dispute resolution when appropriate; 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 Commissioner and will work closely with the Deputy Commissioners on matters pertaining to affirmative action and equal opportunity.

**D. Americans with Disabilities Act Coordinator**

**Anjie Flowers, Americans with Disabilities Coordinator**

**Responsibilities:** The Americans with Disabilities Act Coordinator 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 include, but are not limited to, the following:

- Provide guidance, coordination, and direction to MDVA 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 compliance and accessibility;
- Provide consultation, technical guidance, and training to Supervisors, Home Administrators, Directors, Managers, and staff regarding best practices in recruitment, selection, and retention of individuals with disabilities, provisions of reasonable accommodations for employees, applicants and individuals who benefit from the programs, services, or activities of the MDVA; and

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- Coordinate with Affirmative Action Designees in tracking and facilitating requests for reasonable accommodations for employees and applicants, as well as members of the public accessing the agency's services, and report reasonable accommodations annually to Minnesota Management and Budget.

**Accountability:** The Americans with Disabilities Act Coordinator reports directly to the Commissioner and will work closely with the Deputy Commissioners on matters pertaining to the Americans with Disabilities Act.

**E. Human Resources Director**

**Carol A. Lynch, Human Resources Director**

**Responsibilities:** The Human Resources Director is responsible for ensuring equitable and uniform administration of all personnel policies and procedures at each of the Veterans Homes and at Programs & Services work sites in accordance with the Affirmative Action Plan.

**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;
- Designate an Affirmative Action Designee at each of the Veterans Homes and in Programs & Services to be responsible for implementing and coordinating Affirmative Action and Equal Employment Opportunity activities with the Affirmative Action Officer;
- Include Affirmative Action Plan responsibility statements in the position description of the Affirmative Action Designee;
- Review classifications, qualification requirements, and procedures to eliminate barriers and, to the extent possible, utilize selection criteria that is objective, uniform, and job-related;
- Ensure pre-hire review process is implemented and receives support from Supervisors, Directors and Managers;
- Work closely with 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 agency staff position descriptions and annual objectives;

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- Assist in recruitment and retention of individuals in protected groups, and notify Supervisors, Home Administrators, Directors, and Managers of existing disparities;
- Maintain record systems that enable the analysis of all portions of the job selection process and make available to the Affirmative Action Officer and Americans with Disabilities Act Coordinator 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.

#### **F. Home Administrators, Directors, and Managers**

**Responsibilities:** Home Administrators, Directors, and Managers are responsible for administration and implementation of the Affirmative Action Plan at each of their respective Homes, work sites, or functional areas of responsibility.

**Duties:** The duties of Home Administrators, Directors, and Managers include, but are not limited to, the following:

- Support the Affirmative Action Officer in the MDVA's affirmative action efforts and in identifying and resolving problems and eliminating barriers which inhibit equal employment opportunities;
- Communicate the MDVA's Affirmative Action Policy and forward the Commissioner's written Statement of Commitment to assigned staff;
- Ensure practices and procedures in designated areas of responsibility comply with the Affirmative Action Plan and with Equal Employment Opportunity policies and programs;
- Provide a respectful and inclusive work environment for all employees; and
- Refer complaints of discrimination and harassment to the Affirmative Action Officer or appropriate Human Resources personnel.

**Accountability:** Home Administrators, Directors and Managers are directly accountable to their designated Deputy Commissioner and indirectly to the Commissioner or directly to the Commissioner.

#### **G. SUPERVISORS**

**Responsibilities:** Supervisors are responsible for implementation of affirmative action and equal opportunity within their designated areas of supervision and for compliance with the

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agency's affirmative action policies and programs to ensure fair and equal treatment of all employees and applicants.

**Duties:** The duties of Supervisors include, but are not limited to, the following:

- Carry out supervisory responsibilities in accordance with the equal employment opportunity and affirmative action policies embodied in the Affirmative Action Plan;
- Communicate and demonstrate to all employees in designated area of responsibility a personal commitment to MDVA's affirmative action and equal employment opportunity efforts;
- Ensure the MDVA's Affirmative Action Plan is accessible to all employees in designated area of responsibility;
- Provide a respectful and inclusive work environment for all employees, and take appropriate steps toward resolving conflict situations in the work environment;
- Maintain consistent standards within the workforce to ensure employees are evaluated, recognized, developed, and rewarded on a fair and equitable basis;
- Discuss and document training needs and career planning goals with each employee during scheduled performance evaluations;
- Select candidates for new positions or promotional opportunities on the basis of qualifications, training, experience, MDVA's affirmative action goals, and in accordance with MDVA's pre-hire review policies; and
- Coordinate with the Affirmative Action Officer in the timely identification and resolution of complaints or conflict involving statutory discrimination and harassment.

**Accountability:** Supervisors are directly accountable to their designated Home Administrator, Director, Manager, or Deputy Commissioner and indirectly to the Commissioner.

## H. MDVA Employees

**Responsibilities:** All MDVA employees are responsible for conducting themselves in accordance with the agency's Affirmative Action Plan and equal opportunity policies and procedures. MDVA Veterans Homes employees are also responsible for conducting themselves in accordance with the Minnesota Veterans Home Code of Conduct.

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

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- Exhibit an attitude of courtesy and cooperation toward all MDVA employees and treat all MDVA employees, Veterans and Veterans' family members, with professionalism, dignity, and respect;
- Create and maintain a work environment free from discrimination and harassment by refraining 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, or membership or activity in a local human rights commission; and
- Actively participate in promoting an inclusive workplace grounded in respect and appreciation for individual differences.

**Accountability:** Employees are directly accountable to their designated Supervisor and indirectly to the Commissioner.

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

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

##### **A. Internal Methods of Communication**

- A memorandum from the Commissioner 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 to all staff on an annual basis.
- The Affirmative Action Plan is available to all employees on the MDVA's internal website at <http://intranet.mdva.state.mn.us/default.htm>. A print copy will also be available at the MDVA Affirmative Action Office and the MDVA Human Resources Offices. The Affirmative Action Plan may be posted in additional locations at each work facility at the discretion of the Home Administrator or Program Director. As requested, the agency will make the plan available in alternative formats for individuals with disabilities.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.
- During orientation, new employees will be informed of the Affirmative Action Plan and its location, and the name, telephone number and electronic mailing address of the Affirmative Action Officer.
- The Affirmative Action Plan will be distributed to Supervisors, Home Administrators, Directors, Managers, and Deputy Commissioners. Management will be responsible to communicate the Affirmative Action Plan to all employees under their supervision.

## **B. External Methods of Communication**

- The Affirmative Action Plan is available to all employees, employee applicants and members of the public on the agency's external website at <http://mn.gov/mdva/about/work-for-mdva.jsp>. A print copy will also be made available at the MDVA Affirmative Action Office and at the MDVA Human Resources Offices to anyone who seeks to view it. As requested, the agency will make the plan available in alternative formats for individuals with disabilities.
- The agency's website, letterhead, publications, advertisements, 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 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 HARASSEMENT**

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It is the policy of the MDVA that illegal discrimination and harassment (including sexual harassment) will not be tolerated. All MDVA employees are expected to treat co-workers, Veterans, and Veterans' family members and representatives with respect and dignity. Discrimination or harassment based on the protected classes 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 is illegal and prohibited. This prohibition with respect to harassment includes both overt acts of harassment and those acts that create a hostile work environment.

In fulfilling the MDVA's obligation to maintain a positive and productive work environment, all employees are expected to address or report any suspected illegal discrimination or harassment. Any employee subjected to illegal discrimination or harassment should file a complaint internally with the MDVA's Affirmative Action Office or with an Affirmative Action Designee in Human Resources. If an employee chooses, a complaint may be filed externally with the Minnesota Department of Human Rights, the Equal Employment Opportunity Commission, or through other legal channels.

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 with the framework of this policy. All employees must be informed that discrimination and harassment are unacceptable behaviors.

The Affirmative Action Officer will be expected to keep the MDVA apprised of any changes in the law or its interpretation regarding discrimination and harassment. The Affirmative Action Designees will be responsible for:

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1. Notifying all employees, and orienting each new employee who is hired, of this policy; and
2. Informing all employees of the complaint procedure and ensuring that all complaints will be addressed promptly and carefully through alternative dispute resolution or investigation.

Employees who engage in, or cause others to engage in, illegal discrimination or harassment are subject to serious disciplinary actions up to and including suspension, demotion, transfer, or termination. Additionally, employees who retaliate against individuals who have reported illegal discrimination or harassment will be subjected to the same serious disciplinary actions.

Inappropriate behaviors, such as general harassment or bullying that is not based on a protected class status, but are nonetheless disruptive, must be corrected early and firmly in the interests of maintaining a barrier-free work place. Individuals who participate in inappropriate behavior in the workplace are also subject to disciplinary actions. (Refer to Human Resources General Harassment Policy.)

**A. Definitions:**

Affirmative Action	A set of positive steps that employers use to promote equal employment opportunity and to eliminate discrimination. It includes expanded outreach, recruitment, mentoring, training, management development and other programs designed to help employers hire, retain and advance qualified workers from diverse backgrounds, including persons with disabilities. Affirmative action means inclusion, not exclusion or quotas.
Affirmative Action Officer	The person designated by the Commissioner as having primary responsibility for developing, implementing and maintaining the Agency's Affirmative Action Plan. The Affirmative Action Officer shall report administratively and on policy issues directly to the Commissioner.
Affirmative Action Designee	The person designated at each major Division or Home as having primary responsibility for implementation of the Agency's Affirmative Action Plan. This person will normally be a Human Resources staff member.
Age	Refers to the prohibition against unfair employment practices based on age if the person is over the age of majority (18 years for employment).
Appointing Authority	A person or a group of persons empowered by the Constitution, statute, or executive order to employ persons in, or to make appointments to positions in the MDVA.
Charging Party	A person filing a charge alleging discrimination or harassment based on protected class status and pursuant to this policy.

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Confidential, private, public and nonpublic data	Classifications of data under the Minnesota Government Data Practices Act, Minn. Stat., §13. Classifications relate to information collected by the agency and who may see and request the information. (See AOP: Data Practices Management (AOP-A-01-003))
Disability	"Disability" means any condition or characteristic that renders a person disabled. A person may be disabled if he or she (1) has a physical or mental impairment which substantially limits one or more major life activities; (2) has a record of such impairment; or (3) is regarded as having such impairment.
Discrimination (Statutory)	For purposes of this Affirmative Action Plan, discrimination is an act of segregating, separating, or treating an individual differently or unfairly based on an individual's protected class status. This type of discrimination is illegal in the employment environment. (See Protected Class Status)
Discriminatory Harassment (Statutory)	<p>Any unwelcomed behavior based on an individual's protected class that is personally offensive, and therefore may adversely affect morale and interfere with the employee's ability to perform his or her job responsibilities. Harassment based on protected class status is a type of discrimination and is illegal in the employment environment.</p> <p>Harassment can include, for example, offensive remarks about a person's protected class. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that aren't very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision.</p> <p>Harassment based on an individual's protected class may occur: 1) among peers or coworkers, 2) between managers and subordinates, or 3) between employees and members of the public.</p>
General Harassment	<p>Any unwelcomed, repeated behavior which serves no legitimate business purpose and causes differential or unfair treatment or substantial emotional distress.</p> <p>General harassment includes inappropriate verbal and/or physical behavior that is not based on a protected class status, but is abusive, offensive, insulting or demeaning with the purpose or effect of interfering with an individual's employment or creating an intimidating, hostile or offensive employment environment among employees.</p>
Protected Class Status	Status based on race, color, creed, religion, national origin, sex, marital status, familial status, status with regard to public assistance, activity or membership in a local human rights commission, disability, sexual orientation or age.
Retaliation	Includes, but is not limited to, any form of coercion, intimidation, harassment or reprisal against a person who files a charge of discrimination or harassment, participates in an investigation, or opposes an unlawful employment practice.



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Respondent	A person against whom a complaint has been filed.
Sex Discrimination	Discrimination that is based on a person's sex. "Sex" includes, but is not limited to pregnancy, childbirth or disabilities related to childbirth. Discrimination in payment of wages to women and men performing substantially equal work in the same establishment is also prohibited.
Sexual Harassment	<p>A form of illegal harassment involving unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct or communication of a sexual nature when:</p> <ul style="list-style-type: none"> <li>(1) submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of an individual's employment;</li> <li>(2) submission to or rejection of that conduct or communication by an individual is used as a factor in decisions affecting that individual's employment; or</li> <li>(3) that conduct or communication has the purpose or effect of substantially interfering with an individual's employment, or creating an intimidating, hostile, or offensive employment environment, and the employer knows or should know of the existence of the harassment and fails to take timely and appropriate action.</li> </ul> <p><i>Note:</i> The person who has been the recipient of the sexual harassment does not need to talk to or confront the alleged harasser.</p> <p><i>Note:</i> Whether unwelcome attention of a sexual nature "substantially interferes" with a person's employment has been considered in hundreds of court decisions. Generally, isolated remarks or occasional profanity or crude language do not rise to the level of sexual harassment even though they are unpleasant. Behavior that is persistent and pervasive may alter the conditions of employment by creating a hostile environment.</p>

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

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### **A. DISCRIMINATION/HARASSMENT COMPLAINTS (Not including Sexual Harassment Complaints)**

The MDVA has established the following discrimination/harassment complaint procedure to be used by all employees and applicants for resolving complaints involving violations of the MDVA's non-discrimination policies.

#### **Responsibility of All Employees:**

All employees will 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 employee or applicant who believes 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 the MDVA's policies prohibiting discrimination and harassment. Employees and applicants are encouraged to use this internal complaint process. Any retaliation, including but not limited to, coercion, intimidation, harassment, or reprisal against a person who has filed a complaint either internally or through an outside enforcement agency or other legal channels is prohibited. This prohibition also extends to persons who serve as witnesses under this procedure.

#### **Filing Procedures:**

1. The employee or applicant (hereafter referred to as the "charging party") may file a complaint with the Affirmative Action Officer or the Affirmative Action Designee in the Human Resources Office. The charging party will meet with the Affirmative Action Officer or Designee to discuss the nature of their complaint and to complete the MDVA Harassment/Discrimination Complaint Form. The Affirmative Action Officer or Designee may also discuss the investigative process or alternative forms of dispute resolution with the charging party.
2. A charging party is encouraged to submit their written complaint in a timely manner because the passage of time can seriously impede the gathering of evidence. The maximum time for filing a harassment or discrimination charge is one (1) year from the date of the alleged discriminatory incident.
3. The Affirmative Action Officer or Designee determines if the complaint falls under the purview

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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.

- If it is determined that the complaint is not related to discrimination or harassment based on protected class status, but rather to general harassment or personnel concerns, the Affirmative Action Officer or Designee will, within ten (10) working days, inform the charging party in writing and transfer the complaint to Human Resources for resolution.
  - If the complaint is related to discrimination or harassment based on protected class status, the Affirmative Action Officer or Designee will, within ten (10) working days, contact the charging party and determine a resolution process utilizing alternative dispute resolution or investigation.
4. The Affirmative Action Officer or Designee will conduct alternative dispute resolution or an investigation to resolve the complaint.
- If an alternative dispute resolution process is used and results in an agreement between the charging party and the respondent, the agreement will be provided to the parties, in writing, within sixty (60) days after the complaint was filed. If an agreement is not reached, a written response will be provided to the charging party within sixty (60) days after the complaint was filed documenting the use of alternative dispute resolution procedures and providing additional resolution options such as investigation.
  - If an investigation is used to resolve the complaint, the Affirmative Action Officer or Designee will notify the charging party and the respondent, within sixty (60) days after the complaint was filed, that the investigation is completed. If there is sufficient evidence to substantiate the complaint, appropriate action will be taken. If there is insufficient evidence and the complaint is not substantiated, a letter will be sent to the charging party and respondent, within sixty (60) days after the complaint was filed, dismissing the complaint.
  - If extenuating circumstances prevent completion of the investigation within sixty (60) days after the complaint was filed, the charging party will be notified.
5. Disposition of the complaint will be filed with the Commissioner of the Minnesota Management and Budget within thirty (30) days after the final determination.
6. All documentation associated with a complaint shall be considered investigative data under the Minnesota Government Data Practices Act. The status of the complaint will be shared with the charging party and respondent. After an investigation is completed and appeals are exhausted, all documentation is subject to the provisions of the Minnesota Government Data Practices Act.

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7. All data collected may 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 in written, recorded, electronic or in any other form.
8. The Affirmative Action Officer or Designee shall maintain records of all complaints and any pertinent information or data for three (3) years after the case is closed.

**B. SEXUAL HARASSMENT COMPLAINTS**

The MDVA has established the following sexual harassment complaint procedure to be used by all employees and applicants for resolving complaints involving violations of the MDVA's sexual harassment policy.

**Responsibility of All Employees:**

All employees will 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 employee or applicant who believes they have been subjected to a form of illegal harassment involving unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct or communication of a sexual nature when:

- (1) submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of an individual's employment;
- (2) submission to or rejection of that conduct or communication by an individual is used as a factor in decisions affecting that individual's employment; or
- (3) that conduct or communication has the purpose or effect of substantially interfering with an individual's employment, or creating an intimidating, hostile, or offensive employment environment, and the employer knows or should know of the existence of the harassment and fails to take timely and appropriate action.

**Complaint Procedure:**

The internal complaint procedure provides a method for resolving complaints involving violations of

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the MDVA's policy prohibiting sexual harassment. Employees and applicants are encouraged to use this internal complaint process. Any retaliation, including but not limited to, coercion, intimidation, harassment, or reprisal against a person who has filed a complaint either internally or through an outside enforcement agency or other legal channels is prohibited. This prohibition also extends to persons who serve as witnesses under this procedure.

**Filing Procedures:**

1. Supervisors and Managers are responsible for taking effective action and immediately reporting all incidents of alleged sexual harassment to the Affirmative Action Office. The Supervisor or Manager will document all conversations with an employee or applicant who reports alleged sexual harassment incidents.
2. The employee or applicant (hereafter referred to as the "charging party") may file a complaint with the Affirmative Action Officer or the Affirmative Action Designee in the Human Resources Office. The charging party will meet with the Affirmative Action Officer or Designee to discuss the nature of their complaint and to complete the MDVA Harassment/Discrimination Complaint Form. A charging party is encouraged to submit their written complaint in a timely manner because the passage of time can seriously impede the gathering of evidence. The maximum time for filing a sexual harassment charge is one (1) year from the date of the alleged discriminatory incident.
  - NOTE: Because the Supreme Court has found that an employer is liable if the employer knew or should have known of sexual harassment and failed to take proper remedial action, the complaint form is not legally required.
  - NOTE: Even when an employee or applicant tells the employer not to take any action on alleged incidents of sexual harassment, the employer is required to take timely and appropriate action.
3. The Affirmative Action Officer will inform the appropriate management staff of the complaint and will send a notice of a sexual harassment complaint in progress to the appropriate union unless the charging party requests that the union not be notified. The Affirmative Action Officer will recommend alternative dispute resolution to the charging party, if appropriate, or an investigation to resolve the complaint.
4. If the charging party states that she/he is unable to function in the worksite from which the complaint arose, a preliminary investigation will be conducted within two (2) working days. If the preliminary investigation establishes a reasonable basis for the charging party's concern about continuing in the work situation, intervening action will be taken to defuse the situation. This action may include temporarily reassigning the charging party or the respondent until the complaint is fully investigated, there is a finding, and corrective action, if required, is implemented. If initial facts during the preliminary investigation indicate possible acts of physical contact or violence, the respondent should be placed on investigative leave.

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5. The Affirmative Action Officer will determine whether to conduct alternative dispute resolution or an investigation to resolve the complaint.
  - If an alternative dispute resolution process is used and results in an agreement between the charging party and the respondent, the agreement will be provided to the parties, in writing, within thirty (30) days after the complaint was filed. If an agreement is not reached, a written response will be provided to the charging party within sixty (60) days after the complaint was filed documenting the use of alternative dispute resolution procedures and providing additional resolution options such as investigation.
  - If an investigation is to be conducted, the Affirmative Action Officer or an investigator designated by the Affirmative Action Officer will conduct an impartial and thorough investigation within thirty (30) days after the complaint was filed. At the conclusion of the investigation, the Affirmative Action Officer will notify the charging party and respondent that the investigation has been completed. If there is sufficient evidence to substantiate the complaint, appropriate action will be taken. If there is insufficient evidence and the complaint is not substantiated, a letter will be sent to the charging party and respondent, within thirty (30) days after the complaint was filed, dismissing the complaint.
  - If the complaint is not resolved, the charging party may be referred to other agencies in accordance with the charging party's applicable bargaining unit agreement.
  - If extenuating circumstances prevent completion of the investigation within thirty (30) days after the complaint was filed, the charging party will be notified.
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 charging party and respondent. After an investigation is completed and all appeals are exhausted, all documentation is subject to the provisions of the MGDPA.
8. All data collected may 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 in written, recorded, electronic, 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.

**VII. REASONABLE ACCOMMODATION POLICY**

The Minnesota Department of Veterans Affairs (MDVA) is committed to the fair and equal employment of individuals with disabilities. Reasonable accommodation is the key to this nondiscrimination policy because it removes workplace barriers for qualified individuals with disabilities. The MDVA will provide reasonable accommodations unless the accommodations would impose undue hardship.

In accordance with the Americans with Disabilities Act (ADA), as amended, and the Minnesota Human Rights Act (MHRA), reasonable 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. The MDVA has designated an ADA Coordinator to carry out this agency's compliance with disability nondiscrimination requirements.

**A. Definitions:**

ADA Coordinator	The ADA Coordinator is responsible for ensuring the agency's compliance with Title I of the ADA. The MDVA's Affirmative Action Officer is the ADA Coordinator.
ADA Coordinator Designee	The person designated at each major Division or Home as having responsibility for receiving requests for reasonable accommodations. This person will normally be a Human Resources staff member.
Disability	For purposes of determining eligibility for a reasonable accommodation, an individual with a disability is a person who has (1) a physical or mental impairment which substantially limits one or more major life activities or (2) a record of such impairment.
Essential Job Functions	The fundamental job duties of the employment position that the individual with a disability holds or desires. The term essential functions does not include marginal functions of the position.
Qualified Individual with a Disability	An individual with a disability who satisfies the requisite skill, experience, education and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position. The ADA prohibits discrimination on the basis of disability against a qualified individual.

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Reasonable Accommodation	<p>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 equal employment opportunity.</p> <p>Reasonable accommodation applies to three (3) aspects of employment:</p> <ul style="list-style-type: none"> <li>• To assure equal opportunity in the employment process;</li> <li>• To enable a qualified individual with a disability to perform the essential functions of a job; and</li> <li>• To enable an employee with a disability to enjoy equal benefits and privileges of employment.</li> </ul>
Undue Hardship	An action that is excessively costly, extensive, substantial or disruptive, or that would fundamentally alter the nature or operation of the agency.

**Procedure for Current Employees Seeking Reasonable Accommodation:**

1. The agency will inform all employees that this accommodation policy can be made available in accessible formats.
2. An employee or a third party acting on the employee’s behalf, such as a family member or personal representative, may request a reasonable accommodation that enables the employee to perform the essential functions of their position.
3. The employee or the third party acting on the employee’s behalf will inform the ADA Coordinator, the ADA Coordinator Designee or the employee’s supervisor of the need for a reasonable accommodation. The employee will be given the agency’s ADA forms and assistance with completing the forms if needed.
4. The ADA Coordinator or Designee may request medical documentation of the employee’s functional limitations to support the accommodation request, and must obtain written authorization from the employee to receive such information. Medical information must be collected on separate forms and maintained in separate files by the ADA Coordinator or Designee. Medical information is private. Only supervisors and managers who have a specific need to know may be told about an employee’s general medical information and/or the accommodations needed to enable the employee to perform the essential functions of their position. Safety personnel may also be informed, when appropriate, if the employee may require emergency treatment or assistance in an emergency evacuation.
5. When a qualified individual with a disability has requested an accommodation, the ADA Coordinator or Designee will engage in an interactive process with the employee to:



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- Discuss the purpose and essential functions of the particular job involved. This discussion may also include input from the employee's supervisor and Human Resources. Completion of a step-by-step job analysis may be necessary;
  - Determine the precise job-related limitation;
  - Identify potential accommodations and assess the effectiveness each would have in allowing the employee to perform the essential functions of their job; and
  - Select and implement the accommodation that is the most appropriate for both the employee and the employer. While an employee's preference will be given consideration, the agency is free to choose among equally effective accommodations and may choose one that is less expensive or easier to provide.
6. The ADA Coordinator or Designee will work with the employee to obtain technical assistance, as needed.
  7. The ADA Coordinator or Designee will provide a decision to the employee within a reasonable amount of time.
  8. If an accommodation cannot overcome existing barriers or if the accommodation would cause an undue hardship on the operation of the agency, the employee and the ADA Coordinator or Designee will work together to determine whether reassignment may be an appropriate accommodation. The agency is not required to create a new job or to bump another employee from a job in order to provide a reassignment as a reasonable accommodation.

**Procedure for Job Applicants:**

1. The job applicant will 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 the agency for reasonable accommodations that do not cause an undue hardship.

**Procedure for Determining Undue Hardship:**

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

1. Overall size of the program (i.e., number and type of facilities, size of budget);
2. Type of the operation including the composition and structure of the work force;
3. Nature and cost of the accommodation needed;
4. Reasonable ability to finance the accommodation; and
5. 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.

**Appeals:**

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

If the individual believes the decision is based on discriminatory reasons, s/he may file a complaint internally through the agency's complaint procedure as outlined in this plan or with the Minnesota Department of Human Rights (MDHR). The time limit for filing a discrimination charge is one (1) year from the date of the discriminatory incident.

**Supported Work:**

This agency will review vacant positions and assess the current workload and needs of the program to determine if job tasks might be performed by a supported employment worker. 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 opportunities exist.

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**VIII. EVACUATION PROCEDURES FOR INDIVIDUALS WITH DISABILITIES**

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Each Veterans Home has a detailed evacuation plan that provides for the safe evacuation of both residents and staff. The plans detail the manner in which all residents and staff will be located and removed from the facility. The plans also address the evacuation of individuals with physical, cognitive, visual and hearing disabilities. The plans meet the standards identified by the American National Safety Institute and the Federal and State regulations for Long-term Healthcare Facilities.

Each Programs and Services building has an evacuation plan that provides for the safe evacuation of both customers and employees. The plans detail the manner in which all customers and

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employees will be located and removed from the building and also address the evacuation of individuals with physical, visual, hearing and cognitive disabilities.

Copies of each Veterans Home's evacuation plan and each Programs and Services building's plan are on file both electronically and in hard copy format at their respective locations.

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.

MDVA's ADA Coordinator and Safety Administrator will work to develop a plan and consult with the appropriate building and safety personnel. Supervisors, Directors, and Managers should review emergency evacuation procedures with staff. In addition, every employee has a responsibility to develop their own personal emergency evacuation plan, this includes individuals with disabilities or individuals who will need assistance during evacuation.

Although self-disclosure of a disability is strictly voluntary, individuals are encouraged to self-disclose and to provide information about any special assistance they may require. By providing this information to designated staff with emergency coordination responsibilities, individuals with disabilities will help facilitate safe evacuation procedures in the event of an actual emergency situation. Individuals needing evacuation assistance or individuals with disabilities should contact the agency contacts below to request the type of assistance they may need.

Mark Paulson  
MDVA Safety Administrator  
5101 Minnehaha Ave. S., Bldg 10  
Minneapolis, MN 55417  
612-548-5960

Anjie Flowers  
MDVA ADA Coordinator  
5101 Minnehaha Ave. S., Bldg 10  
Minneapolis, MN 55417  
612-548-5961

**Evacuation Options for Individuals with Disabilities:**

Individuals with disabilities have five evacuation options (*Note: Not all of the options may apply to every building depending on the location, building structure, and type of equipment available for an evacuation*):

1. Horizontal evacuation: Using building exits to the outside ground level or going into unaffected wings of multi-building complexes;
2. Stairway evacuation: Using steps to reach ground level exits from building;
3. 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

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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;

4. 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
5. For buildings equipped with an evacuation chair: Evacuation chairs or a light-weight solution to descending stairways can be used and generally require single user operation. If the building is equipped with an evacuation chair, best practice indicates that all employees are trained and have practiced evacuating using an evacuation chair.

### **General Evacuation Procedures for Individuals with Disabilities:**

- A "buddy system" may be established to assist individuals who may need assistance and involves individuals working in teams so they can locate and assist each other in an emergency. The individual with a disability should identify two or more persons who would be available to provide assistance. The "buddies" will be trained by the employee as soon as they are recruited. A trained "buddy" is responsible for providing the appropriate level of assistance in an emergency.
- To assist in determining the appropriate level of assistance in an emergency, the individual with a disability will be asked what type of help they require before attempting any assistance.
- The individual with a disability will also be asked if there are any special considerations or if there are any special items that need to stay with them. Assistive aids should not be separated from the person.
- Extra time should be taken to communicate with people who are deaf, hearing impaired, or speech impaired.
- Staff with emergency responsibilities should be cognizant that a disabled person's equipment may not be working after an emergency occurs, or may have limited effectiveness in an emergency situation. This may alter the level of assistance required.
- Service animals may be temporarily confused in an emergency and may not be able to provide the level of assistance they would normally be able to, necessitating a greater level of assistance from emergency staff.

### **Specific Evacuation Procedures for Individuals with Disabilities:**

#### **Visual Disabilities**

- The agency's buildings utilize audible warnings, flashing strobes and an emergency paging system for notification during an evacuation. The audible warnings and emergency paging system will alert individuals who are blind or visually impaired of the need to evacuate.

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- Verbal instructions will be given on the safest exit routes using estimated distances and directional terms.
- Tactile signage, where required, will be installed on doors to assist the blind or visually impaired in evacuating the building.
- Individuals with visual disabilities will be asked if they would like assistance exiting, particularly if there is debris or other people along the exit route which would make the route difficult to navigate.
- Other verbal instructions pertinent to the emergency will be provided as necessary based on the specific situation (e.g., elevators cannot be used).

### **Hearing Disabilities**

- The agency's buildings utilize audible warnings, flashing strobes and an emergency paging system for notification during an evacuation. The strobe lights will alert individuals who are deaf or hearing impaired of the need to evacuate.
- Touch and eye contact will be used to get the attention of an individual who has a hearing disability. The nature of the emergency will be clearly stated. Gestures and pointing, or written direction, will be provided if needed to ensure understanding.
- Visual instruction will be provided to advise the person of the appropriate exit routes, either by pointing towards exits or facility evacuation maps.

### **Mobility Disabilities**

- If an individual using a wheelchair cannot evacuate, the individual should be accompanied by an employee to an Area of Rescue Assistance or Shelter in Place when an alarm sounds. Safety and/or Security staff will respond to each rescue area or shelter to identify for safety personnel or emergency responders how many individuals need assistance to safely evacuate.
- Individuals with mobility devices, but who are able to walk independently, may be able to climb or descend 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 (i.e., detectable smoke, fire, unusual odors, etc.), the individual with a mobility disability may choose to wait in or be directed to an Area of Rescue Assistance until safety personnel or emergency responders arrive to provide assistance.

### **Cognitive Disabilities**

- Individuals with cognitive impairments may not have the ability to recognize, understand, and respond correctly to alarm systems. Clear and concise direction will be provided by a "buddy", coworker, or supervisor during an emergency to follow the appropriate exit route, exit the building, and stay in designated assembly area.

**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:

1. Horizontal evacuation: If located on the ground or basement floor, severe weather shelter areas are located throughout each floor;
2. 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
3. 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**

The MDVA's utilization analysis was conducted using 2010 Minnesota Statewide Labor Force Availability census data. After categories in which underutilizations for women, minorities and individuals with disabilities within the agency were identified, hiring goals were set for the next two years.

Several factors were weighed to determine reasonable hiring goals and timeframes. The first step was to consider the number of vacancies that could reasonably be expected based on expressions of interest from employees who intend to separate from the MDVA within two years and based on the frequency with which vacancies in certain job categories generally become available. The MDVA hired for approximately 490 positions during fiscal years 2012 and 2013. Another factor was anticipated department expansion and growth.

MDVA's hiring goals are optimistic and attempts will be made to meet these goals depending on availability and opportunity to hire. The table on the following page provides a numerical representation of this information.

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**Table 1 - 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	0	0	2	0
Technicians (including Paraprofessionals)	0	0	33	0	0	7
Office/Clerical	0	2	0	0	2	0
Skilled Craft	1	1	0	1	1	0
Service Maintenance	0	4	9	0	4	4

**Availability:**

The MDVA determined the recruitment area to be statewide for all job categories because of the location of our Veterans Homes throughout the state that employ the majority of our employees in Fergus Falls, Hastings, Luverne, Minneapolis and Silver Bay. In conducting the underutilization analysis, the two-factor analysis was used to better evaluate and establish more accurate goals because the agency uses both internal and external sources for hiring employees into a job group.

The two-factor analysis first uses the percentages of females, minorities and individuals with disabilities who were promoted, transferred or moved within the agency. The second factor then looks at the percentages of women, minorities and individuals with disabilities who possess the requisite skills and reside in the statewide geographical area from which the agency recruits.

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:**

The agency's population of women has improved in all the job categories except Skilled Craft. The total percentage of female employees at the MDVA is over 70%. This is partly due to the high number of professional and technician positions that provide direct care for our resident Veterans. The agency did not meet its 2012-2014 goal for hiring women within the Skilled Craft category which is the smallest job category at the MDVA consisting of 2% of the total workforce.

To meet its 2014-2016 goals, the agency is establishing goals for applicant interviews to increase the availability of underutilized groups in the initial interview pool.

**Minorities:**

The agency's population of minorities dramatically improved in the Technician job category but slightly failed to improve in the Professionals, Office/Clerical, Skilled Craft and Service Maintenance categories. The agency did not meet its 2012-2014 goals for hiring minorities in those categories. The dramatic increase of minority employees in the Technician category may be attributed to many factors including additional emphasis on increased Human Resources involvement with hiring supervisors and increased outreach to targeted educational institutions.

To meet its 2014-2016 goals, the agency is implementing additional targeted outreach and recruiting efforts to attract minorities as well as establishing goals for applicant interviews to increase the availability of underutilized groups in the initial interview pool.

**Individuals with Disabilities:**

The agency's population of individuals with disabilities has significantly improved in all job categories and has exceeded the 2012-2014 goals set for this protected group. This increase may be attributed to many factors including agency-wide training on employing individuals with disabilities and the reasonable accommodation process, attendance at job and career fairs held specifically for individuals



with disabilities and revised position descriptions to more accurately identify the essential and marginal job functions.

To meet its 2014-2016 goals, the agency is implementing additional targeted outreach and recruiting efforts to attract individuals with disabilities as well as establishing goals for applicant interviews to increase the availability of underutilized group members in the initial interview pool.

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## **X. AFFIRMATIVE ACTION PROGRAM OBJECTIVES**

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In pursuing the MDVA's commitment to affirmative action, the agency's Affirmative Action Plan is focused on four main objectives:

1. Recruiting and Hiring
2. Compliance
3. Training
4. Outreach and Community Partnerships

The agency will take the following actions during 2014-2016:

**Objective #1: RECRUIT and HIRE affirmatively to reflect the increasing diversity of our surrounding communities and of the Veteran population served by the MDVA.**

**Action Steps:**

- A. Develop and improve hiring process procedures to increase emphasis on affirmative action recruitment and hiring including the removal of process barriers that may inhibit protected group members from seeking employment with this agency.
- B. Continue to conduct training for hiring Managers and Supervisors on affirmative action recruitment and hiring as well as equal employment opportunity policies.
- C. Analyze, update and report the agency's underutilization hiring goals quarterly to senior management and Human Resources.
- D. Pursue targeted recruitment opportunities at job and career fairs held for minorities and individuals with disabilities.
- E. Support and promote the agency's efforts to increase diversity in its applicant pools by pursuing internship and externship opportunities for protected group members.
- F. Continue to explore the creation of an electronic data management system capable of tracking and maintaining affirmative action information including hiring goals, justifications and missed opportunities.
- G. Design and publish a recruiting brochure that highlights the MDVA's commitment to equal employment opportunity and reflects the agency's diversity.

**Responsibility: Affirmative Action Officer and Human Resources**

**Evaluation:** This objective was in the agency's 2012-2014 AAP and progress was made as reflected in this plan's updated underutilization analysis and hiring goals. The agency will continue to use the Monitoring the Hiring Process and the underutilization analysis to track the agency's progress for this objective. The agency has also recently received additional information technology support to assist in developing affirmative action tracking systems.

**Objective #2: Ensure COMPLIANCE with State and Federal Laws and Regulations regarding affirmative action and equal employment opportunity.**

**Action Steps:**

- A. Continue to evaluate and revise all affirmative action and equal employment opportunity policies and procedures.
- B. Continue to evaluate and revise MDVA's Discrimination/Sexual Harassment Complaint Procedures.
- C. Continue to submit timely and accurate compliance reports to MMB.
- D. Pursue increased alternative dispute resolution options to effectively address affirmative action complaints.
- E. Continue to train Supervisors, Directors, Managers and staff on affirmative action and equal employment opportunity compliance issues including the Americans with Disabilities Act.

**Responsibility: Affirmative Action Officer**

**Evaluation:** This objective was in the agency's 2012-2014 AAP and all action steps were completed. The agency will continue to strive for compliance through continued self-evaluation and revision.

**Objective #3: Increase affirmative action and diversity TRAINING to foster a respectful and inclusive workplace.**

**Action Steps:**

- A. Develop a plan to conduct biennial training for Supervisors, Directors, Managers and staff focused on diversity, respect and inclusion in the workplace, conflict resolution, cultural competence, and diverse workforce management.
- B. Work with agency's Affirmative Action Designees to ensure affirmative action, equal employment opportunity and Americans with Disabilities Act (ADA) training is incorporated into employee training opportunities and new employee orientations.
- C. Analyze trends in discrimination and harassment complaints and provide applicable training to address any identified trends.
- D. Routinely publish informational articles and distribute presentations on diversity-related topics.

**Responsibility: Affirmative Action Officer**

**Evaluation:** This objective was in the agency's 2012-2014 AAP and was partially met. Although affirmative action and diversity training significantly increased, biennial training for all managers, supervisors and staff was not completed. The Affirmative Action Officer will train Affirmative Action Designees and then delegate training curriculums to assist in meeting agency training requirements.

**Objective #4: Increase OUTREACH and COMMUNITY PARTNERSHIPS to ensure a highly qualified, diverse MDVA workforce.**

**Action Steps:**

- A. Regularly attend Alliance for Cooperation and Collaboration in Employment and State Service (ACCESS) meetings.
- B. Partner with other state agencies to develop a network of resources for affirmative action and equal employment opportunity issues.
- C. Inform staff of diversity-related events in surrounding communities and encourage staff participation.
- D. Continue to support the MDVA's internship and student worker opportunities with emphasis on students from protected groups to encourage future employment with the MDVA.
- E. Participate in career fairs and community events to demonstrate the MDVA's commitment to diversity recruitment and hiring.
- F. Continue to seek outreach opportunities for the MDVA's Diversity Committee such as presentations to Minnesota state councils and diverse community organizations.
- G. Establish new and strengthen existing networking opportunities with post-secondary educational institutions.

**Responsibility: Affirmative Action Officer and Human Resources**

**Evaluation:** This is a new objective and will be evaluated through Diversity Committee Reports and tracking by the Affirmative Action Office.

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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**

In its commitment to successful implementation of the Affirmative Action Plan and to equal opportunity employment, the MDVA will utilize the following procedures:

1. The Affirmative Action Officer will provide quarterly status updates to Human Resources staff on the progress of the MDVA's hiring goals and identified areas of underutilization.
2. When a position vacancy exists, the hiring manager will collaborate with Human Resources staff to develop a position description and determine the minimum and preferred applicant qualifications. The hiring manager, Human Resources staff, and the Affirmative Action Officer as needed, will ensure the selection does not unnecessarily screen out a disproportionate number of women, minorities, or individuals with disabilities.
3. The position vacancy will be posted in accordance with collective bargaining agreement provisions.

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4. If a position vacancy is to be announced externally and an underutilization exists, Human Resources staff will affirmatively recruit for the position and will determine whether the applicant pool contains protected group candidates who may help fulfill placement goals where the underutilization exists. Human Resources will notify the manager that an underutilization exists.
5. Human Resources staff will refer candidates who meet the minimum qualifications as defined in the vacancy announcement to the hiring manager.
6. If the number of candidates referred by Human Resources to the hiring manager is large and needs to be narrowed to a more reasonable number of candidates to be interviewed, the hiring manager will rank the candidates based upon the preferred qualifications as defined in the vacancy announcement.
7. When candidates are offered interviews, the employee scheduling the interviews will describe the interview format to the candidates and provide an invitation to request reasonable accommodations for individuals with disabilities. For example, the employee scheduling the interviews may inform the candidates if skills testing will be conducted or what technology may be used during the interview process. This allows for individuals with disabilities to determine if they may need a reasonable accommodation in advance of the interview.
8. After the interviews are completed and before an offer is made, if the hiring manager selected a candidate who is not a member of the protected group where an underutilization exists, the hiring manager will provide a written justification statement outlining the reasons for the selection and supporting documentation to the Affirmative Action Officer.
9. The Affirmative Action Officer will review the hiring manager's statement and supporting documentation to determine the hire was justified or a missed opportunity.
10. Human Resources staff will complete a State of Minnesota Monitoring the Hiring Process Form for any position vacancy where there is an identified underutilization for a protected group in an EEO job category. 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.
11. 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 Appointing Authority may layoff an employee by reason of abolition of the position, shortage of work or funds, or other reasons outside the employee's control, not reflecting discredit of the service of the employee. The MDVA will follow the layoff procedures specified

in the applicable bargaining unit agreements. Prior to implementation, all layoff decisions will be reviewed by the Deputy Commissioner, the Human Resources Director and the Affirmative Action Officer to assess the effects on the MDVA's affirmative action goals and timetables.

### **C. Other Methods of Program Evaluation**

The Affirmative Action Officer 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;
- Biennial Affirmative Action Plan;
- Annual Americans with Disabilities Act Report;
- Annual Internal Complaint Report; and
- Disposition of Internal Complaint (within 30 days of final disposition).

The Affirmative Action Officer will also evaluate the Affirmative Action Plan in the following ways:

- Monitor progress toward stated goals by job category and update Human Resources staff on a quarterly basis;
- Periodically analyze employment activity (hires, promotions, and terminations) by job category to determine if there is adverse impact;
- Periodically review the accessibility of online systems, websites, and ensures that reasonable accommodations can be easily requested; and
- Brief agency leadership on progress toward affirmative action goals and other affirmative action and equal employment opportunity issues on a quarterly basis. Discuss initiatives and make recommendations for improvement.

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## **XII. RECRUITMENT PLAN**

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The objective of the MDVA's recruitment plan is to recruit and hire a qualified workforce that is representative of Minnesota's diversity. To meet this objective, the agency's recruitment programs will be marketed to: (1) attract and obtain qualified applicants, (2) enhance the image of state employment, and (3) assist in meeting the agency's established affirmative action goals.

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The following 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**

Websites:

State of Minnesota – <http://mn.gov/mmb/careers>  
Minnesota Works – <https://www.minnesotaworks.net>  
Career Builder Recruitment – <http://www.careerbuilder.com>  
Smart Recruiters – <https://www.smartrecruiters.com>  
LinkedIn – <http://www.linkedin.com/jobs>  
Wounded Warriors - <http://www.woundedwarriorproject.org>  
Hispanic Job Board - <http://www.ihispano.com>  
African American Job Board - <http://www.blackcareernetwork.com>  
MDVA - <http://mn.gov/mdva/about/work-for-mdva.jsp>  
Indeed - <http://www.indeed.com>  
Simply Hired - <http://www.simplyhired.com>

Newspapers:

Minneapolis Star & Tribune  
St. Paul Pioneer Press  
City Pages  
Hastings Gazette  
Luverne Announcer  
Rock County Star Herald  
Pipestone County Star  
Worthington Daily Globe  
Duluth News Tribune  
North Shore Journal  
Two Harbors Chronicle

Publications:

MDVA Recruiting Brochure highlighting the MDVA as an Equal Opportunity Employer

Email:

List of Diversity Organizations from State Recruiter at MMB

The advertising sources used by the MDVA have been effective in attracting diverse candidates as indicated by the agency's Monitoring the Hiring Reports and Workforce Summary reports. The exception is in the recruitment of individuals with disabilities. The MDVA will identify additional recruitment sources for individuals with disabilities by working with the Program Specialist with Vocational Rehabilitation Services at DEED and community organizations representing individuals with disabilities such as Kaposia, Inc.

**B. Job and Community Fairs**

Minnesota Veterans Career Fair, Earle Brown Center, 2014  
South Metro Placement Partnership Disability Career Fair, 2014  
Minneapolis Community Interagency Committee Transition Job Fair for Individuals with Disabilities, 2014  
Minnesota Veterans Career Fair, Earle Brown Center, 2013 & 2014  
5<sup>th</sup> Annual Northland Job Fair, Duluth, 2013 & 2014  
Government Job & Internship Fair, Coffman Union, 2013  
Minneapolis MLK Holiday Diversity Job Fair, 2013  
Washington County Veterans Career Fair, 2013  
Detroit Lakes Veterans Career Fair, 2013  
Co-sponsored Living and Learning Series Retreat for female Veterans, 2013  
Hosted Leaders in Veteran Employment Seminar, 2013

The MDVA will utilize more targeted recruitment strategies when deciding which job and community fairs to attend in 2014-2016. The agency will put additional emphasis on fairs targeting Veterans and protected group members in the agency's job categories where an underutilization exists.

**C. College and University Recruitment Events**

North Minneapolis Job Fair at Hennepin Technical College, 2014  
Hennepin Technical College Diversity Career Fair, 2014  
St. Thomas Multicultural Fair, St. Thomas University, 2013 & 2014  
St. Catherine's University Career Fair, 2013

The MDVA will utilize more targeted recruitment strategies when deciding which college and recruitment events to attend in 2014-2016. The agency will put additional emphasis on fairs targeting Veterans and protected group members in the agency's job categories where an underutilization exists.

**D. Recruitment for Individuals with Disabilities**

The MDVA has attended several job fairs targeting individuals with disabilities and will continue this type of targeted recruitment in the upcoming plan years. The agency will also continue to work directly with DEED's Vocational Rehabilitation Services in recruiting and hiring individuals with disabilities. Notification of Minnesota's Disabled Veterans Preference laws and the MDVA's commitment to hiring disabled Veterans is posted on the agency's website. In addition to these methods, the MDVA will utilize the following strategies:

- 1) Review job postings and position descriptions to eliminate barriers for individuals with disabilities
  - a. The MDVA will review job postings for physical, mental and sensory requirements and determine if the qualifications for the position are job-related and consistent

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with business necessity. The agency will also review position descriptions and determine if tasks pose unnecessary barriers for individuals with disabilities. The agency will edit job postings and position descriptions to reflect more inclusive language for job qualifications and tasks.

2) Self-Identification

- a. During training sessions and once a year via email notification, the MDVA will communicate to employees that the agency collects summary data related to the number of individuals with disabilities who are in our workforce. The agency will inform employees that this data is collected to make determinations and decisions about where the agency needs to improve in terms of recruitment, selection, and retention of individuals with disabilities. For MDVA applicants, the agency will notify applicants of the ability to self-identify at the time of application.

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

- a. The MDVA supports the employment of individuals with disabilities and will review vacant positions to determine if job tasks can be performed by supported employment workers. The agency will work with community organizations that provide employment services to individuals with disabilities to recruit for these positions.

4) 700-Hour Program

- a. The MDVA, where possible, will utilize the 700-hour program which allows the agency to employ an individual with a disability and provide them training. At the end of this period, the agency may hire the individual.

5) Accessibility

- a. The MDVA will distribute informational material and resources to staff to remind them to create accessible electronic documents and systems so that employees with disabilities coming into the workforce can contribute to the workforce and will be able to access similar information and resources as other employees.
- b. Employees will be informed that written materials and documents will be provided in alternative formats upon request.

6) Reasonable Accommodations

- a. The MDVA will prominently display on its website that reasonable accommodations will be provided to qualified individuals with a disability who apply for positions with this agency. Once hired, the agency will educate employees, supervisors, and managers on accommodating employees in the workplace through orientation and training sessions, posted notices, periodic email notifications, and informational posters and presentations. The agency will continue to use job coaches to assist individuals with disabilities when needed.

7) Strategic Partnerships

- a. The MDVA will continue to build strategic partnerships with DEED - Vocational Rehabilitation Services ("VRS"), DEED - State Services for the Blind ("SSB"), Minnesota's Workforce Centers and other state agency partners to conduct job evaluations and to assist in recruitment or referral of candidates to open positions. The agency will work to inform VRS or SSB when a position is posted. Additionally, the agency will normally post positions for at least 7 days to ensure equal



opportunity. However, in positions that attract large numbers of applicants, positions may be posted for less than seven days. The agency will also continue to partner with the Minnesota Community Advisors on Recruitment and Retention Solutions (MnCARRS) and the Minnesota Department of Human Services (DHS) to build recruiting relationships and increase networking opportunities with educational institutions and community organizations dedicated to serving individuals with disabilities.

8) Self-Analysis

- a. The MDVA will conduct periodic self-checks to determine if the agency's systems or documents are accessible, language in job postings is inclusive, staff have been trained on how to process reasonable accommodation requests, and reasonable accommodations have been provided when there is no undue hardship for the agency.

9) Reporting

- a. The MDVA will conduct a quarterly analysis of the number of individuals with disabilities who have applied for positions and who have been hired.

**E. Relationship Building and Outreach**

The MDVA utilized several outreach efforts to build relationships with a variety of educational institutions including high schools, technical schools, local colleges and universities, and vocational training centers that specifically serve minorities, women and Veterans. These efforts have been effective and have resulted in internships and numerous student worker opportunities. The agency also partnered with Equal Justice Works, a non-profit organization dedicated to serving economically depressed communities and vulnerable individuals, and received three law students to conduct legal research on issues affecting individuals with disabilities and Veterans. The MDVA will continue to pursue and build upon all these outreach efforts in the upcoming plan years.

**F. Internships**

The MDVA, through MnCARRS partnerships, targeted educational institution networks and other outreach efforts, provided several student internships for both protected and non-protected group members. Although these internships were successful from an educational and job experience perspective, they did not result in the immediate hiring of individuals due to the interns' needs to finish their educational programs or the agency's lack of position vacancies at the end of the internships. The MDVA will continue to utilize internships and will pursue additional internship opportunities.

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

The MDVA 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.

**J. Additional Recruitment Activities**

The MDVA will design and publish a recruiting brochure that highlights the agency's commitment to equal employment opportunity and reflects the agency's diverse workforce.

The MDVA will actively seek funding grants for employee educational development opportunities.

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### **XIII. RETENTION PLAN**

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

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

The Human Resources Directors and the Affirmative Action Officer have the overall authority or oversight of the agency's retention programs and activities.

Carol Lynch, Human Resources Director

Phone: 651-757-1577

Email: [carol.lynch@state.mn.us](mailto:carol.lynch@state.mn.us)

Deb Allen, Human Resources Director

Phone: 651-757-1596

Email: [deb.allen@state.mn.us](mailto:deb.allen@state.mn.us)

Anjie Flowers, Affirmative Action Officer

Phone: 612-548-5961

Email: [anjie.flowers@state.mn.us](mailto:anjie.flowers@state.mn.us)

#### **B. Separation Analysis by Protected Groups**

In FY2013, the MDVA had a total of 242 separations. The reasons for separation and the corresponding number and percentage of employees were as follows:

Resignation - 166 (68.6%)

Dismissal or Non-Certification - 45 (18.6%)

Retirement - 28 (11.6%)

Death - 2 (0.8%)

Termination - 1 (0.4%)

The 242 separations were from EEO-4 job categories as follows:

Officials and Administrators: 1

Professionals: 43 total

Technicians/Paraprofessionals: 151

Office/Clerical: 7

Skilled Craft: 5

Service Maintenance: 42

The 242 separations were from protected groups as follows:

Women: 153 (63.2%)

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Ethnic Minority: 24 (9.9%)  
Individuals with Disabilities: 4 (1.7%)

In FY2014, the MDVA had a total of 212 separations. The reasons for separation and the corresponding number and percentage of employees break down as follows:

Resignation - 138 (65.1%)  
Dismissal of Non-Certification - 49 (23.1%)  
Retirement - 21 (9.9%)  
Death - 3 (1.4%)  
Layoff - 1 (0.5%)

The 212 separations were from EEO-4 job categories as follows:

Officials and Administrators: 4  
Professionals: 34  
Technicians/Paraprofessionals: 125  
Office/Clerical: 10  
Skilled Craft: 1  
Service Maintenance: 38

The 212 separations were from protected groups as follows:

Women: 152 (71.7%)  
Ethnic Minority: 30 (14.2%)  
Individuals with Disabilities: 8 (3.8%)

Based on the total representation of protected and non-protected group employees within the MDVA at the end of FY2014, ethnic minorities and individuals with disabilities are leaving the agency at slightly lower rates (approximately 1%) than non-minorities and individuals without disabilities. Female employees are leaving the MDVA at a slightly higher rate (approximately 1.5%) than male employees. Most of the MDVA's separations consisted of resignations or dismissals and non-certifications.

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

To increase retention of a highly qualified, diverse workforce to fulfill the MDVA's mission to serve Minnesota's Veterans and their families:

- 1) The MDVA will continue to promote and maintain a respectful and inclusive workplace environment by providing affirmative action, equal employment opportunity, diversity and MDVA Code of Conduct training to employees.
- 2) The MDVA will continue the use of alternative dispute resolution to resolve employee conflicts, encourage effective communications and help reestablish positive working relationships. The agency will also increase training opportunities for managers and supervisors on how to manage and resolve employee conflicts before they escalate to a

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higher level, and promote the use of the Employee Assistance Program (EAP) as another tool to address workplace disputes.

- 3) The MDVA will promote and support the involvement of employees on the agency's Diversity Committee. The MDVA Diversity Committee is dedicated to creating a more inclusive, diversified and engaged workforce grounded in respect and appreciation for individual differences.
- 4) The Affirmative Action Officer, Human Resources and Scheduling will collaborate on methods to increase the availability of religious accommodations to better meet the religious needs of the agency's diverse workforce.
- 5) The MDVA will continue to promote cultural understanding through guest speakers, ethnic observance presentations, community event notifications and other activities featuring women, minorities and individuals with disabilities.
- 6) The Affirmative Action Officer will collaborate with the MDVA's Quality Council in analyzing the annual Employee Satisfaction Survey and in developing initiatives to improve employee satisfaction and workforce retention. These initiatives may include, but are not limited to, improved employee communications, wellness programs, employee professional development opportunities and employee recognition strategies.

## **APPENDIX**

### **A. Complaint of Discrimination/Harassment Form (*See Attachment*)**



**Minnesota Department of Veterans Affairs  
Harassment/Discrimination Complaint Form**

**1. Information about the Complainant (person filing the complaint):**

Name \_\_\_\_\_ Job Title \_\_\_\_\_

Department Supervisor \_\_\_\_\_ Work Telephone \_\_\_\_\_

Home Telephone \_\_\_\_\_

Email Address (if frequently used as a means of communication) \_\_\_\_\_

Mailing Address \_\_\_\_\_

**2. I believe that the treatment that I am experiencing is: (check either “General Harassment/Personnel Concern” or “Statutory Harassment/Discrimination”):**

\_\_\_\_\_ General Harassment/Personnel Concern (Check this option if you believe the unwelcomed words, conduct, or actions repeatedly directed toward you by a co-worker/supervisor **are not** based on your protected class status but cause you to be treated differently or unfairly or cause you substantial emotional distress, and serve no legitimate business purpose.)

OR

\_\_\_\_\_ Sexual Harassment/Discrimination based on Protected Class (Check this option if you believe the unwelcomed words, conduct, or actions directed toward you by a co-worker/supervisor **are** based on your protected class status and cause you to be illegally harassed or discriminated against. If you select this option, please check the protected class(es) below that apply to your situation.)

\_\_\_\_\_ Race \_\_\_\_\_ Color \_\_\_\_\_ Creed \_\_\_\_\_ Religion \_\_\_\_\_ Disability \_\_\_\_\_ Marital Status

\_\_\_\_\_ Sex \_\_\_\_\_ National Origin \_\_\_\_\_ Reliance on Public Assistance \_\_\_\_\_ Sexual Orientation

\_\_\_\_\_ Age \_\_\_\_\_ Membership/activity in a local human rights commission \_\_\_\_\_ Familial Status

**3. Describe how you have been harassed or discriminated against. Provide names, dates, places and all pertinent information. Be as specific as you can. If necessary, attach additional pages.**

Name of person(s) discriminating/harassing: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Describe the incident(s) in detail including the date and location of each incident:

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**4. List any potential witness(es):**

Name

Work Location

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_

**5. List any supporting physical evidence (documents, emails, etc.):**

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**6. Information about the person(s) against whom you are filing the complaint:**

Name \_\_\_\_\_ Job Title \_\_\_\_\_

Department \_\_\_\_\_ Supervisor \_\_\_\_\_

**7. If you filed this complaint with another agency, for example the EEOC or the MN Dept. of Human Rights, please give the name of the agency and date that you filed:** \_\_\_\_\_

**8. What resolution are you seeking?**

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**9. Mediation is a voluntary process where individuals involved in a conflict meet with a neutral, third-party mediator in an informal, yet structured setting in order to resolve the conflict in a respectful and productive manner. Would you be interested in meeting with a mediator and the other individual(s) involved in order to resolve this matter? \_\_\_\_\_ Yes \_\_\_\_\_ No**

If you have any questions or concerns about the mediation process, please indicate them below:

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This complaint is being filed based on my belief that I have been discriminated against or harassed. I hereby certify that the information I have provided relative to my complaint is true, correct and complete to the best of my knowledge and belief.

I understand that if it is found that this complaint has been filed for other than legitimate reasons, it may be considered to be a falsification of records and may subject me to disciplinary action.

Signature \_\_\_\_\_ Date \_\_\_\_\_

**\*\*Submit this form to your Human Resources representative or to:**

MN Dept. of Veterans Affairs  
Office of Affirmative Action  
5101 Minnehaha Ave. S., Bldg. 10  
Minneapolis, MN 55417

Confidential Fax: (651) 797-1781 Email: [anjie.flowers@state.mn.us](mailto:anjie.flowers@state.mn.us)

For assistance, please call the Office of Affirmative Action at (612) 548-5961. We can also be reached through the Minnesota Relay Service at 7-1-1 or 1-800-627-3529 (TTY, Voice, ASCII, HCO) or 1-877-627-3848 (STS).

\*\*\*\*\* **For office use only. Please do not write below this line.** \*\*\*\*\*

Complaint Received by: \_\_\_\_\_

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

Processing: \_\_\_\_\_ Investigation \_\_\_\_\_ Mediation by Supervisor \_\_\_\_\_ Mediation by AAO \_\_\_\_\_ Other

Notes/Explanation:

Upon request, this material can be made available in alternative formats, such as large print, Braille, computer diskette, or audio tape. Please contact the Office of Affirmative Action.



**B. Employee/Applicant Request for ADA Reasonable Accommodation Form**  
*(See Attachment)*



**State of Minnesota – Minnesota Department of Veterans Affairs  
Employee Request for Americans with Disabilities Act (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 substantially 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 Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Home Address: \_\_\_\_\_ City/State/Zip Code \_\_\_\_\_

Work Location: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Home or Cell Phone: \_\_\_\_\_

Data Privacy Statement: This information may be used by your agency Human Resources representative, ADA Coordinator/Designee, your agency legal counsel or any other person 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 reasonable accommodation.

**Questions to clarify accommodation requested.**

1. Please describe the nature of your physical or mental impairment(s).
2. What specific accommodation are you requesting?
3. If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore? If yes, please explain.

**Questions to document the reason for the accommodation request. (Please attach additional pages as necessary).**

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

**State of Minnesota – Minnesota Department of Veterans Affairs  
Reasonable Accommodation Request Form**

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. How will your requested accommodation(s) 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/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.

**Genetic Information Nondiscrimination Act of 2008 Disclosure:** 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 Signature: \_\_\_\_\_

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

**C. Agency Profile and Organizational Chart (*See Attachment*)**

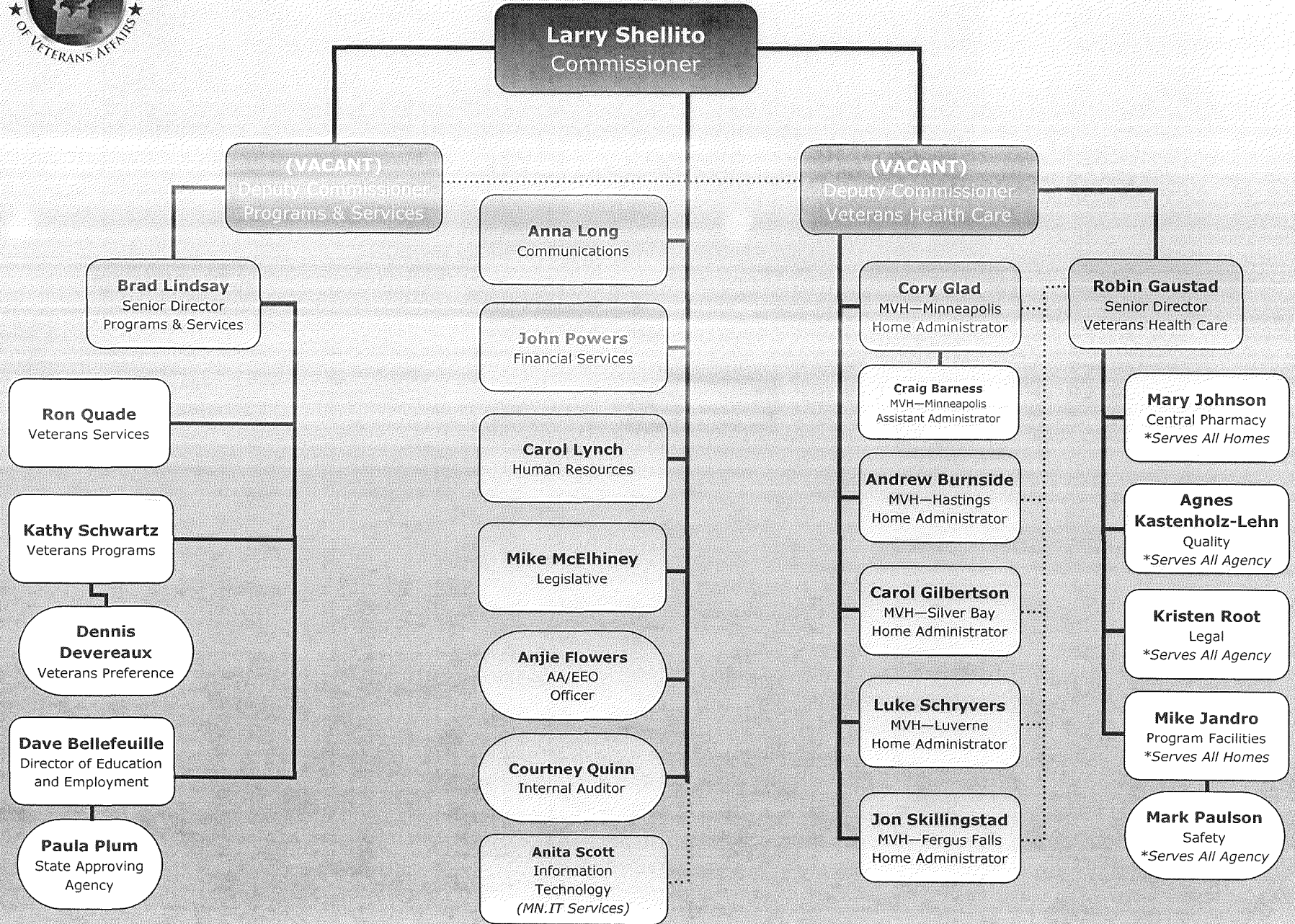
The Minnesota Department of Veterans Affairs (MDVA) is a cabinet level state agency dedicated to serving Minnesota's 370,000 Veterans and their families by assisting them in securing state and federal benefits, and by providing programs and services relating to higher education, benefits, burial, claims, outreach and Veterans preference.

MDVA also operates five Veterans Homes throughout the state, providing a continuum of long-term care for its Residents, with a strong emphasis on remembering and recognizing the service and sacrifices of all Veterans.



# MINNESOTA DEPARTMENT OF VETERANS AFFAIRS

October 27, 2014



**D. Underutilization Analysis Worksheets (*See Attachment*)**

MDVA

**TWO-FACTOR AVAILABILITY ANALYSIS**

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

Job Category: Service Maintenance

A		ASSIGNED WEIGHT (%)
Internal Availability		30.00%
External Availability		70.00%
Total Assigned Weight (must equal 100%)		100.00%

WOMEN		
	Initial Statistics (%)	Weighted Statistics
Internal Availability	B 59.87%	17.96%
External Availability	C 44.40%	31.08%

MINORITIES		
	Initial Statistics (%)	Weighted Statistics
Internal Availability	D 17.47%	5.24%
External Availability	E 19.50%	13.65%

INDIVIDUALS WITH DISABILITIES		
	Initial Statistics (%)	Weighted Statistics
Internal Availability	F 4.21%	1.26%
External Availability	G 7.00%	4.90%

JOB GROUP AVAILABILITY (%)			
Women	Minorities	Individuals with Disabilities	
49.04%	18.89%	6.16%	

J		SOURCE OF INITIAL STATISTICS
Internal Availability		FY12/13 promotions, transfers, movement
External Availability		2010 Statewide Census Data

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

Minnesota Department of Veterans Affairs (MDVA)

JOB CATEGORY AVAILABILITY/UTILIZATION/UNDERUTILIZATION ANALYSIS & ANNUAL GOALS

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

WOMEN									
Job Categories	Total Employees in Job Group	Total Number of Women in Group	% of Women in the Group	Availability %	Availability Number	AAP 2014-2016 Number Underutilized	AAP 2012-2014 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	21	<10	42.86%	41.53%	<10	<10	<10	Same	
Professionals	298	219	73.49%	73.49%	219	-31	<10	Same	
Protective Services: Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Protective Services: Non-sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Office/Clerical	73	64	87.67%	70.20%	51	-13	<10	Same	
Technicians	667	504	75.56%	59.22%	395	-109	<10	Same	
Skilled Craft	27	<10	<10.00	<10.00%	<10	<10	<10	Same	
Service Maintenance	309	185	59.87%	49.04%	152	-33	<10	Same	
Totals	1395	982	70.39%						

MINORITIES									
Job Categories	Total Employees in Job Group	Total Number of Minorities in Group	% of Minorities in the Group	Availability %	Availability Number	AAP 2014-2016 Number Underutilized	AAP 2012-2014 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	21	<10	<10.00%	<10.00%	<10	<10	<10	Same	
Professionals	298	28	<10.00%	10.11%	30	<10	<10	Not Improved	
Protective Services: Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Protective Services: Non-sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Office/Clerical	73	<10	<10.00%	<10.00%	<10	<10	<10	Not Improved	
Technicians	667	118	17.69%	11.38%	76	-42	22	Improved	
Skilled Craft	27	<10	<10.00%	<10.00%	<10	<10	<10	Not Improved	
Service Maintenance	309	54	17.48%	18.89%	58	<10	<10	Not Improved	
Totals	1395	200	14.84%						



INDIVIDUALS WITH DISABILITIES									
Job Categories	Total Employees in Job Group	Total Number of Indiv./ with Disabilities in Group	% of Indiv. 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	21	<10	42.86%	7.00%	<10	-8	<10	Improved	
Professionals	298	24	<10.00%	7.00%	21	-3	28	Improved	
Technicians	667	14	<10.00%	7.00%	47	33	66	Improved	
Protective Services: Sworn	N/A	N/A	N/A	7.00%	N/A	N/A	N/A	N/A	
Protective Services: Non-sworn	N/A	N/A	N/A	7.00%	N/A	N/A	N/A	N/A	
Office/Clerical	73	<10	<10.00%	7.00%	<10	-1	<10	Improved	
Skilled Craft	27	<10	<10.00%	7.00%	<10	<10	<10	Improved	
Service Maintenance	309	13	<10.00%	7.00%	22	<10	30	Improved	
Totals	0%	51	<10.00%						

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).

MDVA

**TWO-FACTOR AVAILABILITY ANALYSIS**

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

Job Category: \_\_\_\_\_ Officials/Administrators

A ASSIGNED WEIGHT (%)	
Internal Availability	50.00%
External Availability	50.00%
Total Assigned Weight (must equal 100%)	100.00%

WOMEN		
	Initial Statistics (%)	Weighted Statistics
Internal Availability	B 42.86%	21.43%
External Availability	C 40.20%	20.10%

MINORITIES		
	Initial Statistics (%)	Weighted Statistics
Internal Availability	D 4.76%	2.38%
External Availability	E 7.60%	3.80%

INDIVIDUALS WITH DISABILITIES		
	Initial Statistics (%)	Weighted Statistics
Internal Availability	F 42.86%	21.43%
External Availability	G 7.00%	3.50%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
41.53%	6.18%	24.93%

J SOURCE OF INITIAL STATISTICS	
Internal Availability	FY12/13 promotions, transfers, movement
External Availability	2010 Statewide Census Data

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

MDVA

**TWO-FACTOR AVAILABILITY ANALYSIS**

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

Job Category: Professionals

A ASSIGNED WEIGHT (%)	
Internal Availability	41.00%
External Availability	59.00%
Total Assigned Weight (must equal 100%)	100.00%

WOMEN		
	Initial Statistics (%)	Weighted Statistics
Internal Availability B	73.49%	30.13%
External Availability C	55.70%	32.86%

MINORITIES		
	Initial Statistics (%)	Weighted Statistics
D	9.40%	3.85%
E	10.60%	6.25%

INDIVIDUALS WITH DISABILITIES		
	Initial Statistics (%)	Weighted Statistics
F	8.05%	3.30%
G	7.00%	4.13%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
62.99%	10.11%	7.43%

J SOURCE OF INITIAL STATISTICS	
Internal Availability	FY12/13 promotions, transfers, movement
External Availability	2010 Statewide Census Data

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

IMDVA

**TWO-FACTOR AVAILABILITY ANALYSIS**

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

Job Category: \_\_\_\_\_ Technicians (Includes paraprofessionals)

A		ASSIGNED WEIGHT (%)
Internal Availability		11.00%
External Availability		89.00%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	75.56%	8.31%
External Availability	C	57.20%	50.91%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
	D	17.69%	1.95%
	E	10.60%	9.43%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
	F	2.09%	0.23%
	G	7.00%	6.23%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
59.22%	11.38%	6.46%

I		SOURCE OF INITIAL STATISTICS
Internal Availability		FY12/13 promotions, transfers, movement
External Availability		2010 Statewide Census Data

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

MDVA

**TWO-FACTOR AVAILABILITY ANALYSIS**

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

Job Category: \_\_\_\_\_ Office/Clerical \_\_\_\_\_

A	ASSIGNED WEIGHT (%)
Internal Availability	28.00%
External Availability	72.00%
Total Assigned Weight (must equal 100%)	100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	87.67%	24.55%
External Availability	C	63.40%	45.65%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	D	6.80%	1.90%
External Availability	E	10.50%	7.56%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	F	8.22%	2.30%
External Availability	G	7.00%	5.04%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
70.20%	9.46%	7.34%

J	SOURCE OF INITIAL STATISTICS
Internal Availability	FY12/13 promotions, transfers, movement
External Availability	2010 Statewide Census Data

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

MDVA

**TWO-FACTOR AVAILABILITY ANALYSIS**

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

Job Category: Skilled Craft

A		ASSIGNED WEIGHT (%)
Internal Availability		20.00%
External Availability		80.00%
Total Assigned Weight (must equal 100%)		100.00%

WOMEN		
	Initial Statistics (%)	Weighted Statistics
Internal Availability B	3.70%	0.74%
External Availability C	6.30%	5.04%

MINORITIES		
	Initial Statistics (%)	Weighted Statistics
Internal Availability D	3.70%	0.74%
External Availability E	8.80%	7.04%

INDIVIDUALS WITH DISABILITIES		
	Initial Statistics (%)	Weighted Statistics
Internal Availability F	7.41%	1.48%
External Availability G	7.00%	5.60%

JOB GROUP AVAILABILITY (%)			
	Women	Minorities	Individuals with Disabilities
	5.78%	7.78%	7.08%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		FY12/13 promotions, transfers, movement
External Availability		2010 Statewide Census Data

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

**E. Separation Analysis by Protected Groups Worksheets *(See Attachment)***

Minnesota Department of Veteran Affairs (MDVA) FY2013 & FY2014

SEPARATION ANALYSIS

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

TOTAL SEPARATIONS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	94	21.03%	62	65.96%	<10	<10.00%	<10	<10.00%
Resignations	304	68.01%	210	69.08%	16	5.26%	<10	<10.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	49	10.96%	31	63.27%	<10	<10.00%	0	0.00%
Deaths	<10	<10.00%	<10	<10.00%	<10	<10.00%	0	0.00%
Lay-off	<10	<10.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	<10	<10.00%	0	<10.00%	0	<10.00%	0	0.00%
Total Separations	447	100.00%	303	67.79%	16	3.58%	<10	<10.00%

OFFICIALS/ADMINISTRATORS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	<10	0.00%	<10	<10.00%	0	0.00%	<10	<10.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	<10	<10.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	<10	100.00%	<10	<10.00%	0	0.00%	<10	<10.00%



Minnesota Department of Veterans Affairs (MDVA) FY2013 & FY2014  
SEPARATION ANALYSIS

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	17	22.37%	10	58.82%	<10	<10.00%	<10	<10.00%
Resignations	41	53.95%	27	65.85%	<10	<10.00%	<10	<10.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	18	23.68%	12	66.67%	<10	<10.00%	0	0.00%
Deaths	<10	<10.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	76	100.00%	49	64.47%	<10	<10.00%	<10	<10.00%

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	<10	<10.00%	<10	<10.00%	<10	<10.00%	0	0.00%
Resignations	11	100.00%	<10	<10.00%	<10	<10.00	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	<10	<10.00	<10	<10.00%	0	<10.00	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	11	100.00%	11	100.00%	<10	<10.00%	0	0.00%

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TECHNICIANS/PARAPROFESSIONALS								
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	63	23.60%	44	69.84%	12	19.05%	0	0.00%
Resignations	193	72.28%	139	72.02%	21	10.88%	<10	<10.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	11	4.12%	<10	<10.00%	0	0.00%	<10	<10.00%
Deaths	<10	<10.00%	<10	<10.00%	<10	<10.00%	0	0.00%
Lay-off	<10	<10.00%	<10	<10.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>Total Separations</b>	<b>267</b>	<b>100.00%</b>	<b>183</b>	<b>68.54%</b>	<b>33</b>	<b>12.36%</b>	<b>0</b>	<b>&lt;10.00%</b>

SKILLED CRAFT								
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	<10	<10.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	<10	<10.00%	0	0.00%	0	0.00%	<10	<10.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	<10	<10.00%	0	0.00%	0	0.00%	<10	<10.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>Total Separations</b>	<b>0</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>&lt;10</b>	<b>&lt;10.00%</b>

Minnesota Department of Veterans Affairs (MDVA) FY2013 & FY2014  
SEPARATION ANALYSIS

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	10	12.99%	<10	50.00%	<10	10.00%	0	0.00%
Resignations	52	67.53%	34	65.38%	<10	11.54%	<10	<10.00
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	15	19.48%	<10	60.00%	0	0.00%	0	0.00%
Deaths	<10	<10.00	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>Total Separations</b>	<b>77</b>	<b>100.00%</b>	<b>34</b>	<b>44.16%</b>	<b>&lt;10</b>	<b>&lt;10.00%</b>	<b>0</b>	<b>&lt;10.00</b>