

# **STATE OF MINNESOTA**

# **Minnesota Department of**

# **Human Rights**

## **Affirmative Action Plan**

**August 2016 – August 2018**

625 Robert Street North  
St. Paul, MN 55155

This document can be made available upon request in alternative formats by contacting Andrea  
L. Turner at [andrea.l.turner@state.mn.us](mailto:andrea.l.turner@state.mn.us) or 651.259.3636.

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## I. EXECUTIVE SUMMARY

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

**Table 1: UNDERUTILIZATION ANALYSIS OF PROTECTED GROUPS**

Job Categories	Women	Racial/Ethnic Minorities	Individuals With Disabilities
Officials/Administrators			
Professionals	<b>XX</b>		
Office/Clerical			
Technicians			

Once approved, information about how to obtain or view a copy of this plan will be provided to every employee of the agency. Our intention is that every employee is aware of Human Right'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/Affirmative Action Office.

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

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Affirmative Action Officer or Designee

Date Signed

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Human Resources Director or Designee

Date Signed



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Commissioner

Date Signed

## II. STATEMENT OF COMMITMENT

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

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

- As Commissioner of the Minnesota Department of Human Rights (Department), I am committed to implementing practices that will lead us to become reflective of the diversity within communities the Department serves. I am also equally committed to creating a working environment that is based upon honesty, authenticity and mutual respect that allows all who work from the Department to achieve their best.
- The mission of the Department is to make Minnesota discrimination free. The Department is responsible under Minnesota law to investigate complaints of employment discrimination, ensure that equal employment opportunity is provided by contractors with workforce certificates and those contractors with equal pay certificates pay women equally to men when performing similar work. The Department is committed to ensuring equal employment opportunities and equal pay are provided and that we serve as model for best practices.
- I fully support the work of the Diversity and Inclusion Council, the State of Minnesota's Equal Employment Opportunities Policies, and Statewide Affirmative Action efforts to provide equal opportunity to current and prospective employees.
- As Commissioner, the senior management of the Department will regularly review our recruiting, hiring, and retention practices. I have asked Andrea Turner to serve as the Department's Affirmative Action Officer and to work with Deputy Commissioner Rowzat Shipchandler, to maintain and update our Affirmative Action Plan as needed. I have asked Kate Rios to serve as our Americans with Disabilities Act Coordinator (ADA Coordinator). I will encourage and evaluate the efforts of managers and supervisors in implementing the Department's Affirmative Action Plan.
- As an employer, the Department will not tolerate discrimination or harassment in the area of employment on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, familial status, membership or activity in local human rights commission, disability, sexual orientation or age. Any Department employee who is found to have engaged in discrimination or harassment will be subject to discipline, which may include termination.
- Any Department employee or applicant for employment who believes that he or she has been discriminated against may contact their immediate supervisor, the Deputy Commissioner, or Kate Rios, HR Consultant. Discrimination complaints may also be filed with the Equal Employment Opportunity Commission.

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- I am personally committed to being actively engaged in implementing the agency's Affirmative Action Plan and I welcome any comments or suggestions on how we can improve in providing equal employment opportunities for all and deliver the best possible service to the people in our State in making Minnesota discrimination free.

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



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Commissioner

Date Signed

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

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#### **A. Commissioner**

**Kevin Lindsey, Commissioner, Minnesota Department of Human Rights**

##### **Responsibilities:**

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

##### **Duties:**

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

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

##### **Accountability:**

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

#### **B. Affirmative Action Officer or Designee**

**Andrea L. Turner, Human Resources Director, Department of Administration**

##### **Responsibilities:**

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



**Duties:**

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

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

**Accountability:**

The Affirmative Action Officer is accountable directly to the Commissioner of Human Rights for administration of the plan.

### **C. Americans with Disabilities Act Coordinator or Designee**

**Kate Rios, HR Consultant, Americans with Disabilities Act Coordinator**

#### **Responsibilities:**

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

#### **Duties:**

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

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

#### **Accountability:**

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

### **D. Human Resources Director or Designee**

**Andrea L. Turner, Human Resources Director**

#### **Responsibilities:**

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

**Duties:**

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

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

**Accountability:**

The Human Resources Director is directly accountable to the Deputy Commissioner, Minnesota Department of Administration for supervision purposes. For administration of the plan, indirectly to the Commissioner of Human Rights.

**E. Directors, Managers, and Supervisors**

**Responsibilities:**

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

**Duties:**

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

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

**Accountability:**

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

**F. All Employees**

**Responsibilities:**

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

**Duties:**

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

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

identity, gender expression, or membership or activity in a local human rights commission.

**Accountability:**

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

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

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

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

- A memorandum detailing the location of the Affirmative Action Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or alternatively, the Affirmative Action Officer, to all staff on an annual basis.
- The agency's Affirmative Action Plan is available to all employees on the agency's internal website at <https://connect.mn.gov/sites/MDHR/> or in print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

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

- The agency's Affirmative Action Plan is available on the agency's external website at <http://mn.gov/mdhr/> or in print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- The agency's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer."
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of posters displayed include: Equal Employment Opportunity is the law, Employee Rights under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.

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## V. STATEWIDE POLICY PROHIBITING DISCRIMINATION AND HARASSEMENT

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It is the policy of the of the State of Minnesota and the Minnesota Department of Human Rights to maintain a work environment free from discriminatory harassment based on race, sex, color, creed, religion, 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. The Department of Human Rights is committed to providing a positive environment in which all staff, members of the public, and others doing business with the state are treated with professionalism and respect.

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

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

- Notifying all employees and applicants of this policy; and
- Informing all employees of the complaint procedure and ensuring that all complaints will be investigated promptly and carefully.

### ***Definitions:***

Harassment is a form of discrimination that has the purpose or effect of unreasonably interfering with an individual's work performance. Harassment constitutes discrimination when the behavior based on protected class status that is unwelcome, personally offensive, insulting, or demeaning, and that unreasonably interferes with an individual's work performance or creating an intimidating, hostile or offensive work environment. For example, harassment based on national origin has been defined by the U.S. Equal Employment Opportunity Commission as "Ethnic slurs and other verbal or physical conduct relating to an individual's national origin."

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

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

It is possible for discriminatory harassment to occur:

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

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

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

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

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

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

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

### **Responsibility of Employee:**

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

### **Who May File:**

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

### **Complaint Procedure:**

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

### **Filing Procedures:**

1. The employee or applicant completes the "Complaint of Discrimination/Harassment Form" provided by the Affirmative Action Officer or designee. Employees are encouraged to file a complaint within a reasonable period of time after the individual becomes aware that a situation may involve discrimination or harassment. The Affirmative Action Officer or designee will, if requested, provide assistance in filling out the form.



2. The Affirmative Action Officer or designee will then determine if the complaint falls under the purview of Equal Employment Opportunity law, i.e., the complainant is alleging discrimination or harassment on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age; or if the complaint is of a general personnel concern. The Affirmative Action Officer or designee may also discuss other options for resolution, such as the workplace mediation.
  - If it is determined that the complaint is not related to discrimination but rather to general personnel concerns, the Affirmative Action Officer designee will inform the complainant, in writing, within ten (10) working days.
  - If the complaint concerns an allegation of discrimination, the Affirmative Action Officer or designee will, within ten (10) working days, contact all parties named as respondents and outline the basic facts of the complaint and begin an investigation. The respondents will be asked to provide a response to the allegations within a specific period of time.
3. At the conclusion of an investigation, the Affirmative Action Officer or designee shall notify the parties that the investigation is completed.
  - If there is sufficient evidence to substantiate the complaint, appropriate action will be taken.
  - If insufficient evidence exists to support the complaint, a letter will be sent to the complainants and the respondents dismissing the complaint.
4. A written answer will be provided to the parties within sixty (60) days after the complaint is filed. The complainants will be notified should extenuating circumstances prevent completion of the investigation within sixty (60) days.
5. Disposition of the complaint will be filed with the Commissioner of the Minnesota Management and Budget within thirty (30) days after the final determination.
6. All documentation associated with a complaint shall be considered investigative data under the Minnesota Government Data Practices Act. The status of the complaint will be shared with the complainants and respondents. After an investigation is completed and all appeals are exhausted, all documentation is subject to the provisions of the Minnesota Government Data Practices Act.
7. All data collected may at some point become evidence in a subsequent civil or criminal legal proceedings pursuant to state or federal statutes. An investigation may include, but is not limited to, the following types of data:

- Interviews or written interrogatories with all parties involved in the complaint, i.e., complainants, respondents, and their respective witnesses; officials having pertinent records or files, etc.; and
  - All records pertaining to the case i.e., written, recorded, filmed, or in any other form.
8. The Affirmative Action Officer or designee shall maintain records of all complaints and any pertinent information or data for three (3) years after the case is closed.

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## VII. **REASONABLE ACCOMODATION POLICY**

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The Department of Human Rights is committed to the fair and equal employment of individuals with disabilities. State agencies must comply with all state and federal laws that prohibit discrimination against qualified individuals with disabilities in all employment practices. All state agencies must provide reasonable accommodations to qualified applicants and employees with disabilities unless to do so would cause an undue hardship or pose a direct threat. Agencies must provide reasonable accommodation when:

- A qualified applicant with a disability needs an accommodation to have an equal opportunity to compete for a job;
- A qualified employee with a disability needs an accommodation to perform the essential functions of the employee's job; and
- A qualified employee with a disability needs an accommodation to enjoy equal access to benefits and privileges of employment (e.g., trainings, office sponsored events).

### **Qualified Applicant**

A person who expresses interest in employment and satisfies the minimum requirements for application established by the job posting and job description.

### **Americans with Disabilities Act (ADA) Coordinator**

Each agency is required to appoint an ADA coordinator or designee, depending on agency size, to direct and coordinate agency compliance with Title I of the ADA.

### **Direct Threat**

A significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced by reasonable accommodation.

The determination that an individual poses a direct threat shall be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job.

## **Essential Functions**

Duties so fundamental that the individual cannot do the job without being able to perform them. A function can be essential if:

- The job exists specifically to perform the function(s); or
- There are a limited number of other employees who could perform the function(s); or
- The function(s) is/are specialized and the individual is hired based on the employee's expertise.

## **Interactive Process**

A discussion between the employer and the individual with a disability to determine an effective reasonable accommodation for the individual with a disability. To be interactive, both sides must communicate and exchange information.

## **Individual with a Disability**

An individual who:

- Has a physical, sensory, or mental impairment that substantially limits one or more major life activities; or
- Has a record or history of such impairment; or
- Is regarded as having such impairment.

## **Qualified Individual with a Disability**

An individual who:

- Satisfies the requisite skill, experience, education, and other job-related requirements of the job that the individual holds or desires; and
- Can perform the essential functions of the position with or without reasonable accommodation.

## **Major Life Activities**

May include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working.

Major life activities also include the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

## **Medical Documentation**

Information from the requestor's treating provider which is sufficient to enable the employer to determine whether an individual has a disability and whether and what type of reasonable accommodation is needed when the disability or the need for accommodation is not obvious.

Medical documentation can be requested using the standardized [Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#).

## **Reasonable Accommodation**

A reasonable accommodation is an adjustment or alteration that enables a qualified individual with a disability to apply for a job, perform job duties, or enjoy the benefits and privileges of employment. Reasonable accommodations may include:

- Modifications or adjustments to a job application process to permit a qualified individual with a disability to be considered for a job; or
- Modifications or adjustments to enable a qualified individual with a disability to perform the essential functions of the job; or
- Modifications or adjustments that enable qualified employees with disabilities to enjoy equal benefits and privileges of employment. Providing materials in alternative formats like large print or Braille;
- Providing assistive technology, including information technology and communications equipment, or specially designed furniture;
- Modifying work schedules or supervisory methods;
- Granting breaks or providing leave;
- Altering how or when job duties are performed;
- Removing and/or substituting a marginal function;
- Moving to a different office space;
- Providing telework;
- Making changes in workplace policies;
- Providing a reader or other staff assistant to enable employees to perform their job functions, where a reasonable accommodation cannot be provided by current staff;
- Removing an architectural barrier, including reconfiguring work spaces;
- Providing accessible parking; or
- Providing a reassignment to a vacant position.

## **Reassignment**

Reassignment to a vacant position for which an employee is qualified is a “last resort” form of a reasonable accommodation. This type of accommodation must be provided to an employee, who, because of a disability, can no longer perform the essential functions of the position, with or without reasonable accommodation, unless the employer can show undue hardship.

## **Support Person**

Any person an individual with a disability identifies to help during the reasonable accommodation process in terms of filling out paperwork, attending meetings during the interactive process to take notes or ask clarifying questions, or to provide emotional support.

## **Undue Hardship**

Undue hardship occurs when a specific reasonable accommodation would require significant difficulty or expense for the department. Undue hardship is always determined on a case-by-case basis considering factors that include the nature and cost of the accommodation requested and the impact of the accommodation on the operations of the agency. A state agency is not required to provide accommodations that would impose an undue hardship on the operation of the agency.

## **General Standards and Expectations**

### ***Individuals who may request a reasonable accommodation include***

- Any qualified applicant with a disability who needs assistance with the job application procedure or the interview or selection process; or
- Any qualified agency employee with a disability who needs a reasonable accommodation to perform the essential functions of the position; or
- A third party, such as a family member, friend, health professional or other representative, on behalf of a qualified applicant or employee with a disability, when the applicant or employee is unable to make the request for reasonable accommodation. When possible, the agency must contact the applicant or employee to confirm that the accommodation is wanted. The applicant or employee has the discretion to accept or reject the proposed accommodation.

The agency must abide by the [Minnesota Government Data Practices Act, Chapter 13](#), in obtaining or sharing information related to accommodation requests.

### **How to request a reasonable accommodation**

An agency applicant or employee may make a reasonable accommodation request to any or all of the following:

- Immediate supervisor or manager in the employee's chain of command;
- Agency Affirmative Action Officer/Designee;
- Agency ADA Coordinator;
- Agency Human Resources Office;
- If an applicant, any agency official with whom the applicant has contact during the application, interview and/or selection process.

### **Timing of the request**

An applicant or employee may request a reasonable accommodation at any time, even if the individual has not previously disclosed the existence of a disability or the need for an accommodation. A request is any communication in which an individual asks or states that he or she needs the agency to provide or change something because of a medical condition.

The reasonable accommodation process begins as soon as possible after the request for accommodation is made.

### **Form of the request**

The applicant or employee is responsible for requesting a reasonable accommodation or providing sufficient notice to the agency that an accommodation is needed.

An initial request for accommodation may be made in any manner (e.g., writing, electronically, in person or orally).

The individual requesting an accommodation does not have to use any special words and does not have to mention the ADA or use the phrase "reasonable accommodation" or "disability."

Oral requests must be documented in writing to ensure efficient processing of requests.

Agency request forms can be found at: "[Employee/Applicant Request for Reasonable Accommodation Form](#)".

When a supervisor or manager observes or receives information indicating that an employee is experiencing difficulty performing the job due to a medical condition or disability, further inquiry may be required. Supervisors or managers should consult with the agency ADA Coordinator for advice on how to proceed.

When an employee needs the same reasonable accommodation on a repeated basis (e.g., the assistance of a sign language interpreter), a written request for accommodation is required the first time only. However, the employee requesting an accommodation must give appropriate advance notice each subsequent time the accommodation is needed. If the accommodation is needed on a regular basis (e.g., a weekly staff meeting), the agency must make appropriate arrangements without requiring a request in advance of each occasion.

***The interactive process entails***

Communication is a priority and encouraged throughout the entire reasonable accommodation process. The interactive process is a collaborative process between the employee and/or applicant and the agency to explore and identify specific reasonable accommodation(s). (For information on the Interactive Process see the U.S. Department of Labor, Job Accommodation Network at <http://askjan.org/topics/interactive.htm>). This process is required when:

- The need for a reasonable accommodation is not obvious;
- The specific limitation, problem or barrier is unclear;
- An effective reasonable accommodation is not obvious;
- The parties are considering different forms of reasonable accommodation;
- The medical condition changes or fluctuates; or,
- There are questions about the reasonableness of the requested accommodation.

The interactive process should begin as soon as possible after a request for reasonable accommodation is made or the need for accommodation becomes known.

The process should ensure a full exchange of relevant information and communication between the individual and the agency. An individual may request that the agency ADA Coordinator, a union representative, or support person be present.

The agency ADA Coordinator shall be consulted when:

- Issues, conflicts or questions arise in the interactive process; and
- Prior to denying a request for accommodation.

***Agency responsibilities for processing the request***

As the first step in processing a request for reasonable accommodation. The person who received the request should forward the request to the ADA Coordinator.

### Commissioner

The commissioner of the agency or agency head has the ultimate responsibility to ensure compliance with the ADA and this policy and appoint an ADA Coordinator.

### ADA Coordinator

The agency ADA Coordinator is the agency's decision maker for reasonable accommodation requests for all types of requests outside of the supervisors' and managers' authority. The agency ADA Coordinator will work with the supervisor and manager, and where necessary, with agency Human Resources, to implement the approved reasonable accommodation.

### Supervisors and Managers

Agencies have the authority to designate the level of management approval needed for reasonable accommodation requests for low-cost purchases. For example:

- Requests for standard office equipment that is needed as a reasonable accommodation and adaptive items costing less than \$100. [Agencies can adjust the dollar amount based on their needs]; and
- Requests for a change in a condition of employment such as modified duties, or a change in schedule, or the location and size of an employee's workspace. [Agencies can choose to delegate specific requests to supervisors or managers or require these types of requests to work through the agency ADA Coordinator].

### ***Analysis for processing requests***

Before approving or denying a request for accommodation, the ADA Coordinator will:

1. Determine if the requestor is a qualified individual with a disability;
2. Determine if the accommodation is needed to:
  - Enable a qualified applicant with a disability to be considered for the position the individual desires;
  - Enable a qualified employee with a disability to perform the essential functions of the position; or
  - Enable a qualified employee with a disability to enjoy equal benefits or privileges of employment as similarly situated employees without disabilities;
3. Determine whether the requested accommodation is reasonable and effective for the individual and the agency; and
4. Determine whether the reasonable accommodation will create a direct threat impose an undue hardship on the agency's operations.



An employee's accommodation preference is always seriously considered, but the agency is not obligated to provide the individual accommodation of choice, so long as it offers an effective accommodation, or determines that accommodation would cause an undue hardship.

***Obtaining medical documentation in connection with a request for reasonable accommodation***

In some cases, the disability and need for accommodation will be reasonably evident or already known, for example, where an employee is blind. In these cases, the agency will not seek further medical documentation. If the need for reasonable accommodation is not obvious or already known, the agency ADA Coordinator may require medical information demonstrating the need for an accommodation. The agency ADA Coordinator may request medical information in certain other circumstances. For example when:

- The information submitted by the requestor is insufficient to document the disability or the need for the accommodation;
- A question exists as to whether an individual is able to perform the essential functions of the position, with or without reasonable accommodation; or
- A question exists as to whether the employee will pose a direct threat to himself/herself or others.

Where medical documentation is necessary, the agency ADA Coordinator must make the request and use the [Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#). The agency ADA Coordinator must also obtain the requestor's completed and signed [Authorization for Release of Medical Information](#).

Only medical documentation specifically related to the employee's request for accommodation and ability to perform the essential functions of the position will be requested. When medical documentation or information is appropriately requested, an employee must provide it in a timely manner, or the agency may deny the reasonable accommodation request. **MDHR supervisors and managers shall not request medical information or document under any circumstances. The agency ADA Coordinator is solely responsible for requesting medical information or documentation.**

***Confidentiality requirements***

Medical Information

Medical information obtained in connection with the reasonable accommodation process must be kept confidential. All medical information obtained in connection with such requests will be collected and maintained on separate forms and in separate physical or electronic files from non-medical personnel files and records. Electronic copies of medical information obtained in connection with the reasonable accommodation process will be stored so that access is limited

to only the agency ADA Coordinator. Physical copies of such medical information must be stored in a locked cabinet or office when not in use or unattended.

The agency ADA Coordinator may disclose medical information obtained in connection with the reasonable accommodation process to the following:

- Supervisors, managers or agency HR staff who have a need to know may be told about the necessary work restrictions and about the accommodations necessary to perform the employee's duties. However, information about the employee's medical condition should only be disclosed if strictly necessary, such as for safety reasons;
- First aid and safety personnel may be informed, when appropriate, if the employee may require emergency treatment or assistance in an emergency evacuation;
- To consult with the State ADA Coordinator or Employment Law Counsel at MMB, or the Attorney General's Office about accommodation requests, denial of accommodation requests or purchasing of specific assistive technology or other resources; or
- Government officials assigned to investigate agency compliance with the ADA.

Whenever medical information is appropriately disclosed as described above, the recipients of the information must comply with all confidentiality requirements.

#### Accommodation Information

The fact that an individual is receiving an accommodation because of a disability is confidential and may only be shared with those individuals who have a need to know for purposes of implementing the accommodation, such as the requestor's supervisor and the agency ADA Coordinator.

#### General Information

General summary information regarding an employee's or applicant's status as an individual with a disability may be collected by agency equal opportunity officials to maintain records and evaluate and report on the agency's performance in hiring, retention, and processing reasonable accommodation requests.

#### ***Approval of requests for reasonable accommodation***

As soon as the agency ADA Coordinator determines that a reasonable accommodation will be provided, the agency ADA Coordinator will process the request and provide the reasonable accommodation in as short of a timeframe as possible. The time necessary to process a request will depend on the nature of the accommodation requested and whether it is necessary to obtain supporting information. If an approved accommodation cannot be provided within a reasonable time, the decision maker will inform the requestor of the status of the request

before the end of 30 days. Where feasible, if there is a delay in providing the request, temporary measures will be taken to provide assistance.

Once approved, the reasonable accommodation should be documented for record keeping purposes and the records maintained by the agency ADA Coordinator. The commissioner will work with the agency ADA Coordinator to specify how the agency will pay, when applicable, for reasonable accommodations.

### ***Funding for reasonable accommodations***

The agency must specify how the agency will pay for reasonable accommodations.

### ***Procedures for reassignment as a reasonable accommodation***

The agency ADA Coordinator will work with agency Human Resources staff and the requestor to identify appropriate vacant positions within the agency for which the employee may be qualified and can perform the essential functions of the vacant position, with or without reasonable accommodation. Vacant positions which are equivalent to the employee's current job in terms of pay, status, and other relevant factors will be considered first. If there are none, the agency will consider vacant lower level positions for which the individual is qualified. The EEOC recommends that employers consider positions that are currently vacant or will be coming open within at least the next 60 days.

### ***Denial of requests for reasonable accommodation***

The agency ADA Coordinator must be contacted for assistance and guidance prior to denying any request for reasonable accommodation. The agency may deny a request for reasonable accommodation where:

- The individual is not a qualified individual with a disability;
- The reasonable accommodation results in undue hardship or the individual poses a direct threat to the individual or others. Undue hardship and direct threat are determined on a case-by-case basis with guidance from the agency ADA Coordinator; or
- Where no reasonable accommodation, including reassignment to a vacant position, will enable the employee to perform all the essential functions of the job.

The explanation for denial must be provided to the requestor in writing. The explanation should be written in plain language and clearly state the specific reasons for denial. Where the decision maker has denied a specific requested accommodation, but has offered a different accommodation in its place, the decision letter should explain both the reasons for denying the accommodation requested and the reasons that the accommodation being offered will be effective.

### ***Consideration of undue hardship***

An interactive process must occur prior to the agency making a determination of undue hardship. Determination of undue hardship is made on a case-by-case basis and only after consultation with the agency's ADA Coordinator. In determining whether granting a reasonable accommodation will cause an undue hardship, the agency considers factors such as the nature and cost of the accommodation in relationship to the size and resources of the agency and the impact the accommodation will have on the operations of the agency.

Agencies may deny reasonable accommodations based upon an undue hardship. Prior to denying reasonable accommodation requests due to lack of financial resources, the agency will consult with the State ADA Coordinator at MMB.

### ***Determining direct threat***

The determination that an individual poses a "direct threat," (i.e., a significant risk of substantial harm to the health or safety of the individual or others) which cannot be eliminated or reduced by a reasonable accommodation, must be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job with or without reasonable accommodation. A determination that an individual poses a direct threat cannot be based on fears, misconceptions, or stereotypes about the individual's disability. Instead, the agency must make a reasonable medical judgment, relying on the most current medical knowledge and the best available objective evidence.

In determining whether an individual poses a direct threat, the factors to be considered include:

- Duration of the risk;
- Nature and severity of the potential harm;
- Likelihood that the potential harm will occur; and
- Imminence of the potential harm.

### ***Appeals process in the event of denial***

In addition to providing the requestor with the reasons for denial of a request for reasonable accommodation, the commissioner and agency ADA Coordinator must designate a process for review when an applicant or employee chooses to appeal the denial of a reasonable accommodation request. This process:

- Must include review by an the commissioner;
- May include review by the State ADA Coordinator; and/or

- Must inform the requestor of the statutory right to file a charge with the Equal Employment Opportunity Commission or the Minnesota Department of Human Rights.

### ***Information tracking and records retention***

Agencies must track reasonable accommodations requested and report once a year by September 1<sup>st</sup> to MMB the number and types of accommodations requested, approved, denied and other relevant information.

Agencies must retain reasonable accommodation documentation according to the agency's document retention schedule, but in all cases for at least one year from the date the record is made or the personnel action involved is taken, whichever occurs later. 29 C.F.R. § 1602.14.

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

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It is the policy of the Minnesota Department of Human Rights to conduct our work in a manner consistent with our guiding principles of service, quality, efficiency, timeliness, neutrality, and respect. It is the policy of the Department to secure its property to prevent theft, vandalism or unauthorized use. Further, it is the policy of the Department to protect staff, visitors, and property from the effects of a major natural or man-made disaster to the extent possible with available resources. The Department will develop procedures to ensure the safety of its employees and assets and to direct employees on their responsibilities in the event of an emergency.

A copy of the agency's weather and emergency evacuation plans can be found at:

<https://connect.mn.gov/sites/MDHR/>

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

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

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

### **Evacuation Options:**

Individuals with disabilities have four basic, possibly five, evacuation options:

- Horizontal evacuation: Using building exits to the outside ground level or going into unaffected wings of multi-building complexes;
- Stairway evacuation: Using steps to reach ground level exits from building;
- Shelter in place: Unless danger is imminent, remain in a room with an exterior window, a telephone, and a solid or fire resistant door. If the individual requiring special evacuation assistance remains in place, they should dial 911 immediately and report their location to emergency services, who will in turn relay that information to on-site responders. The shelter in place approach may be more appropriate for sprinkler protected buildings where an area of refuge is not nearby or available. It may be more appropriate for an individual who is alone when the alarm sounds;
- Area of rescue assistance: Identified areas that can be used as a means of egress for individuals with disabilities. These areas, located on floors above or below the building's exits, can be used by individuals with disabilities until rescue can be facilitated by emergency responders; and/or
- For agencies 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 an agency is equipped with an evacuation chair, best practice indicates that all employees are trained and have practiced evacuating using an evacuation chair.

### **Evacuation Procedures for Individuals with Mobility, Hearing, or Visual Disabilities:**

Individuals with disabilities should follow the following procedures:

- Mobility disabilities (individuals who use wheelchairs or other personal mobility devices ("PMDs")): Individuals using wheelchairs should be accompanied to an area of rescue assistance by an employee or shelter in place when the alarm sounds. The safety and security staff will respond to each of the areas of rescue assistance every time a building evacuation is initiated to identify the individuals in these areas and notify to emergency responders how many individuals need assistance to safely evacuate.
- Mobility disabilities (individuals who do not use wheelchairs): Individuals with mobility disabilities, who are able to walk independently, may be able to negotiate stairs in an emergency with minor assistance. If danger is imminent, the individual should wait until the heavy traffic has cleared before attempting the stairs. If there is no immediate danger (detectable smoke, fire, or unusual odor), the individual with a disability may choose to wait at the area of rescue assistance until emergency responders arrive to assist them.

- Hearing disabilities: The agency's buildings are equipped with fire alarm horns/strobes that sound the alarm and flash strobe lights. The strobe lights are for individuals with who are deaf and/or hard of hearing. Individuals with hearing disabilities may not notice or hear emergency alarms and will need to be alerted of emergency situations.
- Visual disabilities: The agency's buildings are equipped with fire alarm horn/strobes that sound the alarm and flash strobe lights. The horn will alert individuals who are blind or have visual disabilities of the need to evacuate. Most individuals with visual disabilities will be familiar with their immediate surroundings and frequently traveled routes. Since the emergency evacuation route is likely different from the common traveled route, individuals with visual disabilities may need assistance in evacuating. The assistant should offer assistance, and if accepted, guide the individual with a visual disability through the evacuation route.

### **Severe Weather Evacuation Options:**

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

- Horizontal evacuation: If located on the ground or basement floor, severe weather shelter areas are located throughout each floor;
- Elevator evacuation: If there are no safe areas above the ground floor, the elevator may be used to evacuate to the ground or basement levels; and/or
- Shelter in Place: Seeking shelter in a designated severe weather shelter and remaining there until the all clear is used.

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## **IX. GOALS AND TIMETABLES**

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

**Table 2. Underutilization Analysis and Hiring Goals for 2016-2018**

The second, third, and fourth columns of this chart show the number of underutilized individuals of each group in each category at this agency. The fifth, sixth, and seventh columns show the agency's hiring goals for each group in each category.

Job Categories	Underutilization - # of Individuals			Hiring Goals for 2016-2018		
	Women	Racial/Ethnic Minorities	Individuals With Disabilities	Women	Racial/Ethnic Minorities	Individuals With Disabilities
Officials/Administrators						
Professionals	3			3		
Office/Clerical						
Technicians						

#### **Availability:**

The agency determined the recruitment area to be Minneapolis/St. Paul Metropolitan area for all job categories. In conducting its underutilization analysis, the agency used the one and two factor analysis. The agency determined it was best to use the one factor analysis because the agency does not have enough internal promotions to the Professionals groups to support the agency goals without tapping into external resources.

The MDHR is committed to setting goals and timetables that will consist of good faith, quantitative employment objectives which will set as the minimum progress within the current fiscal year.

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:**

This analysis demonstrates that the agency is underutilized for women in the Professional group. There are no disparities of women in the Officials/Administrators and Clerical/Technical job groups. There are no disparities of minorities or persons with disabilities in any of the job groups (Officials/Administrators, Professionals, Office/Clerical, and Technicians). As a result, the MDHR remains committed to hiring woman in the professional job group in accordance with agency budget determinations. The Department's ongoing goal is to maintain full utilization of women, minorities, and persons with disabilities and to continue affirmative recruiting goals.

#### **Minorities:**

At the agency, the population of minorities has improved in the following job categories: Officials/Administrators and Professionals. In the 2014-2016 plan no goals were set for this job



category. The agency has managed to retain and increase their number of minority employees in the Officials/Administrators, Professionals, and Office/Clerical. The agency will continue recruiting affirmatively for all categories and anticipates further improvement in the Professional job category.

**Individuals with Disabilities:**

At the agency, the population of individuals with disabilities has no underutilization remained the same since the 2014-2016 plan period. The agency will continue making efforts in recruiting qualified candidates with disabilities by tapping into state-developed resources and using recruitment sources targeting disability communities.

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**X. AFFIRMATIVE ACTION PROGRAM OBJECTIVES**

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In pursuing the agency's commitment to affirmative action, the agency will take the following actions during 2016-2018:

**Objective #1: MDHR will utilize its existing broad-based communications and community engagement vehicles to promote MDHR job opportunities. Our existing communications vehicles engage with people who are interested in human rights, diversity and public policy issues. Currently, MDHR is one of the most diverse cabinet agencies. Our current methods have proven successful and continuing to utilize our existing vehicles will enable MDHR to continue to recruit a diverse work force.**

**Action Steps:**

1. Use our Gov. Delivery email newsletter system to promote job announcements to more than 6,000 individuals interested in diversity and human rights issues.
2. Utilize MDHR social media channels to promote job opportunities.
3. Continue to publicize job opportunities to the State Ethnic Councils, MN State Council on Disability and Office on the Economic Status of Women.
4. Continue to promote MDHR's activities (along with other local Fair Employment Practices Agencies) at community events such as Juneteenth, Pride and Rondo Days.
5. Continue to attend community events and send personalized communication to organizational representatives from partnerships developed by organizational leaders.

**Evaluation:**

Although this was not a stated objective in the last Affirmative Action plan, this has been the practice of the organization in the past biennium. Evaluation has and will include measurement of the people reached through these activities and the diversity of the applicant pools for positions. The agency had

five open positions at the end of FY 16 and received large and diverse pools of applicants for the positions.

## **Objective #2: Enhance accessibility of our internal systems.**

### **Action Steps:**

1. Our agency will continue to distribute marketing and resources to our staff to remind them to create accessible electronic documents and systems so that employees with disabilities coming into the workforce will be able to access similar information and resources as other employees.
2. Continue to provide training on accessibility and disability issues.
3. Upgrade MDHR website to new Trideon Platform to enhance accessibility. Continue to ensure that all materials on the MDHR website and presented at MDHR conferences and events are made accessible.
4. Continue to explore ways to make our primary database and other IT systems more accessible.

### **Evaluation:**

Again, this was not an objective in our last plan, but the agency began active work in this area during FY 16, initiating a web site conversion, convening a staff group focused on accessibility, providing training and materials for staff. We will monitor our action steps and document training.

## **Objective #3: Identify ways to improve retention of MDHR's diverse work force.**

### **Action Steps:**

1. Monitor current retention rates and analyze difference.
2. Continue recently enhanced efforts to recognize employees for their work including both informal and formal means.
  - a. Assess the internal promotion tracks and consider changes.
  - b. Provide in-house training or encourage staff to attend outside training on various aspects of diversity.
  - c. As budget allows, invest in learning opportunities such as the Emerging Leaders and Senior Leaders Institutes.

- d. Work with individual employees to determine how the agency can help with their Individual Development Plans.

**Evaluation:**

We will analyze retention data and analyze whether there are differences in retention for women, minorities and individuals with disabilities. Ideas to increase retention are solicited from employees. Periodic focus groups with employees will also assist us in obtaining feedback.

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

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

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

Any time the agency does not meet its hiring goals, the agency must justify its non-affirmative action hires in competitive and noncompetitive appointments or takes a missed opportunity. "Missed opportunity" includes failure to justify a non-affirmative action hire. Agency leadership will be asked to authorize the missed opportunity. The agency will report the number of affirmative and non-affirmative hires as well as missed opportunities to Minnesota Management and Budget on a quarterly basis.

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

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

## **B. Pre-Review Procedure for Layoff Decisions**

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

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

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

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

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

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

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

## **XII. RECRUITMENT PLAN**

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

Recruitment costs incurred during the 2014-2016 plan year total: MDHR is a small agency and, because of its size, does not have a specific recruiting budget. We will contribute \$2,500 in FY 17 to Minnesota Management and Budget for the services of the statewide executive recruiter. As mentioned above, our communications regarding open positions is wrapped up in our overall agency budget.

Below are various recruitment methods or strategies utilized by the agency during the past year.

### **A. Advertising Sources**

The organization utilizes its own extensive communications and community engagement vehicles to promote job opportunities and we feel that this has been and will continue to be a successful strategy. For example, we sent an e-bulletin to our list of subscribers regarding our Legal Manager position in May 2016. The communication was sent to more than 6,000 individuals, with nearly 2000 people opening the communication.

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

MDHR, along with other Fair Employment Practices Agencies, is regularly represented at various community events including Rondo Days, Pride and Juneteenth. While the primary purpose of our presence is to make people aware of their rights and our enforcement resources, it creates a steady presence in diverse communities and ensures that people who care about human rights issues know about us.

### **C. College and University Recruitment Events**

Because our agency is small and often hires no more than five positions a year, our recruitment strategy doesn't include regularly attending college and university recruitment events. We do host interns as described below and also leadership regularly speaks to classes and panels of students.

### **D. Recruitment for Individuals with Disabilities**

- 1) Review of job postings for physical and sensory requirements and follow the Guidelines for Inclusive Job Postings.
  - a. Our agency will review all job postings for physical and sensory requirements and determine if the qualifications for the position are job-related and consistent with business necessity.

Additionally, our agency will edit language pertaining to physical and sensory requirements and change this language to reflect more inclusive language for job qualifications.

2) Self-Identification

- a. At the time of application and once a year, our agency will communicate to our employees that we collect summary data related to the number of individuals who have applied for positions and who are in our workforce. We will inform employees that we collect this summary data to make determinations about where we need to improve in terms of recruitment, selection, or retention of individuals with disabilities.

3) Go Accessible! Campaign

- a. Our agency will distribute marketing material and resources to our staff to remind them to create accessible electronic documents and systems, so that employees with disabilities coming into the workforce can contribute to the workforce and will be able to access similar information and resources as other employees.

4) Strategic Partnerships

- a. Our agency will build strategic partnerships with DEED - Vocational Rehabilitation Services ("VRS"), DEED - State Services for the Blind ("SSB"), and other state agency partners to conduct job evaluations and to assist in recruitment or referral of candidates to open positions. Our agency will work to inform VRS or SSB when a position is posted or prior to a posting if possible about the positions. Additionally, we will post positions for at least 7 days to ensure equal opportunity to apply for the position.

5) Self-Analysis

- a. Our agency will conduct periodic self-checks to determine if our systems or documents are accessible, language in our job postings is inclusive, and reasonable accommodations have been provided and staff have been trained on how to provide reasonable accommodations.

6) Reporting

- a. Our agency will conduct a yearly analysis of the number of individuals with disabilities who have applied for positions and the number of individuals with disabilities hired.

## **E. Relationship Building and Outreach**

Agency leaders maintain extensive professional networks in both the private, public and nonprofit sector and regularly attend and speak at community events.

## **F. Internships**

We have established internship programs for high school, college and graduate school students. During FY 16, we participated in the Step UP program and in FY17, we are hosting a Right Track Intern. We plan to host an intern from one of these programs for this plan as well. We also have relationships with Mitchell Hamline and University of Saint Thomas Law Schools to host legal externs. In FY 17, we will be hosting student workers in the Saint Cloud Area. The internship programs have attracted diverse students and have been a way to expose people to the work of MDHR.

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

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

## **H. Additional Recruitment Activities**

### **XIII. RETENTION PLAN**

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

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

Andrea L. Turner, Human Resources Director, 651/259-3636, [andrea.l.turner@state.mn.us](mailto:andrea.l.turner@state.mn.us); in partnership with managers and supervisors.

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

Resignations, retirement and dismissals/non-certifications data groups were reviewed for patterns and/or extreme values. There were total of eight (8) separations during the past two years. Separations patterns are generally at similar rates between groups, except for resignations which constituted 62.5% of all separations. The numbers are generally very small and don't readily yield significant data results nor comparative insight. The agency will continue to monitor separations of protected group employees to see if there are any patterns that emerge. The detailed Separation and Retention reports by protected groups is included in the Appendix.

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

- Continue to review and ensure accessibility as possible.
- Continue to analyze current policies and procedures and correct and/or revise as needed.
- Create and implement networking and/or mentoring opportunities.
- Evaluate current orientation process to ensure the agency's practices create a welcoming environment.



## APPENDIX

**Complaint of Discrimination/Harassment Form**

Agency Name

Street Address

City, State Zip Code

Telephone Number

**Please Read Before Completion of Form**

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

Complainant (You)		
Complainant's Name	Job Title	
Work Address	Telephone	
Agency	Division	Manager

Respondent (Individual Who Discriminated Against/Harassed You)		
Respondent's Name	Respondent's Job Title	
Respondent's Work Address	Respondent's Telephone	
Respondent's Agency	Division	Manager

The Complaint
---------------

<b>Basis of Complaint</b> Place an "X" in the box for all that apply:		
<input type="checkbox"/> Race	<input type="checkbox"/> Disability	<input type="checkbox"/> Sexual Orientation
<input type="checkbox"/> Sex	<input type="checkbox"/> Marital Status	<input type="checkbox"/> Status with Regard to Public Assistance
<input type="checkbox"/> Age	<input type="checkbox"/> National Origin	<input type="checkbox"/> Membership or Activity in a Local Human Rights Commission
<input type="checkbox"/> Color	<input type="checkbox"/> Creed	<input type="checkbox"/> Religion
Date most recent act of discrimination/harassment took place:		If you filed this complaint with another agency, give the name of that agency:
Describe how you believe that you have been discriminated/harassed against (names, dates, places, etc.). Use a separate sheet of paper if needed and attach to this form.		

<b>Information on Witnesses Who Can Support Your Case</b>		
Witness Names	Witness Work Addresses	Witness Work Telephones

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

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

---

Complainant Signature

Date

---

Affirmative Action Officer Signature

Date

## Employee/Applicant Request for ADA Reasonable Accommodation Form



### State of Minnesota – Department of Human Rights

#### Employee/Applicant Request for ADA Reasonable Accommodation Form

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

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Employee Name

Job Title

---

Work Location

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

#### Questions to clarify accommodation requested.

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

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

1. What, if any job function are you having difficulty performing?
2. What, if any employment benefit are you having difficulty accessing?
3. What limitation as result of your physical or mental impairment is interfering with your ability to perform your job or access an employment benefit?
4. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job?

### **Information Pertaining to Medical Documentation**

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

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

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

---

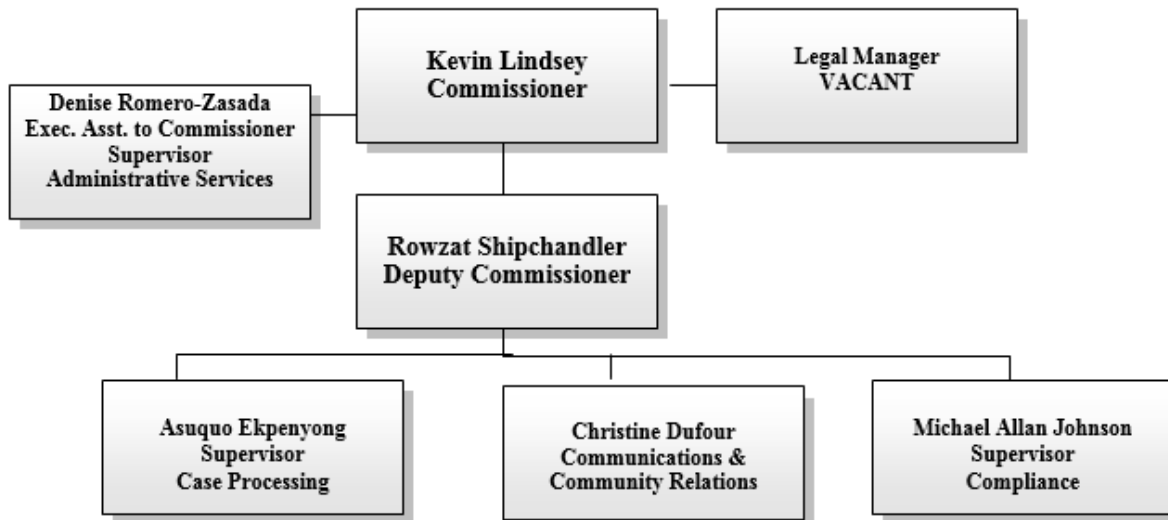
Employee Signature

---

Date

## Agency Profile and Organizational Chart

### MDHR Organizational Chart



# Minnesota Department of Human Rights

## AFFIRMATIVE ACTION PLAN 2016-2018

### Underutilization Analysis Worksheets

#### MN Department of Human Rights (One-Factor Analysis)

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

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

<b>WOMEN</b>									
Job Categories	Total Employees in Job Group	Total Number of Women in Group	% of Women in the Group	Availability %	Availability Number	AAP 2016-2018 Number Underutilized	AAP 2014-2016 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	4	3	75.00%	42.90%	2	-1	0	Improved	
Professionals	24	10	41.67%	53.70%	13	3	1	Not Improved	
Technicians	1	1	100.00%	51.00%	1	0	0	Same	
Office/Clerical	7	7	100.00%	61.30%	4	-3	0	Improved	
Totals	36	21	58.33%						
<b>MINORITIES</b>									
Job Categories	Total Employees in Job Group	Total Number of Minorities in Group	% of Minorities in the Group	Availability %	Availability Number	AAP 2016-2018 Number Underutilized	AAP 2014-2016 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	4	4	100.00%	9.50%	0	-4	0	Improved	
Professionals	24	13	54.17%	12.50%	3	-10	3	Improved	
Technicians	1	0	0.00%	14.00%	0	0	0	Same	
Office/Clerical	7	1	14.29%	13.40%	1	0	0	Same	
Totals	36	18	50.00%						
<b>INDIVIDUALS WITH DISABILITIES</b>									
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 2016-2018 Number Underutilized	AAP 2014-2016 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	4	1	25.00%	7.00%	0	-1	-1	Same	
Professionals	24	4	16.67%	7.00%	2	-2	-2	Same	
Technicians	1	0	0.00%	7.00%	0	0	0	Same	
Office/Clerical	7	0	0.00%	7.00%	0	0	0	Same	
Totals	36	5	13.89%						

Minnesota Department of Human Rights  
AFFIRMATIVE ACTION PLAN 2016-2018

MN Department of Human Rights (Two Factor Analysis)

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 2016-2018 Number Underutilized	AAP 2014-2016 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	4	3	75.00%	44.23%	2	-1	0	Improved	
Professionals	24	10	41.67%	55.39%	13	3	1	Not Improved	
Technicians	1	1	100.00%	53.03%	1	0	0	Same	
Office/Clerical	7	7	100.00%	69.37%	5	-2	0	Improved	
Totals	36	21	58.33%						
MINORITIES									
Job Categories	Total Employees in Job Group	Total Number of Minorities in Group	% of Minorities in the Group	Availability %	Availability Number	AAP 2016-2018 Number Underutilized	AAP 2014-2016 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	4	4	100.00%	13.26%	1	-3	0	Improved	
Professionals	24	13	54.17%	12.18%	3	-10	3	Improved	
Technicians	1	0	0.00%	13.42%	0	0	0	Same	
Office/Clerical	7	1	14.29%	13.59%	1	0	0	Same	
Totals	36	18	50.00%						
INDIVIDUALS WITH DISABILITIES									
Job Categories	Total Employees in Job Group	Total Number of Indiv. w/ Disabilities in Group	% of Indiv. w/ Disabilities in the Group	Availability %	Availability Number	AAP 2016-2018 Number Underutilized	AAP 2014-2016 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	4	1	25.00%	7.75%	0	-1	-1	Same	
Professionals	24	4	16.67%	7.80%	2	-2	-2	Same	
Technicians	1	0	0.00%	7.00%	0	0	0	Same	
Office/Clerical	7	0	0.00%	7.00%	0	0	0	Same	
Totals	36	5	13.89%						



## Separation Analysis by Protected Groups Worksheets

Department of Human Rights

### 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	1	12.50%	0	0.00%	1	100.00%	1	100.00%
Resignations	5	62.50%	2	40.00%	1	20.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	2	25.00%	2	100.00%	1	50.00%	1	50.00%
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	8	100.00%	4	50.00%	3	37.50%	2	25.00%

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	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	1	100.00%	1	100.00%	1	100.00%	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	1	100.00%	1	100.00%	1	100.00%	0	0.00%

PROFESSIONALS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	1	16.67%	0	0.00%	1	100.00%	1	100.00%
Resignations	4	66.67%	1	25.00%	1	25.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	1	16.67%	1	100.00%	0	0.00%	1	100.00%
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	6	100.00%	2	33.33%	2	33.33%	2	33.33%

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	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	1	100.00%	1	100.00%	0	0.00%	0	0.00%
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	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	1	100.00%	1	100.00%	0	0.00%	0	0.00%

## Other Relevant Agency Information, Policies, or Documents

# Minnesota Department of HUMAN RIGHTS

*Our mission is to make Minnesota discrimination free*



Minnesota Department of  
HUMAN RIGHTS

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## Current Job Postings

### [Legal Manager \(State Program Admin Manager\) - St. Paul](#)

This position ensures the Minnesota Department of Human Rights (MDHR) has a sound legal foundation for its operations.

- This position is responsible for integrating MDHR services to ensure that stakeholders are effectively served and the state's inclusion goals are met.
- The person in this position serves as a chief general counsel to the Commissioner, Deputy Commissioner, and Managers.
- The incumbent will be considered the subject matter expert in federal and state anti-discrimination laws in the areas of employment, education, housing and public accommodation.
- The incumbent will also be knowledgeable of contract compliance and affirmative action.
- The incumbent selected for this position will be expected to develop legal policies and procedures for investigating charges of discrimination, conducting audits of government contractors, and developing education and training materials to external stakeholders such as state government contractors, the EEOC and the Office of the Minnesota Attorney General.
- This position will be part of the department's Management Team and will supervise two legal analysts.

**Read the full description** at [Minnesota Careers website](#) and search for job position 5212.

## **Communications Intern (Student Worker Paraprofessional Senior) - St. Cloud**

**This position is for up to 20 hours a week during the summer 2016 (appointment anticipated to be 12 weeks).**

- Write with clear, creative and informative writing that incorporates the State's plan language initiative.
- Community Collaboration: Attend meetings with Communications staff and the Communications Director to build relationships and opportunities for collaboration and partnership. Assist in coordinating and scheduling meetings for these events. Prepare minutes reporting to the Commissioner and staff for these meetings. Follow up on assignments following meetings as discussed with the Communications Director. Attend St. Cloud area human rights commission meetings.
- Coordinate and Attend Events: Coordinate event appearances including coordinating booths with event coordinators, following up on event details, securing materials for event booths and coordinating other volunteers, if needed. Set up and tear down booth for scheduled events. Host events, as assigned. Track and coordinate event participation and provide leadership with updates from various events.
- Coordinate Social Media: Create social media posts for Twitter and Facebook in an Excel spreadsheet for the weekly and daily posts to the Social Media Coordinator. Write engaging posts and find industry-related new articles to post through Department social media outlets and blogs.
- Content Development: Develop content as needed for the MDHR communications tools such as blogs, social media, website, etc. Develop a monthly submission for the MDHR newsletter. Develop blogs that compliment MDHR messaging and that tell the story of St. Cloud communities in coordination with the Communications Director.
- Research and maintain communications database for stakeholders, key influencers, businesses and elected officials.
- Track media coverage and provide administrative assistance to the Communications staff.

**Read the full description at [Minnesota Careers website](#) and search for job position 5212.**

### **How to Apply**

Visit the [Minnesota Careers website](#) and search using the job position. If you are unable to apply online, please contact the job information line at 651.259.3637.

For additional information about the application process, go to [www.mn.gov/careers](http://www.mn.gov/careers).

**Contact: If you have questions about the position, contact Cathy Bisser at [cathy.bisser@state.mn.us](mailto:cathy.bisser@state.mn.us).**

## Current Internships

**Communications and Government Relations -** The Minnesota Department of Human Rights is seeking a talented, energetic, self-motivated intern to assist and support the communications and government relations team with a variety of tasks including working with MDHR executive staff and projects that provide experience for your career.

- Write with clear, creative and informative writing to incorporate the State's plain language initiative.
- Assist with developing and implementing a marketing plan for the Minnesota Human Rights Symposium and the Minnesota Human Rights week.
- Write engaging posts and find industry-related news articles to post through social media outlets and blogs.
- Research and write content for news releases, the blog, the website, social media, FAQs, and e-newsletters.
- Research and maintain communications databases for stakeholders, key influencers, businesses and elected officials.
- Provide communications support for the Commissioner of Human Rights.
- Track media coverage and support the Communications staff.
- Assist with coordination and administrative task for the Diversity and Inclusion Council.
- Assist with administrative tasks.
- Research human rights policy, legislative advocacy efforts, etc.
  - Assist with policy campaigns, communications projects and communications plans for the Minnesota Department of Human Rights.
- Track and coordinate event participation and leadership speaking engagements.
- Set up, dismantle or host booths at various events.

**Appointment & Salary:** This is an unpaid internship position for up to 15 hours a week.

**Contact:** If you have questions about the position, contact [Christine Dufour](#).

**Government Relations Internship -** The Minnesota Department of Human Rights is seeking a talented, energetic, self-motivated intern to assist and support the communications, government relations, legislative affairs, and communications team to assist with policy research and content development to support the Department's external communications and outreach. This position will provide an opportunity to gain experience with state agencies and community stakeholders working on a range of public policy issues.

- Write with clear, creative and informative writing to incorporate the State's plain language initiative.
- Assist with monitoring legislation (bill tracking) and legislative committees.
- Develop briefs and content for Legislative news for inclusion in the MDHR Legislative Newsletter to inform its stakeholders.

- Research policy proposals and bills, do analysis of proposals.
- Research and write content for the website, the Department blog, news releases, social media, FAQs, an annual report, and e-newsletters.
- Provide communications support for the Commissioner of Human Rights.
- Track media coverage and support the Communications team by provide a daily scan of news stories for potential social media posts.
- Assist with administrative tasks.
- Research human rights policy, legislative advocacy efforts, etc.
- Coordinate activities and legislative meetings with the Director of Communications and Community Relations and the Legislative Liaison.
- The Communications internship will require at least 15 hours per week in the office or state capitol.
  - The intern will track issues, and write memos or blog posts regarding the impact of issues.
  - Assist with policy campaigns, communications projects and communications plans for the Minnesota Department of Human Rights.
- Track and coordinate event participation and leadership speaking engagements.
- Set up, dismantle or host booths at various events.

**Appointment & Salary:** This is an unpaid internship position for up to 15 hours a week.

**Contact:** If you have questions about the position, contact [Christine Dufour](#).



STAY CONNECTED:

