



State of Minnesota

Minnesota Department of Revenue

July 1, 2020 – June 30, 2022 Affirmative Action Plan

Minnesota Department of Revenue

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Statement of Commitment

Minnesota Administrative Rules, part 3905.0400, subpart 1, item C

This statement reaffirms **Minnesota Department of Revenue**, (hereafter “the agency”) is committed to Minnesota’s statewide affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

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

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

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

Commissioner or Agency Head:



Date Signed: November 13, 2020

Executive Summary

Minnesota Administrative Rules, part 3905.0400, subpart 1, item A

This Affirmative Action Plan meets the requirements as set forth in statute, in Administrative Rule, and by Minnesota Management and Budget (MMB). The plan outlines:

- Affirmative action goals
- Timetables
- Reasonable and assertive hiring and retention methods for achieving these goals


This Affirmative Action review revealed underutilization of the following protected group(s) in the following job categories:

The agency does not have underutilization of protected groups in any job category.

Once complete, information about how to obtain or access a copy of this Plan is provided to every employee of the agency. Our intention is to make every employee aware of Department of Revenue's commitments to affirmative action and equal employment opportunity. The completed Plan is also posted on the agency's website and maintained in the **Office of Equity, Access, and Inclusion**.

Affirmative Action Officer or Designee:  Date Signed: 11/13/2020

Human Resources Director or Designee:  Date Signed: 11/13/2020

Commissioner or Agency Head:  Date Signed: 11/13/2020

Organizational Profile

The Minnesota Department of Revenue (DOR) manages the state's revenue system and administers state tax laws. The department manages over 30 different taxes and collects over \$25.2 billion annually.

Our Mission

Working together to fund Minnesota's future.

Our Vision

Everyone reports, pays, and receives the right amount: no more, no less.

Our Values

Our core values are the foundation of the high standards of performance and behavior.

- **Integrity:** We are honest and ethical because trust is the foundation of our reputation and relationships.
- **Respect:** We embrace diversity and respect everyone inside and outside of our agency.
- **Excellence:** We expect and reward innovation, flexibility, accuracy, timeliness, and collaboration.
- **Accountability:** We ensure the fair and efficient administration of Minnesota's revenue system.

Our Strategies

1. Provide customers with information, education, and services.
2. Create operational efficiencies and leverage technology to secure customer information, and to meet customer and employee needs.
3. Enforce the tax laws by identifying and addressing patterns of non-compliance.
4. Listen to our customers, identify and develop improvements to the revenue system.
5. Foster a productive, innovative, and healthy work environment that provides opportunities for growth and development.

Organizational chart:

[Minnesota Department of Revenue Organizational Chart](#)

Individuals Responsible for Directing/Implementing the Affirmative Action Plan

Minnesota Administrative Rules, part 3905.0400, subpart 1, item B

A. Commissioner

Responsibilities

The Commissioner is responsible for establishing an Affirmative Action Program, including goals, timetables, and compliance with all federal and state laws and regulations. Quarterly, the Commissioner reports the agency's progress in meeting its affirmative action goals and objectives to the Commissioner of MMB. The MMB Commissioner is responsible for reporting all agencies progress to the Governor and the Legislature.

Duties

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

- 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 discriminatory harassment.
- Issue a statement affirming the department's commitment to affirmative action and equal employment opportunity and ensure the statement is shared with to all employees.
- Make decisions and changes in policies, procedures or physical accommodations as needed to implement effective affirmative action in the agency.
- Actively promote equal employment opportunity and incorporate diversity and inclusion principles in annual business plans, strategic plan, and agency's mission.
- Notify all contractors and sub-contractors with the department of their affirmative action responsibilities.
- Enforce equal employment opportunity in affirmative and non-affirmative hiring decisions reviewed in the hiring process.
- Require that all agency directors, managers, and supervisors include responsibility statements for the supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in their position descriptions and annual objectives.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

The Commissioner is accountable directly to the Governor and indirectly to the Commissioner of MMB for affirmative action matters.

Name of individual(s) responsible

Name: Robert Doty_____

Email: robert.doty@state.mn.us_____

Title: Commissioner_____

Phone: (651)556-6003_____

B. Affirmative Action Officer

Responsibilities

The Affirmative Action Officer is directly responsible for developing, coordinating, implementing, and monitoring the agency's affirmative action program.

Duties

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

- Develop and administer the agency's Affirmative Action Plan.
- Develop and set agency-wide affirmative action hiring goals.
- Monitor agency compliance and fulfill all affirmative action reporting requirements.
- Disseminate the affirmative action policy to employees in the agency.
- Inform the Commissioner on progress on affirmative action and equal opportunity goals and report potential concerns.
- Act as the affirmative action liaison between the agency, MMB, and the Governor's Office.
- Determine the need for affirmative action training within the agency. Develop training goals and content with internal and external resources.
- Review and recommend changes in policies, procedures, programs, and physical accommodations to implement affirmative action and equal opportunity.
- Develop innovative programs to attract and retain individuals from protected groups in the agency.
- Support and participate in the recruitment individuals of protected groups for employment, promotion, and training opportunities.
- Manage the agency's pre-hire review process.
- Review requests for non-affirmative non-justified hires in the Monitoring the Hiring process and refer unresolved issues to the Commissioner for final decision.
- Ensure supervisors and managers are making affirmative efforts to recruit and retain candidates and employees from protected groups.

- Oversee the administration of the Americans with Disabilities Act Title I and Title II.
- Receive requests for ADA accommodations and work with appropriate supervisors, unions, etc. to approve or deny the request, or provide alternative accommodations.
- Maintain records of requests for reasonable accommodations.
- Oversee the administration of the Agency Diversity Recruitment program.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.
- Serve as ex-officio member of the Employee Resource Group (ERG) diversity committee at their work and/or participate in the agency's diversity or equity committee.

Accountability

The Affirmative Action Officer is accountable to the **Commissioner of Revenue** for program impacts and for ongoing program activities and direction. The Affirmative Action Officer oversees the administrator of ADA Title II, administrator of Diversity and Inclusion, and other equal opportunity related administrators. In addition, AAO ensures that aggregated data and trends of complaints of illegal discrimination in hiring are provided and shared with the Human Resources Director on a quarterly basis.

Name of individual(s) responsible

Name: Silvia Vaccaro_____

Email: silvia.vaccaro@state.mn.us_____

Title: Affirmative Action Officer_____

Phone: (651)556-6041_____

Name:_____

Email:_____

Title:_____

Phone: _____

C. Human Resources Director

Responsibilities:

The Human Resources Director is responsible for ensuring equitable and uniform administration of all personnel policies, in conjunction with the agency ADA Coordinator, to ensure timely responses to all Americans with Disabilities Act (ADA) requests for reasonable accommodations to remove barriers to

equal employment opportunity with the agency. HR Director is responsible for assisting managers and supervisors in human resources management activities.

Staff within Human Resources who work on affirmative action and diversity issues are accountable to the HR Director.

Duties

The duties of HR Directors include, but are not limited to:

- Maintain effective working relationships with agency affirmative action officers and designees.
- Provide leadership to HR staff and others to ensure personnel decision-making processes adhere to equal opportunity and affirmative action principles.
- Provide guidance in the development and use of selection criteria to ensure they are objective, uniform, and job related.
- Assist in recruitment and retention of protected groups and notify managers and supervisors of existing disparities.
- Ensure an Affirmative Action Pre-hire Review process is implemented and followed by hiring managers and supervisors by collaborating with the Affirmative Action Officer.
- Initiate and report on progress made with program objectives contained in the Affirmative Action Plan.
- Ensure that the reasonable accommodation process is implemented and followed for all employees and applicants in need of reasonable accommodation.
- Assist supervisors, managers, and the Affirmative Action Officer in recruitment of protected group members through career and job fairs and other efforts, as well as in selection and retention of protected group members.
- Assist supervisors, managers, affirmative action officers, and human resources staff in the creation of supported worker positions. These positions help reduce agency costs by diverting supportive employment duties from higher skilled workers to supported worker positions. This can improve employee morale and retention of individuals with disabilities in integrated employment.
- Request assistance from MMB to support diversity recruitment efforts, as well as the retention of protected group members in hard-to-fill or executive level positions.
- Include responsibility statements for affirmative action/equal employment opportunity in position descriptions and annual performance objectives.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

HR staff is accountable to the HR Director.

Name of individual(s) responsible

Name: Yia Her _____

Email: yia.her@state.mn.us _____

Title: Human Resources Director _____

Phone: 651-556-6662 _____

D. Americans with Disabilities Act Title I Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title I Coordinator is responsible for ensuring the agency's compliance with the ADA Title I – Employment, in accordance with the ADA - as amended, and the Minnesota Human Rights Act.

Duties:

The duties of the ADA Title I Coordinator include, but are not limited to:

- Provide guidance, coordination, and direction to agency management on the ADA. The agency develops and implements policies, procedures, and practices to ensure agency employment practices and programs are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to agency management and staff on compliance and best practices for hiring and retaining individuals with disabilities, as well as the provision of reasonable accommodations to employees and job applicants.
- Track and facilitate requests for reasonable accommodations for job applicants and employees, as well as members of the public accessing agency services, and report reasonable accommodations annually to MMB.
- Research case law rules and regulation and update HR Directors on evolving ADA issues. Meet bi-annually with ADA Coordinators and provide updates on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Assist the Affirmative Action Officer in designing and delivering specific ADA training for targeted groups.
- Submit reasonable accommodation reimbursement under the guidelines of the state-wide accommodation fund.
- Provide reasonable accommodations to qualified individuals (as defined by ADA) with known physical or mental disabilities, to enable them to compete in the selection process, perform

essential functions of the job, and/or enjoy equal benefits and privileges. The ADA Coordinator in consultation with the employee and supervisor, and other individuals involved must:

- Discuss the purpose and essential functions of the job and complete a step-by-step job analysis;
 - Determine the precise job-related limitations;
 - Identify potential accommodations and assess the effectiveness each would have in allowing the employee to perform essential functions of the job; and
 - After discussion and review, select and implement the accommodations that are appropriate for both the employee and the employer using the Reasonable Accommodation Agreement.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability:

The ADA Title I Coordinator is accountable to the **Director of Equity, Access, and Inclusion**.

Name of individual(s) responsible

Name: Silvia Vaccaro _____ **Email:** silvia.vaccaro@state.mn.us _____

Title: ADA Coordinator _____ **Phone:** 651-556-6041 _____

E. Americans with Disabilities Act Title II Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title II Coordinator is responsible for ensuring the agency's compliance with the ADA Title II – Public Services, in accordance with the ADA as amended, and the Minnesota Human Rights Act.

Duties:

The duties of the ADA Title II Coordinator include, but are not limited to:

- Provide guidance, coordination, and direction to agency management on the ADA. The agency develops and implements policies, procedures, and practices to ensure agency employment practices and programs are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to the agency's management and staff on compliance and best practices with regards and obligations to members of the public with disabilities, as well as the provision of reasonable modifications for visitors.

- Track and facilitate requests for reasonable modifications for members of the public accessing agency services. Report reasonable modifications annually to MMB.
- Research case law rules and regulation and update Executive team on evolving ADA issues. Meet bi-annually with state ADA Coordinators and learn updates and share practices on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Assist the Affirmative Action Officer in designing and delivering training for Agency employees assisting ADA modifications for the public.
- Provide reasonable modifications to members of the public (as defined by ADA) with known physical or mental disabilities, to ensure equal access and privileges to programming and services. The ADA Title II Coordinator will consult with the member of the public in need of a modification and:
 - Discuss the purpose and essential functions of the reasonable modification.
 - Identify the potential modifications and assess the effectiveness each request.
 - After discussion and review, select and implement the modifications that are appropriate for both the member of the public and the agency.
 - Document this review and reported in the State ADA Annual Report.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability:

The ADA Title II Coordinator is accountable to the **Deputy Commissioner**.

Name of individual(s) responsible

Name: Silvia Vaccaro _____

Email: silvia.vaccaro@state.mn.us _____

Title: ADA Coordinator _____

Phone: (651) 556-6041 _____

F. Diversity Recruitment Coordinator

Responsibilities

The Diversity Recruitment Coordinator is responsible for taking the lead on diversity recruitment and retention, ensuring that talent pools represent the communities served across the State of Minnesota and support projects and initiatives resulting from the department's Diversity and Inclusion Strategic plan and outlined in the agency Affirmative Action Plan. In partnership with the Office of Equity, Access and Inclusion and the Human Resource Management Division, this role builds strategies to meet present and future human resource needs and create a workforce that is representative of the public we serve.

Duties

The duties of the Diversity Recruitment Coordinator include, but are not limited to:

- Create, implement, and analyze HR data for trends on engagement and retention.
 - Monitor technology changes to ensure that recruitment and staffing goals support the department's strategic plan.
 - Collect and analyze employee demographics and local, state, and national labor market data for targeted recruitment efforts.
 - Facilitate meetings with stakeholders to identify recruitment issues, develop recommendations, and support current services and programs.
 - Attend job fairs and other activities to recruit prospective employees.
 - Assist with department-wide efforts to engage and retain a diverse workforce and build and sustain a culture of inclusion.
 - Maintain relationships with community stakeholders, colleges and universities, and workforce centers to continue effective diversity recruitment strategies.
 - Collaborate with the agency AAOs to ensure their recruitment focus and AA forces are aligned.
 - Maintain relationships with the statewide recruiters' group.
 - Make recommendations for process change or identified training.
 - Create engagement and retention strategies and pilot across agency (i.e. enhanced onboarding process, stay interviews, rewards, etc.).
 - Review a wide variety of processes related to hiring and retention, including posting requirements, applicant pools, targeted recruiting, applicant testing, diversity, policies and procedures, to ensure a fair and equitable process exists for all candidates.
 - Comply with the state-wide and agency anti-discrimination and anti-harassment policies.
- Accountability

The Diversity Recruitment Coordinator is accountable to the **Human Resources Director**.

Name of individual(s) responsible

Name: Yer Winder_____

Email: yer.winder@state.mn.us_____

Title: Diversity Recruitment Coordinator_____

Phone: (651) 556-6682_____

G. Diversity and Inclusion Coordinator

Responsibilities

Work with Agency leaders and employees to ensure all elements of the Diversity and Inclusion Strategic Plan are communicated and implemented.

Provide direction, training, development, technical expertise, coordination and support to the Diversity focused Committees and workgroups within Department of Revenue to ensure implementation of the D&I Strategic Plan.

Duties

The duties of the Diversity and Inclusion Coordinator include, but are not limited to:

- Facilitate fully functioning, organization-wide Diversity focused Committees and workgroups including iLead and the Diversity and Inclusion Advisory Team.
- Design and facilitate work plans and training and development processes for Diversity Committees/Teams.
- Advise Diversity Committees/Teams on measurement and reporting.
- Participate in Diversity Committees' review and recommendations to EAI Director, SMT, and Commissioner.
- Draft and provide information and guidance to employee groups with relevant guidelines, application and proposal processes.
- Monitor group dynamics and provide assistance and conflict resolution or training as appropriate.
- Build skill capacity within groups to strengthen inclusive working relationships and group planning on D & I issues.
- Coordinate Diversity committee's/Teams' activities to enhance outcomes.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.
- Collaborate with AAO, Diversity Recruitment Coordinator, ADA title I and II Coordinators.

Accountability

The Diversity and Inclusion Coordinator is accountable to the **Director of Equity, Access, and Inclusion**.

Name of individual(s) responsible:

Name: Yer Winder _____ Email: yer.winder@state.mn.us _____

Title: Diversity and Inclusion Coordinator _____ Phone: (651)556-6682 _____

H. Executive Senior Management Team

Responsibilities

Agency senior managers and executive team leaders are responsible for implementing all aspects of the agency Affirmative Action Plan and the agency's commitment to affirmative action and equal opportunity.

Duties

The duties of the executive senior management team include, but are not limited to:

- Identify problem areas and eliminate barriers that prevent equal employment opportunity within the agency.
- Communicate the equal opportunity employment policy and the affirmative action program and plan to all employees.
- Assist the Affirmative Action Officer in periodic audits of hiring and promotion patterns to remove obstacles to attaining affirmative action goals and objectives.
- Hold regular discussions with supervisors and employees to ensure the agency's equal employment opportunity policies are being followed.
- Inform and evaluate managers and supervisors on their equal employment opportunity efforts and results, in addition to other job performance criteria.
- Comply with the statewide and agency anti-discrimination and anti-harassment policies.

Accountability

The executive senior management team is accountable directly to the Commissioner.

Name of individual(s) responsible

Name: Lee Ho _____

Email: lee.ho@state.mn.us _____

Title: Deputy Commissioner _____

Phone: 651-556-6005 _____

I. All Employees

Responsibilities

All employees are responsible for conducting themselves in accordance with the State of Minnesota's policy of equal employment opportunity. This includes refraining from any actions that would subject any employee to negative treatment on the basis of race, creed, color, sex (including pregnancy), national origin, age, marital status, familial status, disability, sexual orientation, gender expression, gender identity, reliance on public assistance, membership or activity in a local human rights commission, religion, political opinions, or affiliations. Employees who believe they have been subjected to such discrimination or harassment are encouraged to use the agency's complaint procedure.

Duties:

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

- Exhibit an attitude of respect, courtesy, and cooperation toward colleagues and the public.
- Refrain from any actions that would adversely affect a colleague on the basis of their race, creed, color, sex (including pregnancy), national origin, age, marital status, familial status, disability, sexual orientation, gender expression, gender identity, reliance on public assistance, membership or activity in a local human rights commission, religion, political opinions, or affiliations.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability:

Employees are accountable to their designated supervisor and indirectly to the agency's Commissioner. All employees are responsible for conducting themselves in accordance with the Affirmative Action Plan.

Communication of the Affirmative Action Plan

Minnesota Administrative Rules, part 3905.0400, subpart 1, item D and Minnesota Administrative Rules, part 3905.0400, subpart 1, item E

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

Internal Methods of Communication

- **Internal memorandum.** Agency leadership or the Affirmative Action Officer will send an internal memo to agency employees each year. This message identifies the location of the Affirmative Action Plan and the employee's responsibility to read and understand it. It also indicates the employees' responsibility to support and implement equal opportunity and affirmative action, will be sent from the agency's leadership or the Affirmative Action Officer, to all staff on an annual basis.
- **Intranet.** The agency's Affirmative Action Plan is available to all employees on the agency's internal website at [Affirmative Action Plan RSpace site](#) and in print to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- **Printed copy.** A physical copy of the Agency's Affirmative Action Plan is available to employees at the following address:

**600 N. Robert St.
St. Paul, MN 55146**
- **Signage.** Nondiscrimination and equal opportunity statements and posters are prominently displayed in areas frequently used by employees.

External Methods of Communication

- **Public website.** The agency's Affirmative Action Plan is available on the agency's public website at [Affirmative Action Plan Public Website](#). Printed copies are available to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- **Equal opportunity employer language.** The agency's website homepage, letterhead, publications, and all job postings, includes the statement "**The Minnesota Department of Revenue** is an equal opportunity employer." The agency will also ensure a representative ratio of diversity is on all marketing materials.
- **Signage.** Nondiscrimination and equal opportunity statements and posters are prominently displayed in common public areas. 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.

- A physical copy of the Agency's Affirmative Action Plan is available to contractors, vendors, and members of the public at the following address:

**600 N. Robert St.
St. Paul, MN 55146**

Job Category Analysis

Minnesota Administrative Rules 3905.0600 Subp 3.A and Minnesota Administrative Rules 3905.0600 Subp 3.B

The agency conducted a Job Category Analysis to determine the percent of protected group employees in each job category. The job category analysis lists job class titles in each Equal Employment Opportunity (EEO) job category at the agency. A job classification is a group of one or more positions with similar duties and responsibilities. These classifications help clarify positions within the class so the same schedules of pay can be applied with equity to all positions in the class that fall under the same, or substantially the same, employment conditions.

Revenue Job Category Analysis indicated the following percentages of protected group employees:

Table 1. EEO-4 Job Categories and Protected Groups

EEO-4 Category	Percentage of Females	Percentage of Ethnic/Racial Minorities	Percentage of Individuals with Disabilities
Officials and Administrators	63.8%	19.2%	19.2%
Professionals	53.3%	17.6%	9.3%
Technicians	59.4%	18.8%	12.9%
Paraprofessionals	25%	25%	0%
Clerical	78.6%	26.6%	11.0%

Determining Availability

MS 43A.19(b), MS 43A.19(c), Minnesota Administrative Rules 3905.0600 Subp 1, Minnesota Administrative Rules 3905.0600 Subp 2, Minnesota Administrative Rules 3905.0600 Subp 3C, and Minnesota Administrative Rules 3905.0600 Subp 3D

For purposes of this Affirmative Action Plan, “availability” means an estimated percentage of qualified females, racial/ethnic minorities, or individuals with disabilities in the relevant labor market who are available for positions in each job category at a state agency.

The agency used the United States Census Bureau’s 2014-2018 American Community Survey, which is the most current statistical information available at the time of developing this Affirmative Action Plan.

The agency used the American Community Survey statistical data for external availability and feeder job statistics of employees for internal availability. For affirmative action purposes, “feeder job” means staffed positions within the agency that can be promoted and/or transferred into/within EEO job categories (refer to **Appendix D. Feeder Jobs for details**).

These external and internal factors are weighted according to the agency’s past hiring patterns and/or future recruitment focus to obtain the final availability (refer to **Appendix D. Feeder Jobs and Appendix E. Determining Availability for details**).

Revenue calculated its internal/external availability based upon hiring patterns during the previous plan years. Where Revenue hires most positions into the Officials and Administrators and Professional categories with internal candidates, a focus of this plan will consider development and promotion strategies for females, racial/ethnic minorities, and individuals with disabilities. This data reflects the following for each of the EEO-4 categories within Revenue:

Table 2. Internal/External Availability Weighting based on total hires within each EEO4 category

EEO4 Category	Internal Availability Weighting Percentage	External Availability Weighting Percentage
Officials and Administrators	71%	29%
Professionals	52%	48%
Technicians	12%	88%
Paraprofessionals	8%	92%
Clerical	14%	86%

Utilization/Availability Analysis, Establishment of Goals, and Timetables

Minnesota Administrative Rules 3905.0400 Subp 1 Item G, Minnesota Administrative Rules 3905.0600 Subp 3, Minnesota Administrative Rules 3905.0600 Subp 4, Minnesota Administrative Rules 3905.0600 Subp 5, and Minnesota Administrative Rules 3905.0600 Subp 6.

Utilization is an analysis of affirmative action and equal opportunity employment data used to assess the available workforce for a given state. As explained in the previous section, “availability” means an estimated percentage of qualified females, racial/ethnic minorities, or individuals with disabilities in the relevant labor market who are available for positions in each job category at a state agency.

Through the utilization and availability analysis, the agency has determined which job categories are underutilized for females, racial/ethnic minorities, and individuals with disabilities in the agency and has set hiring goals for the next two years. Hiring goals are objective and used for making good faith efforts for all aspects of the affirmative action program. Effective hiring goals are strategic, actionable, and measurable efforts the agency is committed to pursuing and implementing in FY2020-FY2022.

The goals are not quotas, nor do they require protected group status-based hiring preferences. They are aspirational goals so that the agency makes good faith efforts to remove barriers to equal employment opportunity.

The agency used the whole person rule to establish a hiring goal. This means when the actual representation percentage of females, racial/ethnic minorities, or individuals with disabilities is less than reasonably would be expected given the workforce participation in the labor market area, and that difference is at least one whole person (more than 1), then a goal is established for that job category.

When a hiring goal for a job category is established, a percentage goal equal to the final availability percentage is calculated for females, racial/ethnic minorities, and individuals with disabilities in that job category.

In **Table 3. Hiring Goals by Job Category and Protected Group**, if a protected group in a job category shows “Monitor,” the agency will proactively make good faith efforts to recruit external qualified protected groups. The agency will also train and retain employees in the job category to help prevent underutilization due to an employee move or attrition.

The agency does not have underutilization for this plan year. The agency has one job category, Paraprofessionals where monitoring is indicated for Females, Racial/Ethnic Minorities, and People with Disabilities.

Table 3. Hiring Goals by Job Category and Protected Group

Job Categories	Females	Females Goals	Racial/ Ethnic Minorities	Racial/ Ethnic Minorities Goals	Individuals with Disabilities	Individuals with Disabilities Goal
Officials/Administrators						
Professionals						
Technicians						
Paraprofessionals	<i>Monitor</i>		<i>Monitor</i>		<i>Monitor</i>	
Office/Clerical						

Revenue has a limited number of persons in this category. There were four employees in this category, three of whom were students. Revenue currently has a hiring freeze that may create a barrier for future student internship opportunities but when able, Revenue will expand opportunities in this area by partnering with programs like Step-Up, Star of the North, Urban Scholar, Pathways to Employment, Pride in Living, and Project Surge. Revenue will also continue to provide presentations to local area State Colleges and Universities to encourage females, minorities, and individuals with disabilities to consider these internship opportunities.

Additional strategies are outlined in the [Corrective Actions and Action-Oriented Programs](#) section of this plan.

Progress and Personnel Activity Reports

MS 43A.19 Subd. 1(a)(3) for separations, and Minnesota Administrative Rules 3905.0400 Subp. 1 Item I

The progress report examines hiring goals established in the prior Affirmative Action Plan. As a part of the agency's monitoring practices, the agency evaluated if it met the hiring goal(s) established in the prior Affirmative Action Plan (refer to **Appendix A. Progress Report**).

Separation results were evaluated to identify potential action area(s) to establish retention strategies for the 2020-2022 plan year (refer to **Appendix B. Separation Analysis**).

The agency did not have hiring goals in any job categories and protected groups in the 2018-2020 AAP.

Identification of Areas for Further Monitoring

Minnesota Administrative Rules 3905.0400 Subp. 1 Item H and I

Monitoring personnel activity helps agencies monitor progress in meeting hiring goals. Data from the previous plan period can help indicate when changes to program efforts are appropriate.

Workforce Snapshot

In **Appendix F. the Utilization Goals worksheet** indicates if a job category by protected group is underutilized.

Area(s) in the agency's workforce that require further monitoring appear in the "Establish Goals" column as;

- "Yes": there is underutilization.
- "Monitor": the agency needs to monitor the job it may be underutilized where employee movement occurs.

[Corrective Actions and Action-Oriented Programs](#) will be followed to address the identified placement goal(s).

Personnel Activities

Progress Reports

Appendix A. Progress Report includes only job categories that have hiring goal(s) established in the prior Affirmative Action Plan and it evaluates if the agency attained the hiring goal(s).

Where the indication of the "Goal Met?" column is:

- "Yes": the agency met the goal established in the prior Affirmative Action Plan.
- "No": the agency did not attain the goal established in the prior Affirmative Action Plan.
- "No Hire/Prom": there were no opportunities in the prior Affirmative Action Plan period.

Revenue met its hiring goal identified in Affirmative Action plan FY2018-FY2020 and does not have a hiring goal for FY2020-FY2022.

[Corrective Actions and Action-Oriented Programs](#) will be followed to address the identified area(s) to monitor/focus.

Separations

Appendix B. Separation Analysis shows the results by separation type and the protected group during the prior Affirmative Action Plan period. The separation percentages were derived within the

separation type by protected group to identify impact on protected group members. There are two examinations in this worksheet:

1. The total percentage indicates the percentage by separation type. For example, if there were 15 separations in total. Of those separations, 10 employees separated due to dismissal or non-certification. The dismissal or non-certification percentage is 66.67% (10 divided by 15).
2. The “percentage type¹” in **Appendix B. Separation Analysis** indicates percentages by protected group within a separation type. For example, if there were 10 separations by dismissal or non-certification in total. Of those separations, eight were female employees. The female dismissal or non-certification separation is 80.00% (8 divided by 10).

The agency is committed to the retention of all employees, including females, racial/ethnic minorities, and individuals with disabilities. The agency will strive to ensure equal employment opportunities by retaining a diverse, talented and qualified workforce, with emphasis on under-represented individuals.

To be successful, the responsibility for retention lies with all employees. The agency’s retention strategy is a multi-faceted approach, guided by agency management, Human Resources Management, and the Office of Equity, Access, and Inclusion.

Table 4. Persons Responsible for Workforce Representation

Name	Title	Contact Information
Yia Her	Director of Human Resources Management	651-556-6662
Silvia Vaccaro	Affirmative Action Officer	651-556-6041
Yer Winder	Diversity Recruitment Coordinator	651-556-6882

The agency will continue to analyze and review separation data for disparate impact on protected group employees. This includes reviewing non-certification trends, layoff trends, resignation trends, and disciplinary discharges.

The appendix will include a separation report broken down by EEO4 job category. Below is a snapshot of agency separations from the past two years.

Table 5. Total Separations

*Minority = Racial/Ethnic Minorities				
Separation Type	Total %	Female % in Each Sep Type ¹	Minority* % in Each Sep Type ¹	Individuals with Disabilities % in Each Sep Type ¹
Dismissal or Non-Certification	13.21%	59.09%	34.09%	11.36%
Resignations	54.05%	48.33%	38.89%	8.33%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	23.12%	70.13%	7.79%	18.18%
Death	0.60%	100.00%	100.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	9.01%	33.33%	26.67%	16.67%
Total Separations	100.00%	53.75%	30.33%	11.71%

Females

Females represent approximately 56 percent of the total agency workforce. The agency saw a normal rate of separations from FY2018 to FY2020. Females were 53.75 percent of all separations. Females made up 70 percent of all retirements and 59.09 percent of all dismissals and non-certifications. While the workforce percentage of females is a slightly declining trend, the rate of separation for females has decreased from the previous plan years. More analysis is needed to better understand this data.

From FY2018 to FY2020 Revenue's saw a continuation of the retirement trend for females at 70 percent. This rate of retirement is equal to the rate of retirement enterprise wide.

To retain full utilization for females across all EEO4 categories, Revenue will continue to encourage programs designed to retain and promote within its workforce. When opening new positions, Revenue will use diversity recruitment resources available through MMB, social media outlets, and the recruitment and retention strategies listed in this Affirmative Action Plan to increase the participation of females in Revenue's workforce.

Table 6. Females Hires and Separation Rates

Group	Percentage of Total		
	2014-2016	2016-2018	2018-2020
Workforce	60%	58%	56%
Hires	55%	49%	59%
Separations	58%	55%	54%

Racial/Ethnic Minorities

Racial/Ethnic minorities currently represent approximately 18.62 percent of the total agency workforce. This workforce trend is steadily increasing and exceeds the availability percentage in

Statewide MN. While the number of hires, and the current workforce who identify as racial/ethnic minorities has steadily increased, 30.33 percent of persons who separated employment during the FY2018-FY2020 plan years were racial/ethnic minorities. This represents an increase from previous years. The rate of separation of employees who are racial/ethnic minorities, compared to the number hired over the same period, indicates a need to better understand factors impacting retention. Several factors may contribute towards the steady increase in these percentages while also experiencing a greater separation rate. These contributing factors may include positions that are temporary in nature such as student internships and seasonal appointments. A deeper look into this data is necessary to identify factors contributing to a greater separation rate.

In 2017, Revenue conducted an agency-wide climate assessment in relation to engagement and diversity and inclusion. The results indicated that racial/ethnic employees were less satisfied and engaged than non-minority employees. Based on the assessment results and separation numbers, further examination of the reasons behind the separations rates is necessary. Revenue has developed a Diversity and Inclusion Strategic Plan, which continues to examine this and other issues of diversity and inclusion within the agency.

To retain full utilization for racial/ethnic minorities across all EEO4 categories, Revenue will continue to provide action-oriented programs to assist racial/ethnic minorities to take advantage of development opportunities that support their career growth and retention. The agency's Diversity Recruitment Coordinator works with colleges and universities to identify internship opportunities for seasonal and professional student positions. The agency will also continue to use diversity recruitment resources available through MMB, social media outlets, and the recruitment and retention strategies listed in this Affirmative Action Plan.

Table 7. Racial/Ethnic Minorities Hires and Separation Rates

	Percentage of Total		
Group	2014-2016	2016-2018	2018-2020
Workforce	15%	17%	19%
Hires	31%	27%	27%
Separations	17%	24%	30%

Individuals with Disabilities

Individuals with disabilities represent approximately 10 percent of the total agency workforce, a slight increase over the past six years. This is due to training and inclusion efforts, as well as Revenue's participation in the Connect 700 program.

The agency saw a total of separations from FY2018 to FY2020. Of this total, ere for individuals with disabilities. Separations for persons in this category went from 8.33 percent in the FY2016-FY2018 plan

to a rate of 11.71 percent of all separations during the FY2018-FY2020 plan. This rate of separation is higher than the percentage of persons with disabilities who were hired over this same time period. This disparity indicates that further examination of the reasons behind the separations rates is necessary. To ensure equal representation for individuals with disabilities Revenue promotes the Connect 700 program to attract qualified individuals with disabilities by providing a link to MMB's web site and flyers at job fairs. The Equity, Access, and Inclusion office together with Human Resources Management also created a strong C700 Onboarding process to make sure C700 participants have the best opportunity for success in our agency.

To retain full utilization for individuals with disabilities across all EEO4 categories, Revenue will take additional efforts to ensure all supervisors and employees with disabilities are aware of the agency's ADA Coordinator as a resource to assist employees be successful and valued at Revenue. To retain full utilization for individuals with disabilities across all EEO4 categories, Revenue will continue to provide action-oriented programs to assist females, racial/ethnic minorities, and individuals with disabilities to take advantage of development opportunities that support their career growth and retention. The agency will also continue to use diversity recruitment resources available through MMB, social media outlets, and the recruitment and retention strategies listed in this Affirmative Action Plan.

Table 8. Individuals with Disabilities Hires and Separation Rates

	Percentage of Total		
Group	2014-2016	2016-2018	2018-2020
Workforce	6%	8%	10%
Hires	10%	9%	10%
Separations	8%	8%	12%

[Corrective Actions and Action-Oriented Programs](#) will be followed to address the identified area(s) to monitor/focus.

Corrective Actions and Action-Oriented Programs

Minnesota Administrative Rules 3905.0400 Subp 1 Item H

The agency's Affirmative Action Program is designed to implement the provisions of this Affirmative Action Plan and meet requirements found in Minnesota Statutes, section 43A.191 Subdivision 2. These Action-Oriented Programs are carried out throughout this Affirmative Action Plan period.

The agency does not have underutilization for this Affirmative Action Plan period. However, this section presents the agency's good faith efforts to maintain equal opportunity for females, racial/ethnic minorities, and individuals with disabilities.

Overall Action-Oriented Programs

Revenue is meeting its hiring objectives. According to our workforce analysis, we are not underutilized in any of the EEO4 categories. While we are meeting our hiring goals, our separation analysis indicates that retention of current employees, especially racial/ethnic minorities, and individuals with disabilities, requires attention. Therefore, our action-oriented Programs for FY2020-FY2022 focus on employee engagement, professional development, and retention.

Action-Oriented Program 1

Expand agency onboarding programs as a foundation of inclusion and high performance.

Action Steps

1. Continue the On-Boarding Mixer program for all new employees. This program occurs quarterly for the first year of employment with the agency. Onboarding at the Department of Revenue is the process of assisting and supporting newly hired employees and is important during the first year of employment because it helps make connections with other new employees, introduces the Department of Revenue and its culture, integrates new hires into the work culture, provides opportunities to explore ways to get involved, increases new hire engagement and retention.
2. Add a D&I 101 session within an employee's Onboarding experience to expand beyond annual required/compliance training. Completion by third quarter of 2021.
3. Develop a new Supervisor/Manager Onboarding program that includes dedicated D&I 101 sessions that expand beyond annual required/compliance training.
4. Develop orientation sessions to the Minnesota Accessibility Standards and Revenue expectations to create and maintain an inclusive environment. This includes creating documents, SharePoint pages, facilitating meetings, and otherwise integrating accessibility into the way we do our work.
5. Continue offerings that provide practical skills such as, unconscious bias, mentorship, coaching skills, servant leadership, and knowledge of Revenue's Affirmative Action Plan.

Evaluation

To evaluate the effectiveness of these action steps the Equity, Access, and Inclusion Office in concert with the Employee Development Services and Human Resource Management teams will:

- Research, develop, and recommend Stay surveys in FY2021 and anticipate implementing approved recommendations in FY 2022.

- Conduct an audit of agency intranet pages, documents, and use of guidelines for inclusive meetings.

Action Oriented Program 2

Ensure senior management, managers, supervisors, lead workers, and training staff demonstrate continued commitment and accountability for diversity and inclusion at the Department of Revenue.

Action Steps

1. This action is further outlined in the agency's D&I Strategic Plan, Goal 1.
2. Expand available tools and resources to leverage training offered in the areas of inclusive leadership, intercultural competency, conflict engagement and management, and building collaborative teams. Proposed completion timeline, third quarter of 2021.
3. Provide employee development for lead workers and training coordinators in the areas of inclusive leadership, intercultural competency, conflict engagement and management, and building collaborative teams.
4. Develop a D&I Resource Center page for all employees to expand their inter-cultural competencies. These are books, articles, podcasts, and training opportunities that the Revenue community may use to expand awareness of different cultures and impacts for diverse groups.

Evaluation

To evaluate the effectiveness of the action steps, the Equity, Access, and Inclusion Office, in concert with the Employee Development Services and Human Resource Management teams, will:

- Monitor and track employee engagement via agency-wide engagement surveys.
- Evaluate the usefulness of training and other resources to determine effectiveness.

Action-Oriented Program 3

Ensure a workplace that respects all employees through education, training, and accountability.

Action Steps

1. This action is further outlined in the agency's D&I Strategic Plan, Goal 1 and Goal 2.
2. Develop and communicate the core expectations of Revenue employees that reflect the behaviors that support cultural competency. These core D&I behaviors reflect our shared vision and values of diversity and inclusion.
3. Maintain the Diversity and Inclusion Advisory Team to oversee diversity and inclusion efforts. The D&I Advisory Team is integral for effective implementation of the D&I Strategic Plan and provides input towards becoming more diverse and inclusive.
4. Integrate D&I Core Behaviors into agency D&I Strategic plan action items and measures.

5. Provide learning opportunities such as panels, book, film, and community discussions to understand social justice issues.
6. Program is on-going through second quarter of 2022.

Evaluation

To evaluate the effectiveness of these action steps the Equity, Access, and Inclusion Office in concert with the Employee Development Services and Human Resource Management teams will:

- Review and track employee engagement via agency-wide engagement and exit surveys.
- Monitor attendance and participation in learning opportunities. Track and monitor employee Evaluation survey feedback following iLEAD events, EDS training events, and Leadership Academy experiences.
- Review feedback provided to the Diversity and Inclusion Advisory Team to ensure a workplace that respects all employees and to inform strategies that achieve diversity and inclusion.

Action-Oriented Program 4

Ensure internal policies and procedures affecting employees support the organizational values of diversity and inclusion.

Action Steps

1. This action is further outlined in the agency's D&I Strategic Plan, Goal 1 and Goal 2.
2. Evaluate structures, policies, and practices for impact on employees of the agency.
3. Create an agency policy for the application of the Minnesota Accessibility Standards.
4. Program is on-going through second quarter of 2022.

Evaluation

To evaluate the effectiveness of the action steps, the Equity, Access, and Inclusion Office, in concert with the D&I Advisory Team and Business Process Improvement unit will:

- Develop a list of possible biases from which internal policies can be evaluated for unintended bias or impact for Revenue employees.
- Track the number of updated policies and identify a means to assess their resulting effects.
- Track the number of employee complaints to determine if there is a decrease in complaints.
- Monitor and track employee engagement via agency-wide engagement and exit surveys

Action-Oriented Program 5

Make Work Out of Class (WOOC) opportunities available to all employees for equitable access to career progression within the department.

Action Steps

1. This action is further outlined in the agency's D&I Strategic Plan, Goal 3.
2. With input from senior leaders and management, a procedure will be developed and implemented to ensure equitable access to WOOC opportunities.
3. Meetings with stakeholders will occur fall 2020 to gather their input for this program.
4. New WOOC procedure will be implemented Spring of 2021.

Evaluation

To evaluate the effectiveness of the action step, the Equity, Access, and Inclusion Office, in concert with Human Resource Management, will:

- Evaluate the number of WOOC opportunities on a quarterly basis to identify if there is a proportional representation of females, racial/ethnic minorities, and employees with disabilities being appointed into WOOC opportunities. Progress and success will be evaluated Spring 2022.

Action-Oriented Program 6

Revenue recognizes that the majority of hires for Officials/Administrators and half of hires for Professionals is internal to the agency. Appendix D. Feeder Jobs demonstrates this movement of employees within Revenue. To ensure equal opportunity for females, racial/ethnic minorities, and individuals with disabilities, career exploration sessions will be created. These sessions will enable employees to understand possible internal career paths. These sessions are open to all and will also benefit all employees who seek promotional opportunities.

Action Steps

1. This action is further supported in the agency's D&I Strategic Plan, Goal 3.
2. Career exploration sessions are designed to provide networking opportunities, build employee engagement, and cross division collaboration.
3. Survey Revenue employees in winter 2020 and early spring 2021 to create interest and identify topics.
4. Initiate sessions Spring 2021.

Evaluation

To evaluate the effectiveness of the action steps, the Equity, Access, and Inclusion Office, in concert with Human Resource Management, will:

- Review effectiveness through surveys of participants beginning Summer 2021 and quarterly thereafter.

- Each session will include an optional participant evaluation to identify whether representative numbers of females, racial/ethnic minority and individuals with disabilities are taking advantage of these opportunities.
- Through this plan cycle, Revenue will review the career path progression of all attendees, including females, racial/ethnic minorities, and employees with disabilities, to evaluate success of this initiative.

Protected Group Specific Action-Oriented Programs

Revenue will continue Action Oriented Programs for females, racial/ethnic minorities, and employees with disabilities that encourage retention and career development.

Revenue will review and recommend continuation of updates to Leadership Academy/leadership development, research best practices in mentorship programs, and explore ways to continue incorporating mentorship into agency programs.

Leadership Academy is a program which cultivates valuable leadership skills in a learning community of 24-30 non-supervisory employees from across the department. Cohort members gain:

- A foundation of leadership skills which will benefit their work, community, and personal life
- Access and connections to well-renowned guest speakers in the leadership development field
- A mentor who will help them process and apply what they learn
- A cross-division network of supportive and collaborative peers
- An opportunity to apply lessons they learn toward the improvement of a product, service, process, or work environment at Revenue

By promoting leadership opportunities, such as Emerging Leaders Institute, Senior Leaders Institute, leadership training, Revenue's Leadership Academy, iLEAD and opportunities to work on projects with agency impact, we can increase the number of females, racial/ethnic minorities, and employees with disabilities to acquire leadership skills needed to be promoted within Revenue.

Research shows that providing mentorship to employees increases engagement and retention. By incorporating mentorship into agency programs, Revenue can ensure the number of females, minorities, and employees with disabilities at all levels of the organization.

By developing pipelines with external organizations, such as Project for Pride in Living, Step-Up, Urban Scholar, Star of the North Fellows, and other local training programs, we can continue to increase the number of qualified applicants with the skills and training needed to fill jobs within the Paraprofessional category.

Action-Oriented Programs for Females

No job categories have been identified as underutilized for females.

Although there is no underutilization identified, the Department of Revenue will continue to work to achieve equal access, inclusion, promotion, and retention for all our female employees.

Actions

- Monitor the hiring process to ensure equal access for females in every job category.
- Ensure our female employees are valued and supported.
- Emphasize open and honest communication, respect in the workplace, and ask for employee input on processes.
- Consistently adhere to salary compensation guidelines to ensure equal pay for equal work,
- Provide opportunities for promotion and education with career growth in mind
- Actively develop females as leaders providing support and resources.
- Gather exit and/or separation data.
- Educate leadership on issues in need of improvement based on gathered data and analysis.

Action-Oriented Programs for Racial/Ethnic Minorities

No job categories have been identified as underutilized for racial/ethnic minorities.

Although there is no underutilization identified, the Department of Revenue will continue to work to achieve equal access, inclusion, promotion, and retention for all our employees who are racial/ethnic minorities.

Actions

- Monitor the hiring process to ensure equal access for employees who are racial/ethnic minorities in every job category.
- Ensure our employees who are racial/ethnic minorities are valued and supported.
- Emphasize open and honest communication, respect in the workplace, and ask for employee input on processes.
- Provide opportunities for promotion and education with career growth in mind.
- Actively develop employees who are racial/ethnic minorities as leaders by providing support and resources.
- Gather exit and separation data.
- Educate our leadership on issues in need of improvement based on gathered data and analysis.

Action-Oriented Programs for Individuals with Disabilities

No job categories have been identified as underutilized for individuals with disabilities.

Although there is no underutilization identified, the Department of Revenue will continue to work to achieve equal access, inclusion, promotion, and retention for all our employees with disabilities.

Actions

- Monitor the hiring process to ensure equal access for individuals with disabilities in every job category.
- Ensure our employees with disabilities are valued and supported.
- Emphasize open and honest communication, respect in the workplace, and ask for employee input on processes.
- Provide opportunities for promotion and education with career growth in mind.
- Actively develop individuals with disabilities as leaders providing them added support and resources.
- Gather exit and separation data.
- Educate our leadership on issues in need of improvement based on gathered data and analysis.
- Continue partnership with C700 Program and increase support by ADA Coordinator.

Evaluation and Target Dates for Females, Racial/Ethnic Minorities, and Individuals with Disabilities

Future Evaluation

The Office of Equity, Access, and Inclusion, in coordination with Human Resources Management Office, will monitor the hiring process. Additional partners in recruitment initiatives include the statewide executive recruiter and Revenue's Diversity Recruitment Coordinator to obtain qualified applicants from all protected groups. If disparities are identified, Revenue will research best practices and recommend the exploration and creation of additional programs that will ensure equity for all.

Past Evaluation

Revenue's past evaluation centered on developing succession planning and promoting leadership and skills development for all employees. In the 2018-2020 AAP, Revenue identified the need to focus on protected class individuals career development and specially in retention. Future evaluation will be centered on advancing our goals.

Table 9. Target Dates for all Protected Groups

Target Date	Action	Steps
August 2020- On-going review 2021	Review and recommend updates to Leadership Academy/leadership development at Revenue. Revise if proportional goals are not met.	Review of Leadership Academy preparation for the 2021 cohort. Participant demographics will be analyzed during the application, selection, and graduation phases. Program components will be reassessed at completion of the Leadership Academy. Continue evaluation of the demographics of the participants of Leadership Academy and other programs, adjusting recruitment efforts as necessary.
August 2020- On-going review 2021	Evaluate success of best practices in mentorship programs and explore ways to incorporate mentorship into other agency programs.	Mentorship program recommendations will be implemented by the end of fiscal year 2021.
Ongoing	Work with statewide executive recruiter.	Work with the statewide executive recruiter and evaluation of efforts are ongoing.

Corrective Actions

This section identifies ways the agency will eliminate barriers, provide corrective actions, and make good faith efforts toward the affirmative action goals for underutilized protected groups (broken down by specific job categories).

The agency developed the below action-oriented programs specific to the job category/protected group(s) identified in the “Identification of Areas for Further Monitoring” section supported by the “Utilization /Availability Analysis, Establishment of Statement of Goals, and Timetable” and “Progress Reports and Personnel Analyses sections.”

Table 10. Areas of Further Monitoring and Corrective Actions

Areas for Further Monitoring	Corrective Actions
Paraprofessionals: <ul style="list-style-type: none">Females, Racial/Ethnic Minorities and Individuals with Disabilities need monitoring as they are at risk of future underutilization in this category.	<ul style="list-style-type: none">By June 30, 2021- offer unconscious bias and awareness training for lead workers and training coordinators to understand factors that may impact Females, Racial/Ethnic Minorities and Individuals with Disabilities from being successful in this category.Recruitment for student internship is an initiative from HRM to encourage application of students from protected groups. Mentorship and development are provided by their supervisor and their academic institution to monitor their progress and development to prepare for employment opportunities.

Future Evaluation

The Equity, Access, and Inclusion Office, as well as the Human Resources Management Office, will monitor the hiring process when working with the statewide executive recruiter and Revenue’s Diversity Recruitment Coordinator.

Continue to evaluate the demographics of the participants of Leadership Academy and adjust recruitment efforts as necessary.

Table 11. Persons Responsible for Monitoring Activities

Name	Title	Contact Information
Yia Her	Director of Human Resources Management	651-556-6662
Silvia Vaccaro	Affirmative Action Officer	651-556-6041
Nhia Vu	Training and Development Manager	651-556-6675

Other Action-Oriented Programs

This section provides an overview of the agency's general efforts and actions to ensure equal opportunity. Agencies have reviewed barriers to hiring during the previous plan period and identified recruitment strategies, processes, and training to address underutilization for this plan year.

Barriers

The agency will experience barriers during these plan years to address areas for monitoring identified in the previous section.

- Statewide hiring freeze.
- Revenue anticipates a limited number of open positions in this plan year.
- Revenue anticipates limited outreach initiatives due to unanticipated budget deficiencies, reduced hiring, and limited recruitment activity.
- Unwillingness of employees to self-identify, including individuals with disabilities. This will affect the representation of employees in these protected groups.

Recruitment and Processes

The agency takes the following actions to improve recruitment and increase the number of qualified females, racial/ethnic minorities, and individuals with disabilities in the applicant pool:

- The agency will continue to place advertisements of job opportunities through [the State of MN Career site \(https://mn.gov/mmb/careers/search-for-jobs/\)](https://mn.gov/mmb/careers/search-for-jobs/).
- Continue to consider female, racial/ethnic minorities, and individuals with disabilities applicants for all positions for which they qualify.
- Participate in the following additional job fairs to recruit females, racial/ethnic minorities, and individuals with disabilities:
 - *Dress for Success events*
 - *Disability Job Fair in November*
 - *People of Color Career Fair*
 - *Professional Diversity Network Career Fair*
 - *Diversity College and Career Fair*
 - *Continue the Onboarding Mixer pilot to assist and support newly hired employees.*
- Use LinkedIn and Facebook job posting feature to search for applicants, which we have been successful in receiving candidates.
- Establish relationship with diverse community partners and students who identify as having a disability at the College Universities to recruit for entry-level positions.
- Advertise the Connect 700 program to attract qualified individuals with disabilities by providing a link to MMB's web site and flyers at job fairs.

- Continue to use the EEO tag line on all job postings and advertisements.
- Review/evaluate job postings to eliminate non-inclusive language.
- Participate in pipelines for entry-level jobs across job categories by using Statewide internship opportunities like Right Track, Step Up, Urban Scholar, and Star of the North Fellows.
- Continue the partnership with Project for Pride and Living Pathway Program.

Persons Responsible:

Table 12. Persons Responsible for Recruitment Activities

Name	Title	Contact Information
Yia Her	Director of Human Resources Management	651-556-6662
Silvia Vaccaro	Affirmative Action Officer	651-556-6041
Yer Winder	Diversity Recruitment Coordinator	651-556-6682

Retention

The agency will utilize effective retention strategies to decrease turnover of all employees especially of females, racial/ethnic minorities, and individuals with disabilities:

1. Onboarding orientation:
New hires will participate in a robust onboarding program that provides role clarity, understanding of work culture, policies, procedures, resources and supports.
2. Mentoring:
Encourage the use of mentor-mentee programs within the agency.
3. Training
Ensure supervisors support all new hires and existing staff to access training that promotes their career development, inclusive workplace strategies, conflict resolution, D&I skills development, and understanding of accessibility standards for an inclusive workplace.
4. Performance Reviews
New staff will participate in a mid-probationary review, a probationary review at the end of their probation period, and a yearly review at twelve months of employment thereafter to discuss their personal and professional growth within Revenue.
5. Rewards and Recognition programs
Ensure all employees know about our rewards and recognition programs including On-Boarding Mixers, Achievement awards, Length of Service awards, Revenue Star awards, Friendly division competitions, Annual Employee Recognition events, and others.
6. Employee Promotion

Develop and communicate career path options for all employees, announce all promotion and transfer opportunities, and provide equitable access to WOOC opportunities.

7. Employee Compensation

Inform all employees of salary progressions, bonuses, paid time off, health benefits, and retirement plans.

8. Work Balance

Ensure all employees can foster a culture of engagement and collaboration by participating in groups like ILead, Leadership Academy, Health and Wellness Committee, Safety Committee, ClubRev, RevNews and other division offerings.

9. Life Balance

Widely publicize the new Employee Assistance program, Deer Oaks. EAP resources are provided in health and wellness, credit counseling, legal assistance, crisis management, and others.

10. Employee Assistance

Inform employees how to connect with the Office of Equity, Access, and Inclusion when reasonable accommodations are needed or when they do not experience a fair or inclusive work experience, and Human Resource Management when they have concerns about a respectful workplace.

11. Evaluation

Conduct a 90-day New Hire Survey experience by emailing all new employees for their feedback during the hiring process, onboarding, and 90 days at Revenue. After, conduct Stay surveys, exit surveys and State/agency engagement surveys to identify trends and to focus improvements.

Persons Responsible:

Table 13. Persons Responsible for Retention Activities

Name	Title	Contact Information
Yia Her	Director of Human Resources Management	651-556-6662
Silvia Vaccaro	Affirmative Action Officer	651-556-6041
Nhia Vu	Director of Employee Development Services	651-556-6675

Training

The agency will take the following actions to improve retention of females, racial/ethnic minorities, and individuals with disabilities:

- Announce training opportunities to all employees.
- Support leaders to build coaching and interpersonal skills to develop their employees.
- Provide Insights Discovery courses to promote understanding and appreciation of others.

- Provide StrengthsFinder courses to promote awareness of one’s talents and how to build on their strengths.
- Provide interpersonal skills development courses in the areas of self-awareness, communication, conflict management, and emotional intelligence.
- Customize training solutions for unit teams based on their needs and goals.
- Collaborate with division training teams to share learning and development trends, best practices, and to develop training guidelines around diversity and inclusion.

Persons Responsible:

Table 14. Persons Responsible for Retention Activities

Name	Title	Contact Information
Yia Her	Director of Human Resources Management	651-556-6662
Silvia Vaccaro	Affirmative Action Officer	651-556-6041
Nhia Vu	Director of Employee Development Services	651-556-6675

Methods of Auditing, Evaluating, and Reporting Program Success

Pre-Employment Review Procedure/Monitoring the Hiring Process

The Director of Equity, Access, and Inclusion sets hiring goals for the agency and supports Human Resources Management staff to advise hiring managers and supervisors of protected class disparities when opportunities for new hires and promotional opportunities become available.

The Pre-Employment Review

1. The hiring supervisor completes and submits a personnel requisition and a position description for the vacancy to be filled to their Human Resources contact in the Human Resources Management Division.
2. Human Resources Management staff provides consultation with the hiring supervisor to ensure that:
 - a. All position descriptions contain the essential functions of the job and related criteria (knowledge, skills, and abilities) that are required to perform the identified job.
 - b. Job related minimum qualifications (and preferred qualifications) are clearly defined and documented on the vacancy announcement. Consultation occurs so the hiring supervisor understand proper screening and application of preferred qualifications through the hiring process.
 - c. External recruitment efforts are made when appropriate and include resources that have contacts with protected class candidates.

Pre-interview

1. Human Resource staff consult regarding the agency's current distribution of females, racial/ethnic minorities, and individuals with disabilities and reinforces the agency goal of ensuring equitable access to employment and the merit process.
2. Human Resource staff will review the interview panelists to ensure they have completed Equity in the Selection Process training.
3. Prior to the commencement of the interview process, the hiring supervisor shall submit a list of uniform job-related interview questions to Human Resource staff for review. Interview questions will be reviewed to determine:
 1. Will the answers to these questions, if used in making the selection, have a disparate effect in screening out protected groups of people?
 2. Do the questions judge only an applicant's competence or qualification for the job in question?
 3. Is the question culturally neutral?
 4. Are the questions within the legal parameters of Equal Employment Opportunity guidelines?

4. Hiring supervisors will ensure that each candidate is asked the same structured interview questions. Leeway is allowed for follow-up questions for clarity.
5. Human Resources staff, in concert with the hiring supervisor, will review the resumes to determine which candidates meet the minimum qualifications as defined in the vacancy announcement. Candidates who meet the minimum qualifications will constitute the final eligible list of candidates to be considered in this selection process.
6. If the number of candidates on the eligible list is large and needs to be more narrowly defined to select a "reasonable" number to interview, the hiring supervisor may pre-determine and equally apply the specific preferred qualifications to screen across all applicants to identify candidates to interview. Candidates are ranked based upon the required and consistently applied preferred qualifications as defined on the vacancy announcement.
7. Applicants selected for interview will receive information about the hiring process, including whether testing will be included so the applicant can assess if reasonable accommodations will be required for them to fully participate in the selection process. If reasonable accommodations are requested, the agency ADA Coordinator will be contacted to support the applicant's disability related needs.

Post-interview

1. The interview team will compare the qualifications of candidates based on interview scores, test scores, writing samples, and the requirements of the job.
2. If the hiring authority wishes to select a candidate from a group that is not underutilized, and if a hiring goal exists for the EEO4 category's positions, the hiring supervisor shall complete the Pre-Hire Justification form and submit it to the Affirmative Action Officer for approval prior to any offer being considered. The Pre-Hire Justification form documents how the preferred candidate is more qualified than the underutilized group candidate(s). The Affirmative Action Officer shall review the justification, job posting, job description, applicant interview scores and notes, and applicant resumes, to determine whether the hire is justified. Until that review is complete no offer of employment can be made to any candidate.

If it is concluded that the reasons for the non-selection do not demonstrate the preferred candidate is more qualified, and the Affirmative Action Officer is unable to resolve the matter with the supervisor, the Affirmative Action Officer will arrange an appointment for the Supervisor to meet with the Commissioner to explain the reasons for the selection. The decision of the Commissioner is final. If a Manager or Supervisor fails to follow these parameters prior to making the job offer, he/she will be held accountable.

3. Supervisors and managers are not to disclose information about the candidate's protected group status. This includes whether the candidate is a female, a racial/ethnic minority, an

individual with a disability, or a participant in the Connect 700 program. The protected group status of an individual is identified as private data in accordance with the Minnesota Government Data Practices Act which governs the collection and disclosure of all government data, including personnel data. Minnesota Statutes 13.43, subd. 2.

4. Human Resources Management will keep documentation on the selection process for all appointments for at least four (4) years. The Director of Equity, Access, and Inclusion will keep Monitor the Hire Process forms and Pre-Hire Justification forms for every appointment in an EEO4 category where there is an underutilization to explain the justification for the hiring decision according to agency record retention schedules.
5. Hiring supervisors will maintain documentation on the selection process including the identification of job related qualifications, the ranking of resumes to determine who met minimum qualifications and which preferred qualifications were consistently applied , who was invited to interview, as well as interview notes and documentation for at least one year.

Pre-Review Procedure for Layoff Decisions

1. The Director of Equity, Access, and Inclusion in conjunction with the Director of Human Resources Management, shall be responsible for reviewing all pending layoffs to determine their effect on the agency's affirmative action goals and timetables. The Human Resources Management Director shall inform the Affirmative Action Officer of pending layoffs, including where ADA affects a layoff bumping eligibility.
2. If it is determined that there is an 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.

Other Methods of Program Evaluation

The Director of Equity, Access, and Inclusion submits the following compliance reports to MMB as part of the efforts to evaluate the agency's affirmative action program:

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

The Director of Equity, Access, and Inclusion will evaluate the affirmative action plan progress in the following ways:

- Monitors progress toward stated goals by job category;
- Analyzes employment activity (hires, promotions, terminations) by job category to determine if there is disparate impact;
- Analyzes compensation programs to determine if there are patterns of discrimination;
- Reviews the accessibility of online systems and 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.

Policies, Procedures, and Notice

A. Statewide Harassment and Discrimination Prohibited Policy, HR/LR Policy # 1436 (issued 6/12/2019)

Overview

Objective

To create a work environment free from harassment and discrimination based on protected class.

Policy Statement

Any form of harassment or discrimination based on protected class is strictly prohibited. Individuals who believe they have been subject to harassment/discrimination based on protected class or retaliation as described in this policy, are encouraged to file a report with an appropriate authority, as set forth in Section II of this policy.

Any form of retaliation directed against an individual who opposes or reports protected class harassment/discrimination, or who participates in any investigation concerning protected class harassment/discrimination, is strictly prohibited and will not be tolerated.

Violations of this policy by State employees will be subject to discipline, up to and including discharge. Violations of this policy by third parties will be subject to appropriate action.

Sexual harassment is specifically addressed by HR/LR Policy #1329 Sexual Harassment Prohibited.

Scope

This policy applies to all employees of, and third parties who have business interactions with, executive branch agencies and the classified employees in the Office of the Legislative Auditor, Minnesota State Retirement System, Public Employee Retirement Association, and Teachers' Retirement Association.

Definitions and Terms

Complainant: An individual who reports protected class harassment, discrimination, or retaliation.

Third party: Individuals who are not State employees, but who have business interactions with State employees, including, but not limited to:

- Applicants for State employment
- Vendors
- Contractors
- Volunteers
- Customers
- Business partners
- Unpaid interns
- Other individuals with whom State employees interact in the course of employees' work for the State, such as advocates, lobbyists, and representatives of individuals or entities with business with any branch of Minnesota state government

Protected class harassment or harassment based on protected class: Unwelcome conduct or communication that is based on actual or perceived membership in a protected class, including stereotypes of protected classes, that has a negative effect or is likely to have a negative effect on the complainant and/or on the workplace or public service environment.

Protected class: Protected classes under this policy are as follows:

- Race
- Color
- Creed
- Religion
- National origin
- Sex* (includes pregnancy and pregnancy-related conditions)
- Marital status
- Familial status
- Receipt of public assistance
- Membership or activity in a local human rights commission
- Disability
- Age
- Sexual orientation
- Gender identity
- Gender expression
- For employees, genetic information

*See HR/LR Policy #1329 Sexual Harassment Prohibited for specific information on harassment based on unwelcome conduct or communication of a sexual nature.

Age: The prohibition against harassment and discrimination based on age prohibits such conduct based on a person's age if the person is over the age of 18.

Marital status: Whether a person is single, married, remarried, divorced, separated, or a surviving spouse, and includes protection against harassment and discrimination on the basis of the identity, situation, actions, or beliefs of a spouse or former spouse.

Familial status: The condition of one or more minors living with their parent(s) or legal guardian, or the designee of the parent(s) or guardian with the written permission of the parent(s) or guardian. This also protects those who are pregnant or those who are in the process of securing legal custody of a minor from being harassed or discriminated against on that basis.

Disability: A physical, sensory, or mental impairment which materially limits one or more major life activities; a record of such an impairment; or being regarded as having such an impairment.

Genetic information: Includes information about an individual's or their family members' genetic tests, 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 their family member, and the genetic information of a fetus carried by an individual or a pregnant family member, and the genetic information of any embryo legally held by the individual or their family member using an assisted reproductive technology.

Public service environment: A location where public service is being provided.

Membership or activity in a local human rights commission: Participation in an agency of a city, county, or group of counties that has the purpose of dealing with discrimination on the basis of race, color, creed, religion, national origin, sex, age, disability, marital status, status with regard to public assistance, sexual orientation, or familial status, as defined by Minn. Stat. § 363A.03, subd. 23.

Exclusions

N/A

Statutory References

M.S. Ch. 43A

M.S. Ch. 363A

General Standards and Expectations

Prohibition of Protected Class Harassment and Discrimination

Harassment of or discrimination against any employee or third party based on protected class in the workplace or public service environment, or which affects the workplace or public service environment, is strictly prohibited. Harassment of or discrimination against an individual because of their relationship or association with members of a protected class is also strictly prohibited. Protected class harassment and discrimination may take different forms including verbal, nonverbal, or physical conduct or communication. Conduct based on protected class may violate this policy even if it is not intended to be harassing. Protected class harassment and discrimination under this policy includes, but is not limited to, the following behavior when it is based on actual or perceived membership in a protected class, including stereotypes of protected classes:

- Offensive jokes, slurs, derogatory remarks, epithets, name-calling, ridicule or mockery, insults or put-downs
- Display or use of offensive objects, drawings, pictures, or gestures
- Physical assaults or threats
- Inappropriate touching of body, clothing, or personal property
- Following, stalking, intimidation
- Malicious interference with work performance
- Implicit or explicit preferential treatment or promises of preferential treatment for submitting to the conduct or communication
- Implicit or explicit negative treatment or threats of negative treatment for refusing to submit to the conduct or communication
- Discriminatory conduct based on an individual's actual or perceived protected class that segregates, separates, limits or restricts the individual from employment opportunities, including, but not limited to, hiring, promotion, compensation, disciplinary action, assignment of job duties, benefits or privileges of employment

I. Employee and Third-Party Responsibilities and Complaint Procedure

Harassment or discrimination based on protected class will not be tolerated. All employees and third parties are expected to comply with this policy.

Employees and third parties are strongly encouraged to report all incidents of protected class harassment or discrimination, whether the individual is the recipient of the behavior, an observer, or is otherwise aware of the behavior. Individuals are encouraged to report incidents as soon as possible after the incident occurs. Individuals may report to any of the following:

1. Any of the agency's managers or supervisors
2. The agency's affirmative action officer
3. The agency's human resources office
4. Agency management, up to and including the agency head

If the report concerns an agency head, the complainant may contact Minnesota Management and Budget, Enterprise Human Resources, Office of Equal Opportunity, Diversity, and Inclusion.

To ensure the prompt and thorough investigation of a report, the complainant may be asked to provide information in writing, which may include, but is not limited to:

1. The name, department, and position of the person(s) allegedly causing the harassment/discrimination
2. A description of the incident(s), including the date(s), location(s), and the identity of any witnesses
3. The name(s) of other individuals who may have been subject to similar harassment/discrimination
4. What, if any, steps have been taken to stop the harassment/discrimination
5. Any other information the complainant believes to be relevant

Individuals are encouraged to use the agency's internal complaint procedure, but may also choose to file a complaint externally with the Equal Employment Opportunity Commission (EEOC), the Minnesota Department of Human Rights (MDHR), or other legal channels.

II. Manager/Supervisory Responsibility

Managers and supervisors must:

1. Model appropriate behavior
2. Treat all reports of protected class harassment/discrimination seriously
3. Appropriately respond to a report or problem when they receive a report of protected class harassment/discrimination, or when they are otherwise aware a problem exists
4. Immediately report all allegations or incidents of protected class harassment/discrimination to human resources or the agency Affirmative Action Officer
5. Comply with their agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan

Managers and supervisors who knowingly participate in, allow, or tolerate harassment, discrimination, or retaliation are in violation of this policy and are subject to discipline, up to and including discharge.

III. Human Resources Responsibilities

Agency human resources must:

1. Model appropriate behavior
2. Distribute the Harassment and Discrimination Prohibited Policy to all employees, through a method whereby receipt can be verified
3. Treat all reports of protected class harassment/discrimination seriously
4. Comply with the agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan

IV. Affirmative Action Officer or Designees Responsibilities

Agency Affirmative Action Officer/designee must:

1. Model appropriate behavior
2. Treat all reports of protected class harassment/discrimination seriously
3. Comply with the agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan
4. Keep the agency apprised of changes and developments in the law and policy

Investigation and Discipline

State agencies will take seriously all reports of protected class harassment, discrimination and retaliation, and will take prompt and appropriate action. When conducting an investigation, managers and supervisors, human resources, and Affirmative Action Officers must follow their agency's investigation procedures.

State agencies will take prompt and appropriate corrective action when there is a violation of this policy.

Employees who are found to have engaged in conduct in violation of this policy will be subject to disciplinary action, up to and including discharge.

Third parties who are found to have engaged in conduct in violation of this policy will be subject to appropriate action. Appropriate action for policy violations by third parties will depend on the facts and circumstances, including the relationship between the third party and the agency. Agencies may contact MMB's Office of Equal Opportunity, Diversity, and Inclusion for assistance in determining appropriate action for third parties. MMB may refer agencies to the appropriate resources, which may include, for example, the Department of Administration with respect to policy violations by vendors or contractors.

Employees who knowingly file a false report of protected class harassment/discrimination or retaliation will be subject to disciplinary action, up to and including discharge.

Non-Retaliation

Retaliation against any person who opposes protected class harassment or discrimination, who reports protected class harassment or discrimination, or who participates in an investigation of such reports, is strictly prohibited. Retaliation also includes conduct or communication designed to prevent a person

from opposing or reporting protected class harassment or discrimination or participating in an investigation. Retaliation will not be tolerated. Any employee who is found to have engaged in retaliation in violation of this policy will be subject to discipline, up to and including discharge. Third parties who are found to have engaged in retaliation in violation of this policy will be subject to appropriate action.

Responsibilities

Agency Responsibility

Agencies are responsible for the following:

1. Adopting this policy as the agency HR policy.
2. Disseminating this policy to agency employees through a method whereby receipt can be verified.
3. Posting this policy in a manner that can be accessed by all employees and third parties.
4. Including this policy in their Affirmative Action Plan.
5. Implementing this policy, which includes:
 - a. Implementing an educational program
 - b. Developing and implementing a procedure for reporting complaints
 - c. Communicating the complaint procedure to employees
 - d. Developing and implementing a procedure under which reports will be addressed promptly.
6. Enforcing this policy.
7. Reporting annually dispositions of reports of protected class harassment or discrimination using the Affirmative Action Report.

MMB Responsibility

Ensuring that state agencies carry out their responsibilities under this policy, developing training, and updating this policy as necessary.

Forms and Supplements

Acknowledgment Form (below) – This form may be used to verify receipt by agency employees.

Acknowledgement

I acknowledge that I have received and read the policy, HR/LR Policy #1436, Harassment and Discrimination Prohibited, including the policy's complaint procedure. I understand that harassment and discrimination based on protected class, and retaliation, are strictly prohibited. I understand that if I engage in conduct in violation of the policy toward any State employee, or any "third party" as defined by the policy, I will be subject to disciplinary action, up to and including discharge. I understand that if I believe that I have been subjected to harassing, discriminatory or retaliatory conduct as defined by the policy by any State employee, or by any "third party" as defined by the policy, I am encouraged to report that behavior. I understand that I can make a report to any of my agency's managers or supervisors, the agency's affirmative action officer, the agency's human resources office,

or agency management, up to and including the agency head. I understand that if my report concerns an agency head, I may contact Minnesota Management and Budget.

Signed: _____ Date: _____

Employee Name: _____

B. Statewide Sexual Harassment Prohibited Policy Statewide HR/LR Policy #1329: Sexual Harassment Prohibited (revised 6/12/2019)

Objective

To create a work environment free from sexual harassment of any kind.

Policy Statement

Sexual harassment in any form is strictly prohibited. Individuals who believe they have been subject to sexual harassment as described in this policy are encouraged to file a report with an appropriate authority, as set forth in Section II of this policy.

Any form of retaliation directed against an individual who opposes or reports sexual harassment, or who participates in any investigation concerning sexual harassment, is strictly prohibited and will not be tolerated.

Violations of this policy by State employees will be subject to discipline, up to and including discharge. Violations of this policy by third parties will be subject to appropriate action.

Scope

This policy applies to all employees of, and third parties who have business interactions with, executive branch agencies and the classified employees in the Office of the Legislative Auditor, Minnesota State Retirement System, Public Employee Retirement Association, and Teachers' Retirement Association.

Definitions and Key Terms

Complainant

An individual who complains about sexual harassment or retaliation.

Public service environment

A location that is not the workplace where public service is being provided.

Sexual harassment

Unwelcome sexual advances, unwelcome requests for sexual favors, or other unwelcome verbal, written, or physical conduct or communication of a sexual nature.

Third party

Individuals who are not State employees but who have business interactions with State employees, including, but not limited to:

- Applicants for State employment
- Vendors
- Contractors
- Volunteers
- Customers

- Business Partners
- Unpaid Interns
- Other individuals with whom State employees interact in the course of employees' work for the State, such as advocates, lobbyists, and representatives of individuals or entities with business with any branch of Minnesota state government

Exclusions

N/A

Statutory References

42 U.S.C. § 2000e, et al.

M.S. Ch. 363A

M.S. Ch. 43A

General Standards and Expectations

I. Prohibition of Sexual Harassment

Sexual harassment of any employee or third party in the workplace or public service environment, or which affects the workplace or public service environment, is strictly prohibited.

Sexual harassment under this policy is any conduct or communication of a sexual nature which is unwelcome. The victim, as well as the harasser, can be of any gender. The victim does not have to be of the opposite sex as the harasser. Sexual harassment includes, but is not limited to:

1. Unwelcome sexual innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, degrading sexual remarks, threats;
2. Unwelcome sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling, obscene gestures;
3. Unwelcome physical contact, such as rape, sexual assault, molestation, or attempts to commit these assaults; unwelcome touching, pinching, or brushing of or by the body;
4. Preferential treatment or promises of preferential treatment for submitting to sexual conduct, including soliciting or attempting to solicit an individual to submit to sexual activity for compensation or reward;
5. Negative treatment or threats of negative treatment for refusing to submit to sexual conduct;
6. Subjecting, or threatening to subject, an individual to unwelcome sexual attention or conduct.

II. Employee and Third-Party Responsibilities and Complaint Procedure

Sexual harassment will not be tolerated. All employees and third parties are expected to comply with this policy.

Employees and third parties are encouraged to report all incidents of sexual harassment. Individuals are encouraged to report incidents of sexual harassment as soon as possible after the incident occurs. Individuals may make a complaint of sexual harassment to any of the following:

1. Any agency's managers or supervisors;
2. The agency's affirmative action officer;
3. An agency's human resource office;
4. Agency management, up to and including the agency head.

If the report concerns an agency head, the complainant may contact Minnesota Management and Budget's Office of Equal Opportunity, Diversity, and Inclusion.

To ensure the prompt and thorough investigation of a report of sexual harassment, the complainant may be asked to provide information in writing, which may include, but is not limited to:

1. The name, department, and position of the person(s) allegedly causing the harassment
2. A description of the incident(s), including the date(s), location(s), and identity of any witnesses
3. The name(s) of other individuals who may have been subject to similar harassment
4. What, if any, steps have been taken to stop the harassment
5. Any other information the complainant believes to be relevant

Individuals are encouraged to use the agency's internal complaint procedure, but may also choose to file a complaint or charge externally with the Equal Employment Opportunity Commission (EEOC) and/or the Minnesota Department of Human Rights (MDHR), or other legal channels.

III. Manager/Supervisor Responsibility

Managers and Supervisors must:

1. Model appropriate behavior
2. Treat all reports of sexual harassment seriously
3. Appropriately respond to a report or problem when they receive a report of sexual harassment, or when they are otherwise aware a problem exists
4. Immediately report all allegations or incidents of sexual harassment to human resources or the agency Affirmative Action Officer
5. Comply with their agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan

Managers and supervisors who knowingly participate in, allow, or tolerate sexual harassment or retaliation of this policy are subject to discipline, up to and including discharge.

IV. Human Resources Responsibilities

Agency human resources must:

1. Model appropriate behavior
2. Distribute the sexual harassment policy to all employees, through a method whereby receipt can be verified
3. Treat all complaints of sexual harassment seriously
4. Comply with the agency's complaint and investigation procedures and/or their Affirmative Action Plan

V. Affirmative Action Officer or Designee Responsibilities

Agency Affirmative Action Officer/designee must:

- Model appropriate behavior
- Treat all complaints of sexual harassment seriously
- Comply with the agency's complaint and investigation procedures
- Keep the agency apprised of changes and developments in the law and policy

VI. Investigation and Discipline

State agencies will take seriously all reports of sexual harassment and retaliation and will take prompt and appropriate action. When conducting an investigation, managers and supervisors, human resources, and Affirmative Action Officers must follow their agency's investigation procedures.

State agencies will take prompt and appropriate corrective action when there is a violation of this policy.

Employees who are found to have engaged in conduct in violation of this policy will be subject to disciplinary action, up to and including discharge.

Third parties who are found to have engaged in conduct in violation of this policy will be subject to appropriate action. Appropriate action for policy violations by third parties will depend on the facts and circumstances, including the relationship between the third party and the agency. Agencies may contact MMB's Office of Equal Opportunity, Diversity, and Inclusion for assistance in determining appropriate action for third parties. MMB may refer agencies to the appropriate resources, which may include, for example, the Department of Administration with respect to policy violations by vendors or contractors.

Employees who knowingly file a false report of sexual harassment or retaliation will be subject to disciplinary action, up to and including discharge.

VII. Non-Retaliation

Retaliation against any person who opposes sexual harassment, who reports sexual harassment, or who participates in an investigation of such reports, is strictly prohibited. Retaliation also includes conduct or communication designed to prevent a person from opposing or reporting sexual harassment or participating in an investigation. Retaliation will not be tolerated. Any employee who is found to have engaged in retaliation in violation of this policy will be subject to discipline, up to and including discharge. Third parties who are found to have engaged in retaliation in violation of this policy will be subject to appropriate action.

Responsibilities

Agencies are responsible for:

- Adopting this policy.
- Disseminating this policy to agency employees through a method whereby receipt can be verified.
- Posting this policy in a manner that can be accessed by all employees and third parties.
- Including this policy in their Affirmative Action Plan.
- Implementing this policy, which includes:
 - Implementing an educational program
 - Developing and implementing a procedure for reporting complaints
 - Communicating the complaint procedure to employees
 - Developing and implementing a procedure under which reports will be addressed promptly
- Enforcing this policy.
- Reporting annually dispositions of reports of sexual harassment using the Affirmative Action Report.

MMB is responsible for:

- Ensuring that state agencies carry out their responsibilities under this policy, developing training, and updating this policy as necessary.

Forms and Supplements

Acknowledgment Form (below) – This form may be used to verify receipt by agency employees.

Acknowledgement

I acknowledge that I have received and read the policy, HR/LR Policy #1329, Sexual Harassment Prohibited, including the policy's complaint procedure.

understand that sexual harassment and retaliation are strictly prohibited. I understand that if I engage in conduct in violation of the policy toward any State employee, or any “third party” as defined by the policy, I will be subject to disciplinary action, up to and including discharge.

I understand that if I believe that I have been subjected to sexually harassing or retaliatory conduct as defined by the policy by any State employee, or by any “third party” as defined by the policy, I am encouraged to report that behavior. I understand that I can make a report to any of my agency’s managers or supervisors, the agency’s affirmative action officer, the agency’s human resources office, or agency management, up to and including the agency head. I understand that if my report concerns an agency head, I may contact Minnesota Management and Budget.

Signed: _____ Date: _____

Employee Name: _____

C. Complaint Procedure for Processing Complaints Under the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy:



Complaint Procedure for Complaints of Harassment and Discrimination

The Department of Revenue has established the following complaint procedure to be used by all individuals alleging harassment, discrimination, or retaliation in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. Coercion, retaliation, or intimidation against anyone filing a complaint or serving as a witness under this procedure is prohibited.

Revenue employees or persons interacting with Revenue staff who have experienced behavior that is covered under the Sexual Harassment Prohibited policy or the Statewide Discrimination Harassment Prohibited policy are strongly encouraged to contact:

Silvia Vaccaro
Office: (651)556-6041
Email: Revenue.EAI@state.mn.us
Fax: (651)556-5103

Who May File:

Any individual who believes that they have been subject to harassment, discrimination, or retaliation in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy is encouraged to use this internal complaint procedure.

Retaliation against any person who has filed a complaint either internally through this complaint procedure or through an outside enforcement agency or other legal channels is prohibited.

Individuals who knowingly file a false complaint will be subject to disciplinary or corrective action.

The following are the procedures for filing a complaint:

1. The individual may, but is not required to, complete the “Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form” provided by the Affirmative Action Officer or designee. This form can be found on Rspace under the Office of Equity, Access, and Inclusion. Individuals are encouraged to file a complaint within a reasonable period of time after the individual becomes aware that a situation may involve conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. The Affirmative Action Officer or designee will, if requested, provide assistance to fill out the form.
2. The Affirmative Action Officer or designee determines if the complainant is alleging conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy; or if the complaint instead is of a general personnel concern or a general concern of respect in the workplace.
 - If it is determined that the complaint is not related to conduct that would violate the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy, but rather involves general personnel concerns or general concerns of respect in the workplace, the Affirmative Action Officer or designee will inform the complainant, in writing, within ten (10) business days. If the individual filing the complaint disagrees, the Affirmative Action Officer will meet with the individual and the Director of Human Resources to discuss their concerns and relevant state policies to ensure their concerns are addressed.
 - If it is determined that the complaint is related to conduct that would violate the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy, the Affirmative Action Officer or designee will determine whether corrective action may be taken without an investigation. If it is determined that an investigation is necessary, the Affirmative Action Officer or designee shall investigate the complaint.
3. The Affirmative Action Officer or designee shall create a written investigation report of every investigation conducted. If the investigation shows sufficient evidence to substantiate the complaint, appropriate corrective action will be taken.

4. Within (60) days after the complaint is filed, the Affirmative Action Officer or designee shall provide a written answer to the complainant, unless reasonable cause for delay exists. The complainant will be notified if the written answer is not expected to be issued within the sixty (60) day period. The written answer to the complainant must comply with the data privacy restrictions of the Minnesota Government Data Practices Act.
5. Disposition of the complaint will be filed with the Commissioner of Minnesota Management and Budget within thirty (30) days after the final determination.
6. The status of the complaint may be shared with the complainant(s) and respondent(s). All data related to the complaint are subject to the provisions of the Minnesota Government Data Practices Act.
7. The Affirmative Action Officer or designee shall maintain records of all complaints, investigation reports, and any other data or information the Affirmative Action Officer or designee deems pertinent for seven (7) years after the complaint is closed.
8. In extenuating circumstances, the employee or applicant may contact the State Affirmative Action Officer in the Office of Equal Opportunity at Minnesota Management and Budget for information regarding the filing of a complaint (for example, if the complaint is against the agency head or the agency Affirmative Action Officer).
9. The Minnesota Department of Human Rights (MDHR), The Equal Employment Opportunity Commission (EEOC) and other legal channels have time limits for filing complaints; individuals may contact the MDHR, EEOC, or a private attorney for more information.

D. Revenue's Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form



Harassment and Discrimination/Sexual Harassment Complaint Form

Please Read Before Completion of Form

Any complaint of harassment/discrimination is considered confidential data under Minnesota Statute 13.39, Subd. 1 and 2. This information may only be released to the Affirmative Action Officer designee, the complainant, the respondent, and appropriate personnel. **NON-RETALIATION:** Retaliation against any person who reports conduct under the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy is strictly prohibited and will not be tolerated. If you believe that you have been subjected to retaliation, you are encouraged to report such behavior.

COMPLAINANT (YOU)

Name	Job Title	
Work Address	Agency	Telephone ()
City, State, Zip Code	Division	Supervisor

RESPONDENT (PERSON WHO HARASSED/DISCRIMINATED AGAINST YOU)

Name	Job Title	
Work Address	Agency	Telephone ()
City, State, Zip Code	Division	Supervisor

THE COMPLAINT

Basis of Complaint ("X" all that apply):

- | | | | |
|--|---|--|--|
| <input type="checkbox"/> Age | <input type="checkbox"/> Color | <input type="checkbox"/> Creed | <input type="checkbox"/> Disability |
| <input type="checkbox"/> Familial Status | <input type="checkbox"/> Gender Expression | <input type="checkbox"/> Gender Identity | <input type="checkbox"/> Genetic Information |
| <input type="checkbox"/> Marital Status | <input type="checkbox"/> Membership or Activity in a
Local Human Rights Commission | <input type="checkbox"/> National Origin | |

<input type="checkbox"/> Race	<input type="checkbox"/> Reliance on Public Assistance	<input type="checkbox"/> Religion
<input type="checkbox"/> Retaliation	<input type="checkbox"/> Sex	<input type="checkbox"/> Sexual Harassment <input type="checkbox"/> Sexual Harassment

Date most recent act of harassment/discrimination took place:	If you filed this complaint with another agency, give the name of that agency:
---	--

Describe, in as much detail as possible, the conduct that you believe violates the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. List dates, locations, names and titles of people involved. Explain why you believe the conduct was based on the item(s) checked in the "Basis of Complaint" section above. Use additional paper if needed and attach to this form. Attach any documents you believe may be relevant.

INFORMATION ON WITNESSES WHO CAN SUPPORT YOUR CASE		
Name	Agency/Division	Work Telephone
1.		()
2.		()
3.		()
4.		()

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

This complaint is being filed based on my honest belief that I have been subjected to conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. I hereby certify that the information I have provided in this complaint is true, correct, and complete to the best of my knowledge.

Complainant Signature:	Date
Complaint Received by: (Affirmative Action Officer Signature)	Date

This material is available in alternative formats for individuals with disabilities by contacting Silvia Vaccaro at 651-556-6041 or silvia.vaccaro@state.mn.us

E. Statewide ADA Reasonable Accommodation Policy Statewide HR/LR Policy #1433: ADA Reasonable Accommodation Policy

Objective

The goals of this policy are:

- To ensure compliance with all applicable state and federal laws;
- To establish a written and readily accessible procedure regarding reasonable accommodation, including providing notice of this policy on all job announcements;
- To provide guidance and resources about reasonable accommodations;
- To provide a respectful interactive process to explore reasonable accommodations; and
- To provide a timely and thorough review process for requests for reasonable accommodation.

Policy Statement

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).

Scope

This policy applies to all employees of the Executive Branch and classified employees in the Office of Legislative Auditor, Minnesota State Retirement System, Public Employee Retirement System, and Teachers' Retirement System.

Definitions

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 - 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.
- Modifications or adjustments may include, but are not limited to:
 - 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 workspaces;
 - Providing accessible parking;
 - Providing a sign language interpreter; 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 that it will be an 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 - A specific reasonable accommodation would require significant difficulty or expense. 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.

Exclusions

N/A

Statutory References

- [Rehabilitation Act of 1973, Title 29 USC 701](#)
- [Americans with Disabilities Act \(1990\)](#)
- [29 C.F.R. 1630, Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act](#)

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;
- 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 receives the request must promptly forward the request to the appropriate decision maker. At the same time, the recipient will notify the requestor who the decision maker is.

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 agency decision maker with assistance from the agency 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;
4. Determine whether there is a reasonable accommodation that will be effective for the requestor and the agency; and
5. Determine whether the reasonable accommodation will 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 requestor's 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 a requestor's disability and/or need for reasonable accommodation are not obvious or already known, the agency ADA Coordinator may require medical information showing that the requestor has a covered disability that requires 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](#) before sending the Letter to, or otherwise communicating with, the medical provider. The employee may choose not to sign the Authorization. However, if the employee chooses not to sign the Authorization, it is the employee's responsibility to ensure that the agency receives the requested 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. Agencies must not request medical records; medical records are not appropriate documentation and cannot be accepted.

Supervisors and managers *must not* request medical information or documentation from an applicant or employee seeking an accommodation. Such a request will be made by the agency ADA Coordinator, if appropriate.

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 must 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 must 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. Generally, medical documentation obtained in connection with the reasonable accommodation process should only be reviewed by the agency ADA Coordinator.

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 decision maker 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.

Funding for reasonable accommodations

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

Procedures for reassignment as a reasonable accommodation

Reassignment to a vacant position is an accommodation that must be considered if there are no effective reasonable accommodations that would enable the employee to perform the essential functions of his/her current job, or if all other reasonable accommodations would impose an undue hardship.

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 the agency considers 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, agencies 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 agency official;
- 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 1st 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.

Responsibilities

Agencies are responsible for the request:

- Adoption and implementation of this policy and development of reasonable accommodation procedures consistent with the guidance in this document.

MMB is responsible for:

- Provide advice and assistance to state agencies and maintain this policy.

Please review the following forms:

- [Employee/Applicant Request for ADA Reasonable Accommodation](#)

- [Authorization of Release of Medical Information for ADA Reasonable Accommodations](#)
- [Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#)

REFERENCES

- [U.S. Equal Employment Opportunity Commission](#), *Enforcement Guidance*
- Pre-employment Disability-Related Questions and Medical Examinations at 5, 6-8, 20, 21-22, 8 FEP Manual (BNA) 405:7191, 7192-94, 7201 (1995).
- Workers' Compensation and the ADA at 15-20, 8 FEP Manual (BNA) 405:7391, 7398-7401 (1996).
- The Americans with Disabilities Act and Psychiatric Disabilities at 19-28, 8 FEP Manual (BNA) 405:7461, 7470-76 (1997).
- Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act (October 17, 2002), (clarifies the rights and responsibilities of employers and individuals with disabilities regarding reasonable accommodation and undue hardship).
- Disability-Related Inquiries and Medical Examinations of Employees (explains when it is permissible for employers to make disability-related inquiries or require medical examinations of employees).
- Fact Sheet on the Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964 at 6-9, 8 FEP Manual (BNA) 4055:7371.

The [Genetic Information Nondiscrimination Act \(GINA\) of 2008](#) and [M.S. 181.974](#) prohibit employers from using genetic information when making decisions regarding employment.

[Minnesota Human Rights Act \(MHRA\)](#) prohibits employers from treating people differently in employment because of their race, color, creed, religion, national origin, sex, marital status, familial status, disability, public assistance, age, sexual orientation, or local human rights commission activity. The MHRA requires an employer to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, except when such accommodation would cause undue hardship or where the individual poses a direct threat to the health or safety of the individual or others. The MHRA prohibits requesting or requiring information about an individual's disability prior to a conditional offer of employment.

The [Family and Medical Leave Act](#) is a federal law requiring covered employers to provide eligible employees twelve weeks of job-protected, unpaid leave for qualified medical and family reasons.

[Executive Order 19-15, Providing for Increased Participation of Individuals with Disabilities in State Employment](#), directs agencies to make efforts to hire more individuals with disabilities and report on progress.

Contacts

Equal Opportunity Office at Minnesota Management and Budget via ADA.MMB@state.mn.us.

Request for Reasonable Accommodation Form:



Employee/Applicant Request for Americans with Disabilities Act (“ADA”) Reasonable Accommodation Form

The Department of Revenue 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.

Data Privacy Statement: This information may be used by your agency human resources representative, ADA Coordinator or designee, your, 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. Signing this form and providing this information is strictly voluntary; however, if you refuse to provide it, your agency may not have sufficient information to provide a reasonable accommodation.

Employee Name:	<input type="text"/>	Phone Number:	<input type="text"/>
Position:	<input type="text"/>	Division:	<input type="text"/>
Email Address:	<input type="text"/>		
Supervisor Name:	<input type="text"/>	Phone Number:	<input type="text"/>

☐ ☐

Is your supervisor aware of your request for accommodation? Yes No

Questions to clarify accommodation requested

What specific accommodation are you requesting?

If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore? Yes/No

If yes, please explain.

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

What, if any, job functions are you having difficulty performing?

What, if any, employment benefits are you having difficulty accessing?

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

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 form 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:

Contact Information:

Silvia Vaccaro
Office of Equity, Access, and Inclusion 600 North
Robert St.

F. Notice Under the Americans with Disabilities Act

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 (“ADA”), the **Department of Revenue** will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities.

Employment: **Department of Revenue** does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under title I of the ADA.

Effective Communication: **Department of Revenue** will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in **Department of Revenue’s** programs, services, and activities, including qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

Modifications to Policies and Procedures: **Department of Revenue** will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities. For example, individuals with service animals are welcomed in **Department of Revenue** offices, even where pets are generally prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of **Department of Revenue** should contact the office of **Equity, Access, and Inclusion’s ADA Coordinator, Silvia Vaccaro** at silvia.vaccaro@state.mn.us or 651-556-6041 as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the **Department of Revenue** to take any action that would fundamentally alter the nature of its programs or services or impose an undue financial or administrative burden.

Complaints that a program, service, or activity of **Department of Revenue** is not accessible to persons with disabilities should be directed to the office of **Equity, Access, and Inclusion’s ADA Coordinator, Silvia Vaccaro** at silvia.vaccaro@state.mn.us or 651-556-6041

Department of Revenue will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.

Revenue's ADA Title I Reasonable Accommodation Appeal:



Reasonable Accommodation Appeal

Employees or applicants who are dissatisfied with the decision(s) pertaining to his/her accommodation request may file an appeal with the Director of Equity, Access, and Inclusion, within a reasonable period of time, for a final decision provided in writing.

- Employees or applicants who are dissatisfied with the outcome pertaining to an accommodation request may ask for a review of the decision by the Director of the Equity, Access, and Inclusion Office. If the Director of the Equity, Access, and Inclusion Office was the individual making the initial determination regarding their accommodation request, the employee or applicant may request a review of the decision from the Deputy Commissioner within a reasonable period of time.
- If the employee or applicant believes the decision is based on discriminatory reasons, he/she may file a complaint internally with the Director of Equity, Access, and Inclusion through the agency's complaint procedure.
- Employees or applicants have a statutory right to file a complaint with the Equal Employment Opportunity Commission (EEOC), Minnesota Department of Human Rights (MDHR) or Minnesota Management and Budget (MMB).

Director of Equity, Access, and Inclusion
(651) 556-6042
Revenue.EAI@state.mn.us

G. Department of Revenue Grievance Procedure Under Title II of the Americans with Disabilities Act

This Grievance Procedure is established to meet the requirements of Title II of the Americans with Disabilities Act of 1990 (“ADA”). It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities, programs, or benefits by the **Department of Revenue**. The Statewide ADA Reasonable Accommodation policy governs employment-related complaints of disability discrimination.

The complaint should be in writing and contain information about the alleged discrimination such as name, address, phone number of complainant and location, date, and description of the problem. Alternative means of filing complaints, such as personal interviews or a tape recording of the complaint, will be made available for persons with disabilities upon request.

The complaint should be submitted by the grievant and/or his/her designee as soon as possible but no later than 60 calendar days after the alleged violation to:

Revenue.EAI@state.mn.us

600 N. Robert St.

St. Paul, MN 55146

Within 15 calendar days after receipt of the complaint, **Silvia Vaccaro** or **her** designee will meet or communicate with the complainant to discuss the complaint and the possible resolutions. Within 15 calendar days of the meeting or communication, **Silvia Vaccaro** or **her** designee will respond in writing, and where appropriate, in a format accessible to the complainant. The response will explain the position of the **Department of Revenue** and offer options for substantive resolution of the complaint.

If the response by **Silvia Vaccaro** or **her** designee does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision within 15 calendar days after receipt of the response to Cynthia Bauerly or **her** designee.

Within 15 calendar days after receipt of the appeal, Cynthia Bauerly or **her** designee will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, Cynthia Bauerly or **her** designee will respond in writing, and, where appropriate, in a format accessible to the complainant, with a final resolution of the complaint.

All written complaints received by **Silvia Vaccaro** or **her** designee, appeals to Cynthia Bauerly or **her** designee, and responses from these two offices will be retained by the Department of Revenue’s Office of Equity, Access, and Inclusion for at least three years.

H. Americans with Disabilities Act ("ADA") Title II (non-employee) Reasonable Accommodation/Modification in Public Services, Programs or Activities Request Form

A fillable form is available at <https://mn.gov/mmb-stat/equal-opportunity/ada/ada-accommodation-request-form-title-ii.pdf>.

<div style="display: flex; align-items: center; margin-bottom: 10px;"> MINNESOTA </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px; text-align: center;"> _____ (Agency) </div> <p style="text-align: center;">Americans with Disabilities Act ("ADA") Title II (non-employee) Reasonable Accommodation/Modification in Public Services, Programs or Activities Request Form</p> <p>The _____ (Agency) is committed to complying with the Americans with Disabilities Act ("ADA") and the Minnesota Human Rights Act ("MHRA"). The ADA Coordinator/Designee will review each request on an individualized, case-by-case, basis to determine whether an accommodation or modification can be made. Please do NOT send copies of medical records. The Agency is not authorized to have medical records and is not qualified to interpret medical records.</p> <p>General Information</p> <p>Date of Request: _____</p> <p>Person needing accommodation/modification</p> <p>Name: _____</p> <p>Address: _____</p> <p>Email: _____ Phone: _____</p> <p>Person making request (if different from person needing accommodation/modification)</p> <p>Name: _____</p> <p>Email: _____ Phone: _____</p> <p>Relationship to person needing accommodation/modification: _____</p> <p>Accommodation Information</p> <p>Date accommodation/modification is needed: _____</p> <p>Address and/or room of accommodation/modification: _____</p> <p>Type of accommodation/modification requested (please be specific): _____ _____ </p> <p>How would you like to be notified of the status of your request?</p> <p> <input type="radio"/> Phone <input type="radio"/> Email <input type="radio"/> Writing <input type="radio"/> Other (specify): _____ </p> <p>If someone else has completed this form on your behalf and you want that person to be notified of the status of your request, please initial here: _____</p> <p style="font-size: small;">Updated 08/21/2019</p>	<p>All requests for accommodation/modification will be evaluated individually and a response to your request will be provided within one week of receipt.</p> <p> <input type="checkbox"/> Check this box to sign this request form electronically; <input type="checkbox"/> By checking this box, I agree my electronic signature is the legal equivalent of my signature. </p> <p>Signature of Requestor _____ Date _____</p> <p style="text-align: center;">OFFICE USE ONLY</p> <p style="text-align: center;">RESPONSE TO REQUEST FOR ACCOMMODATION/MODIFICATION</p> <p>Date request received: _____</p> <p>The request for accommodation/modification is GRANTED. Below is a description of the accommodation/modification: _____ _____ </p> <p>The request for accommodation/modification is DENIED because:</p> <p> <input type="checkbox"/> The requester does not meet the essential eligibility requirements or qualifications for the program, service, or activity, without regard to disability. <input type="checkbox"/> The requested accommodation/modification would impose an undue burden on the agency; and/or <input type="checkbox"/> The requested accommodation/modification would fundamentally alter the nature of the service, program, or activity. </p> <p>Requester notified on: (date) _____ via: _____</p> <p>Additional notes: _____ _____ </p> <p>ADA Coordinator:</p> <p>Name _____</p> <p>Signature _____ Date _____</p> <p style="font-size: small;">Updated 08/21/2019</p>
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I. Evacuation Procedure for Individuals with Disabilities or Otherwise in Need of Assistance at Department of Revenue

The current Department of Revenue weather and emergency evacuation plans are available in Rspace at: [Revenue's Weather and Emergency Plans](#)

EVACUATION PROCEDURES:

If you see fire or smoke - If fire or smoke is observed and no alarm has been sounded, move to a safe area and immediately call 9–911. State your name, location (street address and floor) and explain the problem. After calling 9-911 call 556-5557 to notify the Stassen Building Security Desk. If 556-5557 is not answered after two rings the call will automatically forward to Capitol Security Emergency at 9-651-296-2100. Evacuate the building!

If you hear the fire alarm – Don't hesitate, evacuate the building!

- Don't hesitate to begin the evacuation; everyone is expected to leave their area. Do so quickly, calmly, carefully, quietly, and proceed quickly to the pre-assigned Evacuation Check-in Area in the 14th street ramp.
- Exit using the established evacuation route and exit. If your normal route is blocked or congested with people use an alternate route so you can evacuate quickly (know alternate evacuation routes and exits).
- Take only personal items within immediate reach. Do not take time or detour to pick up personal belongings.
- **Don't try to return** to your office.
- **Don't use the elevators.**
- **Before opening any closed door, first touch it;** if it's hot, use an alternate exit. If the door is not hot, open slightly to check for fire, odor or smoke. If moderate amounts of odor or smoke are detected, have a volunteer check that the route is clear before having others go on. If there are strong odors, smoke or fire, close the door and move to the alternate exit. At some time it may be necessary to move through a smoky area. Smoke rises, so stay low to the floor, keep a shoulder to a wall and move quickly to the exit. Know your exits.

Wardens will:

- Check the floor (not just their division) ensuring it has been evacuated, including conference rooms, offices and restrooms. Close office doors. If possible, verify with the other Floor Wardens on your floor that the floor is clear.
- While checking and clearing the floors, instruct physically disabled employees requiring assistance to move to the main elevator lobby on their floor.
- After clearing the floor report that your area/floor is clear and the location of any physically disabled employees to the Stassen Building Emergency Director or the Building Emergency Staff located in the lobby, at the evacuation exits or ramp entrance.

Employees with visitor will show them to the Evacuation Check-in Area and have them report in to the monitor. Other visitors should be assisted by the first employee encountering them.

Employees with physical disabilities: If you are physically unable or have difficulty going down the stairs, move to the main elevator lobby. If threatened at any time, move into the stairwell and wait for the emergency personnel. Tell your name to the floor warden, monitor or one of your “Assistants” so they can report your name and location to the Emergency Staff.

Assistants assigned to a physically disabled employee: if safe, find the employee and evacuate him or her to the main elevator lobby and wait for the emergency personnel. If at any time you or the employee feel threatened move into the stairwell. One Assistant should stay with the physically disabled employee. The other should evacuate and report the location of the physically disabled employee and Assistant to the Emergency Staff.

Employees report into your Floor Monitor immediately upon arrival to the Evacuation Check-in Area. If you are in a different part of the building at the time of the evacuation you still report into your Floor Monitor immediately. Do not leave your check-in area. (If the ramp is not safe, alternate instructions on where to locate will be issued over the PA system or by the Building Emergency Staff.)

- When in the ramp leave a path next to the cars to allow others to pass through to get to their group.
- Do not sit, lean or touch cars when in the ramp.
- Continue to be quiet in the ramp so instructions from the Emergency Staff can be heard.

Floor Monitors will direct employees to evacuate using the assigned evacuation route or alternate routes. At the Evacuation Check-in Area, the Monitors will:

- Conduct a head count and try to resolve the whereabouts of all personnel assigned to the group.
- Report the status of the group to the Building Emergency Staff at the entrance/exit area of the 14th street ramp.
- Keep employees informed on the status of the emergency.

The **Stassen Building Emergency Director or the Emergency Personnel** will announce the “All Clear” when the emergency personnel deem it safe to return to the building.

Return to the building through the front doors on both sides of the front entrance; be prepared to show your ID badge at the turnstiles or emergency gate.

If you fall, twist an ankle, or become injured in the process of evacuating the building or walking to the evacuation check-in area, move to the side so people can continue to pass. Instruct co-workers to tell the Emergency Staff (with radios at the door exits, in the lobby, or check-in area) where you are located. After the others have passed and if possible, continue to evacuate. If you are unable to walk, wait for assistance from the Emergency Staff or emergency responders.

Second Shift employees do not need to swipe their badge when exiting. When at the turnstiles the emergency exit doors should be pushed open enabling employees to exit without going through the turnstiles. When the emergency exit door is pushed open an alarm will sound, the guard can turn off the alarm.

Evacuations occurring after 5:00 p.m., anytime of the year, employees will exit to the 14th Street ramp elevator lobby, complete the check-in process, and wait for “All Clear.”

Fire Alarms

If the alarm stops abruptly or before you have evacuated the building, continue to evacuate the building.

For more information on these procedures, please contact:

Name: Kyle Jenner_____

Title: Physical Security_____

Email: kyle.jenner@state.mn.us_____

Phone: 651-556-6211_____

Name: Kelly Sullivan_____

Title: Physical Security Analyst & Emergency Manager

Email: kelly.sullivan@state.mn.us_____

Phone: 651-556-6664_____

Evacuation Options:

Individuals with disabilities have four basics, 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 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.

Appendix

Refer to the AAP Appendix 2020-2022.

Definitions of Terms Used in This Affirmative Action Plan

Applicant: "Applicant" means a person who has satisfied the minimum requirements for application established by the commissioner of management and budget (M.S. 43A.02, subd. 4).

Availability: an estimated percentage of qualified females, racial/minorities, or individuals with disabilities in the relevant labor market who are available for positions in a given job category at a state agency. The final availability is determined by considering two factors: the statistics from the outside labor market and the internal state agency workforce for the Affirmative Action Plan year.

Feeder job: staffed positions within the agency that can be promoted and/or transferred into other EEO job categories.

Hiring goal: a numerical objective designed to correct an identified deficiency in the utilization of protected group members. For example, the professional job category has identified underutilization and the availability is 30%, the goal (or hiring goal) for females in the job category is for 30% of the new hires/rehires and promotions for that Affirmative Action Plan year would be females. Goals/hiring goals should never be implemented as quotas, nor should they be used as criteria in decision-making regarding qualifications.

Job category: a group of jobs that are linked by a common purpose and skill set (or sometimes certificates/educational degrees) and are grounded on the job categories identified by the U.S. Equal Employment Opportunity Commission (EEOC).

Labor market area: a geographic area in which an agency is seeking a worker in a particular goal unit and where there is an available supply of workers employed or seeking jobs in that goal unit.

Protected groups: females, persons with disabilities, and members of the following minorities: Black, Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native ([M.S. 43A.02, subd. 33](#)).

Snapshot: one particular point in time. A snapshot of a workforce is taken at one particular point in time as the basis for Affirmative Action Plan analyses because the workforce numbers are always fluctuating.

Supported Work Program: The state legislature established the program in 1987 to expand employment opportunities for people with significant disabilities. but has been expanded to include individuals who experience other significant disabilities, including, but not limited to, head injury, mental illness, deaf, and blindness. Under the program, a supported worker must require ongoing support and may share a single position with up to two other supported work employees.

Underutilization: the representation of females, racial/ethnic minorities, or individuals with disabilities in a specific job category is less than reasonably would be expected given from workforce participation in the labor market area.

Appendix A

Agency Name: Revenue
Progress Toward Goals Report
Data Range: 07/01/2018-06/30/2020

FEMALES (Promotion includes both promoted into and within the job category.)						
Job Category	Prior AAP Total Females %	Prior AAP Year Goals Females %	Females Hired %	Female Promoted %	Actual Females Placement (%)	Females Goal Met?
Officials/Administrators	no goal					
Professionals	no goal					
Technicians	no goal					
Protective Services: Sworn	no goal					
Protective Services: Non-sworn	no goal					
Para-Professionals	no goal					
Office/Clerical	no goal					
Skilled Craft	no goal					
Service Maintenance	no goal					

Racial/Ethnic Minorities (Minorities) (Promotion includes both promoted into and within the job category.)						
Job Category	Prior AAP Total Minorities %	Prior AAP Year Goals Minorities %	Minorities Hired %	Minorities Promoted %	Actual Minorities Placement (%)	Minorities Goal Met?
Officials/Administrators	10.81%	2.70%	16.00%	25.00%	41.18%	Yes
Professionals	no goal					
Technicians	no goal					
Protective Services: Sworn	no goal					
Protective Services: Non-sworn	no goal					
Para-Professionals	no goal					
Office/Clerical	no goal					
Skilled Craft	no goal					
Service Maintenance	no goal					

Appendix A

Agency Name: Revenue
Progress Toward Goals Report
Data Range: 07/01/2018-06/30/2020

Individuals with Disabilities (Promotion includes both promoted into and within the job category.)						
Job Category	Prior AAP Total Individuals with Disabilities %	Prior AAP Year Goals Individuals with Disabilities %	Individuals with Disabilities Hired %	Individuals with Disabilities Promoted %	Actual Individuals with Disabilities Placement (%)	Individuals with Disabilities Goal Met?
Officials/Administrators	no goal					
Professionals	no goal					
Technicians	no goal					
Protective Services: Sworn	no goal					
Protective Services: Non-sworn	no goal					
Para-Professionals	no goal					
Office/Clerical	no goal					
Skilled Craft	no goal					
Service Maintenance	no goal					

Appendix B

Agency Name: Revenue

Separation Analysis

Data Range Dates: 07/01/2018-06/30/2020

Note: ¹ The percentages by protected group within a separation type

Total Separations *(Minority = Racial/Ethnic Minorities)				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	13.21%	59.09%	34.09%	11.36%
Resignations Resignations	54.05%	48.33%	38.89%	8.33%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	23.12%	70.13%	7.79%	18.18%
Death	0.60%	100.00%	100.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	9.01%	33.33%	26.67%	16.67%
Total Separations	100.00%	53.75%	30.33%	11.71%

Officials/Administrators				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Reginations	57.14%	50.00%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	28.57%	50.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	14.29%	100.00%	0.00%	0.00%
Total Separations	100.00%	57.14%	0.00%	0.00%

Professionals				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	12.86%	51.85%	33.33%	7.41%
Reginations	53.81%	38.05%	35.40%	5.31%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	27.62%	62.07%	5.17%	20.69%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	5.71%	50.00%	25.00%	16.67%
Total Separations	100.00%	47.14%	26.19%	10.48%

Appendix B

Agency Name: Revenue

Separation Analysis

Data Range Dates: 07/01/2018-06/30/2020

Note: ¹ The percentages by protected group within a separation type

Technicians				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	12.00%	33.33%	33.33%	0.00%
Reginations	60.00%	73.33%	53.33%	20.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	24.00%	100.00%	16.67%	16.67%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	72.00%	40.00%	20.00%

Protective Services: Sworn				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification				
Reginations				
Enhanced Separation				
Retirement				
Death				
Lay-off				
Termination without Rights				
Total Separations				

Protective Services: Non-sworn				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification				
Reginations				
Enhanced Separation				
Retirement				
Death				
Lay-off				
Termination without Rights				
Total Separations				

Appendix B

Agency Name: Revenue

Separation Analysis

Data Range Dates: 07/01/2018-06/30/2020

Note: ¹ The percentages by protected group within a separation type

Para-Professionals				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Reginations	17.65%	33.33%	33.33%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	0.00%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	82.35%	21.43%	28.57%	7.14%
Total Separations	100.00%	23.53%	29.41%	5.88%

Office/Clerical				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	18.92%	78.57%	35.71%	21.43%
Reginations	60.81%	66.67%	46.67%	13.33%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	14.86%	100.00%	18.18%	9.09%
Death	2.70%	100.00%	100.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	2.70%	0.00%	50.00%	50.00%
Total Separations	100.00%	72.97%	41.89%	14.86%

Skilled Craft				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification				
Reginations				
Enhanced Separation				
Retirement				
Death				
Lay-off				
Termination without Rights				
Total Separations				

Appendix B

Agency Name: Revenue

Separation Analysis

Data Range Dates: 07/01/2018-06/30/2020

Note: ¹ The percentages by protected group within a separation type

Service Maintenance				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification				
Reginations				
Enhanced Separation				
Retirement				
Death				
Lay-off				
Termination without Rights				
Total Separations				

Agency Name: Revenue

Job Category Analysis: Listing of Job Titles

Data as of: 07/01/2018-06/11/2020

Officials/Administrators	
Job Code	Job Title
001724	Labor Relations Manager
001841	Admin Officer
002042	Agency Internal Audit Manager
002306	Training & Development Mgr 2
002434	Revenue Assistant Director 1
002695	Agency Chief Financial Officer
002737	Revenue Legal Leg Aff Dir
002923	Revenue Research Director
003045	Human Resources Director 3
003639	State Prog Admin Manager
003679	State Prog Admin Manager Sr
003697	Revenue Tax System Dir 3
003719	State Prog Admin Manager Prin
003858	Revenue Tax System Dir 4
008121	Commissioner-Revenue
008221	Deputy Commr Revenue
008516	Senior Executive Officer
008834	Asst Commr Revenue
008893	Dir Community & Media Rltns
Total	

Professionals	
Job Code	Job Title
000003	Accounting Director
000004	Accounting Officer
000006	Management Analyst 1
000023	Property Tax Compliance Ofc 1
000024	Appraisal Supervisor
000095	Attorney 1
000096	Attorney 2
000097	Attorney 3
000141	Buyer 2
000498	Human Resources Specialist 1
000499	Human Resources Supervisor 4
000511	Planner
000577	Information Officer 3
000604	Research Analyst
000633	Accounting Officer Senior
000634	Management Analyst 4
000636	Auditor Senior
000647	Information Officer 2
000652	Human Resources Consultant 1
000659	Research Analysis Spec Sr
000812	Planning Dir State
000837	Planner Senior State
000892	Research Analysis Spec
000893	Management Analyst 3
000979	Accounting Officer Inter
001067	Auditor Principal
001315	Information Officer 4
001393	Library/Info Res Serv Spec Sr
001410	Training & Development Spec 2
001411	Training & Development Spec 4
001423	Human Resources Specialist 2
001449	Affirmative Action Off 3
001528	Management Analyst 2
002053	Community Svcs Program Spec 2
002115	Management Analyst Supv 2
002251	Research Analyst Intermediate
002390	Accounting Officer Principal
002418	Community Svcs Program Spec 3
002480	Revenue Special Invest 2
002681	Revenue Special Invest 1
002756	Revenue Tax Specialist

Agency Name: Revenue

Job Category Analysis: Listing of Job Titles

Data as of: 07/01/2018-06/11/2020

002757	Revenue Tax Specialist Int
002760	Revenue Tax Specialist Princ
002762	Revenue Collections Officer 2
002763	Revenue Collections Officer 3
002764	Revenue Collections Officer 4
002765	Revenue Collections Officer 5
002772	Revenue Tax Supervisor 2
002773	Revenue Tax Supervisor 3
002774	Revenue Tax Supervisor 4
002957	Legal Analyst
003017	Human Resources Specialist 3
003171	Agency Policy Specialist
003346	Revenue Operations Spec
003425	Property Tax Compliance Ofc 2
003482	Revenue Tax Specialist Senior
003604	State Prog Admin
003605	State Prog Admin Intermediate
003606	State Prog Admin Sr
003607	State Prog Admin Prin
003608	State Prog Admin Coordinator
003609	State Prog Admin Director
003706	Revenue Research Asst Div Dir
008756	Proj Consultant
Total	

Agency Name: Revenue

Job Category Analysis: Listing of Job Titles

Data as of: 07/01/2018-06/11/2020

Technicians	
Job Code	Job Title
000774	Accounting Technician
002606	Engineering Specialist Senior
002761	Revenue Collections Officer 1
002766	Revenue Examiner 1
Total	

Agency Name: Revenue

Job Category Analysis: Listing of Job Titles

Data as of: 07/01/2018-06/11/2020

Para-professionals	
Job Code	Job Title
000881	Human Resources Technician 1
008599	Student Worker Para Prof Sr
Total	

Agency Name: Revenue

Job Category Analysis: Listing of Job Titles

Data as of: 07/01/2018-06/11/2020

Office/Clerical	
Job Code	Job Title
000294	Office Services Supv. 3
000632	Account Clerk Senior
002118	Office Services Supervisor 2
002192	Office Services Supervisor 1
003626	Office Specialist
003627	Office & Admin Specialist
003628	Office & Admin Specialist Int
003629	Office & Admin Specialist Sr
003630	Office & Admin Specialist Prin
003631	Central Svcs Admin Spec
003632	Central Svcs Admin Spec Inter
003633	Central Svcs Admin Spec Senior
003636	Customer Svcs Specialist Int
003637	Customer Svcs Specialist Sr
Total	

Agency Name: Revenue

Job Category Analysis: Listing of Job Titles

Data as of: 07/01/2018-06/11/2020

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Agency Name: Revenue

Feeder Jobs and Feeder Group Analysis

Data as of: 07/01/2018-06/11/2020

Officials/Administrators					
Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted Indv w/Disabl %
001724	Officials/Administrators	Labor Relations Manager	0.41%	0.00%	0.41%
001841	Officials/Administrators	Admin Officer	0.41%	0.00%	0.00%
002042	Officials/Administrators	Agency Internal Audit Manager	0.00%	0.41%	0.00%
002306	Officials/Administrators	Training & Development Mgr 2	0.41%	0.41%	0.00%
002434	Officials/Administrators	Revenue Assistant Director 1	2.85%	0.81%	0.81%
002695	Officials/Administrators	Agency Chief Financial Officer	0.41%	0.00%	0.41%
002737	Officials/Administrators	Revenue Legal Leg Aff Dir	0.41%	0.00%	0.00%
002923	Officials/Administrators	Revenue Research Director	0.00%	0.00%	0.00%
003045	Officials/Administrators	Human Resources Director 3	0.41%	0.41%	0.00%
003639	Officials/Administrators	State Prog Admin Manager	3.25%	0.41%	0.41%
003679	Officials/Administrators	State Prog Admin Manager Sr	0.41%	0.00%	0.41%
003697	Officials/Administrators	Revenue Tax System Dir 3	1.63%	0.41%	0.41%
003719	Officials/Administrators	State Prog Admin Manager Prin	0.00%	0.00%	0.00%
003858	Officials/Administrators	Revenue Tax System Dir 4	0.00%	0.00%	0.41%
008121	Officials/Administrators	Commissioner-Revenue	0.41%	0.00%	0.00%
008221	Officials/Administrators	Deputy Commr Revenue	0.00%	0.41%	0.00%
008516	Officials/Administrators	Senior Executive Officer	0.41%	0.00%	0.00%
008834	Officials/Administrators	Asst Commr Revenue	0.81%	0.41%	0.41%
008893	Officials/Administrators	Dir Community & Media Rltns	0.00%	0.00%	0.00%
000003	Professional	Accounting Director	0.41%	0.00%	0.00%
000024	Professional	Appraisal Supervisor	0.00%	0.00%	0.00%
000096	Professional	Attorney 2	2.03%	0.00%	0.00%
000097	Professional	Attorney 3	0.81%	0.00%	0.00%
000499	Professional	Human Resources Supervisor 4	0.00%	0.00%	0.00%
000812	Professional	Planning Dir State	0.41%	0.00%	0.41%
001315	Professional	Information Officer 4	0.41%	0.00%	0.00%
001411	Professional	Training & Development Spec 4	0.81%	0.41%	0.00%
002760	Professional	Revenue Tax Specialist Princ	15.85%	4.88%	4.07%
002772	Professional	Revenue Tax Supervisor 2	1.63%	0.41%	0.00%
002773	Professional	Revenue Tax Supervisor 3	4.07%	0.81%	0.81%
002774	Professional	Revenue Tax Supervisor 4	8.54%	2.44%	1.22%
003171	Professional	Agency Policy Specialist	1.22%	0.00%	0.00%
003346	Professional	Revenue Operations Spec	0.41%	0.00%	0.41%

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Agency Name: Revenue

Feeder Jobs and Feeder Group Analysis

Data as of: 07/01/2018-06/11/2020

Total	48.78%	12.60%	10.57%		

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Agency Name: Revenue

Feeder Jobs and Feeder Group Analysis

Data as of: 07/01/2018-06/11/2020

Professionals					
Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted Indv w/Disabl %
000003	Accounting Director	#REF!	0.07%	0.00%	0.00%
000004	Professionals	Accounting Officer	0.44%	0.37%	0.07%
000006	Professionals	Management Analyst 1	0.44%	0.00%	0.15%
000023	Professionals	Property Tax Compliance Ofc 1	0.00%	0.00%	0.00%
000024	Professionals	Appraisal Supervisor	0.00%	0.00%	0.00%
000095	Professionals	Attorney 1	0.22%	0.07%	0.22%
000096	Professionals	Attorney 2	0.37%	0.00%	0.00%
000097	Professionals	Attorney 3	0.15%	0.00%	0.00%
000141	Professionals	Buyer 2	0.00%	0.00%	0.00%
000498	Professionals	Human Resources Specialist 1	0.22%	0.07%	0.00%
000499	Professionals	Human Resources Supervisor 4	0.00%	0.15%	0.00%
000511	Professionals	Planner	0.07%	0.00%	0.00%
000577	Professionals	Information Officer 3	0.07%	0.00%	0.00%
000604	Professionals	Research Analyst	0.00%	0.00%	0.00%
000633	Professionals	Accounting Officer Senior	0.22%	0.07%	0.00%
000634	Professionals	Management Analyst 4	1.32%	0.15%	0.00%
000636	Professionals	Auditor Senior	0.00%	0.07%	0.00%
000647	Professionals	Information Officer 2	0.22%	0.15%	0.00%
000652	Professionals	Human Resources Consultant 1	0.15%	0.00%	0.00%
000659	Professionals	Research Analysis Spec Sr	0.22%	0.07%	0.00%
000812	Professionals	Planning Dir State	0.07%	0.07%	0.00%
000837	Professionals	Planner Senior State	0.15%	0.15%	0.00%
000892	Professionals	Research Analysis Spec	0.37%	0.07%	0.15%
000893	Professionals	Management Analyst 3	1.17%	0.00%	0.07%
000979	Professionals	Accounting Officer Inter	0.29%	0.00%	0.07%
001067	Professionals	Auditor Principal	0.07%	0.00%	0.00%
001315	Professionals	Information Officer 4	0.07%	0.00%	0.00%
001393	Professionals	Library/Info Res Serv Spec Sr	0.07%	0.07%	0.00%
001410	Professionals	Training & Development Spec 2	0.15%	0.07%	0.00%
001411	Professionals	Training & Development Spec 4	0.15%	0.07%	0.00%
001423	Professionals	Human Resources Specialist 2	0.07%	0.15%	0.00%
001449	Professionals	Affirmative Action Off 3	0.07%	0.00%	0.00%
001528	Professionals	Management Analyst 2	0.22%	0.07%	0.00%
002053	Professionals	Community Svcs Program Spec 2	0.15%	0.07%	0.00%
002115	Professionals	Management Analyst Supv 2	0.00%	0.00%	0.07%
002251	Professionals	Research Analyst Intermediate	0.29%	0.00%	0.00%
002390	Professionals	Accounting Officer Principal	0.00%	0.00%	0.00%
002418	Professionals	Community Svcs Program Spec 3	0.00%	0.00%	0.07%
002480	Professionals	Revenue Special Invest 2	0.07%	3.37%	0.00%
002681	Professionals	Revenue Special Invest 1	0.15%	3.01%	0.00%
002756	Professionals	Revenue Tax Specialist	3.59%	0.88%	0.95%
002757	Professionals	Revenue Tax Specialist Int	5.65%	1.54%	0.66%

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Agency Name: Revenue

Feeder Jobs and Feeder Group Analysis

Data as of: 07/01/2018-06/11/2020

002760	Professionals	Revenue Tax Specialist Princ	2.86%	0.59%	0.73%
002762	Professionals	Revenue Collections Officer 2	6.01%	0.37%	1.17%
002763	Professionals	Revenue Collections Officer 3	4.11%	0.07%	0.29%
002764	Professionals	Revenue Collections Officer 4	2.57%	0.07%	0.59%
002765	Professionals	Revenue Collections Officer 5	1.03%	0.15%	0.15%
002772	Professionals	Revenue Tax Supervisor 2	0.29%	0.44%	0.00%
002773	Professionals	Revenue Tax Supervisor 3	0.73%	0.00%	0.15%
002774	Professionals	Revenue Tax Supervisor 4	1.54%	0.15%	0.22%
002957	Professionals	Legal Analyst	0.00%	0.00%	0.00%
003017	Professionals	Human Resources Specialist 3	0.15%	0.00%	0.00%
003171	Professionals	Agency Policy Specialist	0.22%	0.07%	0.00%
003346	Professionals	Revenue Operations Spec	0.07%	2.64%	0.07%
003425	Professionals	Property Tax Compliance Ofc 2	0.07%	0.22%	0.07%
003482	Professionals	Revenue Tax Specialist Senior	8.28%	0.15%	1.39%
003604	Professionals	State Prog Admin	0.51%	0.15%	0.15%
003605	Professionals	State Prog Admin Intermediate	0.73%	0.15%	0.07%
003606	Professionals	State Prog Admin Sr	0.59%	0.00%	0.07%
003607	Professionals	State Prog Admin Prin	1.10%	0.07%	0.22%
003608	Professionals	State Prog Admin Coordinator	0.37%	0.00%	0.00%
003609	Professionals	State Prog Admin Director	0.29%	0.00%	0.00%
003706	Professionals	Revenue Research Asst Div Dir	0.00%	0.00%	0.00%
008756	Professionals	Proj Consultant	0.15%	0.00%	0.07%
003632	Office/Clerical	Central Services Admin Specialist Interm	0.07%	0.00%	0.00%
003633	Office/Clerical	Central Services Admin Specialist Senior	0.15%	0.00%	0.07%
003629	Office/Clerical	Office & Administrative Specialist Senior	0.95%	0.00%	0.07%
003630	Office/Clerical	Office & Administrative Specialist Princip	0.07%	0.00%	0.00%
003629	Technicians	Revenue Collections Officer 1	0.66%	0.00%	0.00%
003630	Technicians	Revenue Examiner 1	3.67%	0.00%	0.00%

Agency Name: Revenue
Feeder Jobs and Feeder Group Analysis
Data as of: 07/01/2018-06/11/2020

Total			54.25%	16.06%	8.06%

Agency Name: Revenue
Feeder Jobs and Feeder Group Analysis
Data as of: 07/01/2018-06/11/2020

Technicians					
Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted Indv w/Disabl %
000774	Technicians	Accounting Technician	0.99%	0.99%	0.00%
002606	Technicians	Engineering Specialist Senior	0.00%	0.00%	0.00%
002761	Technicians	Revenue Collections Officer 1	8.91%	0.99%	0.99%
002766	Technicians	Revenue Examiner 1	49.50%	16.83%	11.88%
			0.00%	0.00%	0.00%
Total			59.41%	18.81%	12.87%

Agency Name: Revenue
Feeder Jobs and Feeder Group Analysis
Data as of: 07/01/2018-06/11/2020

Agency Name: Revenue
Feeder Jobs and Feeder Group Analysis
Data as of: 07/01/2018-06/11/2020

Agency Name: Revenue
Feeder Jobs and Feeder Group Analysis
Data as of: 07/01/2018-06/11/2020

Para-Professionals					
Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted Indv w/Disabl %
000881	Para-professional	Human Resources Technician 1	25.00%	0.00%	0.00%
008599	Para-professional	Student Worker Para Prof Sr	0.00%	25.00%	0.00%
Total			25.00%	25.00%	0.00%

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Agency Name: Revenue

Feeder Jobs and Feeder Group Analysis

Data as of: 07/01/2018-06/11/2020

Office/Clerical					
Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted Indv w/Disabl %
000294	Office/Clerical	Office Services Supervisor 3	0.00%	0.00%	0.00%
000632	Office/Clerical	Account Clerk Senior	0.00%	0.00%	0.00%
002118	Office/Clerical	Office Services Supervisor 2	1.30%	0.65%	0.00%
002192	Office/Clerical	Office Services Supervisor 1	0.65%	0.65%	0.00%
003626	Office/Clerical	Office Specialist	27.92%	8.44%	5.19%
003627	Office/Clerical	Office & Admin Specialist	16.23%	7.79%	3.25%
003628	Office/Clerical	Office & Admin Specialist Int	18.18%	4.55%	1.30%
003629	Office/Clerical	Office & Admin Specialist Sr	8.44%	2.60%	0.00%
003630	Office/Clerical	Office & Admin Specialist Prin	0.65%	0.00%	0.00%
003631	Office/Clerical	Central Svcs Admin Spec	1.30%	0.65%	0.65%
003632	Office/Clerical	Central Svcs Admin Spec Inter	0.65%	0.00%	0.00%
003633	Office/Clerical	Central Svcs Admin Spec Senior	1.30%	0.65%	0.65%
003636	Office/Clerical	Customer Svcs Specialist Int	1.30%	0.65%	0.00%
003637	Office/Clerical	Customer Svcs Specialist Sr	0.65%	0.00%	0.00%
Total			78.57%	26.62%	11.04%

Agency Name: Revenue
Feeder Jobs and Feeder Group Analysis
Data as of: 07/01/2018-06/11/2020

Agency Name: Revenue
Feeder Jobs and Feeder Group Analysis
Data as of: 07/01/2018-06/11/2020

Agency Name: Revenue

Determining Availability

(note: *Minority= racial/ethnic minority; **Indiv. W Disabl = Individuals with Disabilities)

Officials/Administrators									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	29.00%	33.20%	5.40%	2.60%	9.63%	1.57%	0.75%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. [Regions: Statewide MN COC and COC Title: 0020 General and Operations Managers	Our two-year historical data shows 71% of hires in this category are from internal movement and 29% from external hiring.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	71.00%	48.78%	12.60%	10.57%	34.63%	8.95%	7.50%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			44.26%	10.51%	8.26%		

Professionals									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	48.00%	53.20%	13.30%	2.10%	23.54%	6.38%	1.01%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Statewide MN COC and COC Title: 0750 Business Operations Specialists	Our two-year historical data shows 52% of hires in this category are from internal movement and 48% from external hiring.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	52.00%	54.25%	16.06%	8.06%	28.21%	8.35%	4.19%		
The value of weight must equal to 100.00% →	100.00%	Final Avail %			51.75%	14.73%	5.20%		

Technicians									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	88.00%	0.532	0.133	0.021	46.82%	11.70%	1.85%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions:Statewide MN COC and COC Title: 0750 Business Operations Specialits	Our two-year historical data shows 12% of hires in this category are from internal movement and 88% from external hiring.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	12.00%	59.41%	18.81%	12.87%	7.13%	2.26%	1.54%	Employee workforce for the job groups that constitute feeders to this job group.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			53.94%	13.96%	3.39%		

Agency Name: Revenue

Determining Availability

(note: *Minority= racial/ethnic minority; **Indiv. W Disabl = Individuals with Disabilities)

Protective Services: Sworn									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.					0.00%	0.00%	0.00%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. [Replace the specific data soruce if you use different one] Regions: COC and COC Title:	[e.g., Our three-year hitorical appoints in this job category shows 70% from external and 30% from internal movements.]
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	0.00%	Final Avail %			0.00%	0.00%	0.00%		

Protective Services: Non-sworn									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.					0.00%	0.00%	0.00%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. [Replace the specific data soruce if you use different one] Regions: COC and COC Title:	[e.g., Our three-year hitorical appoints in this job category shows 70% from external and 30% from internal movements.]
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	0.00%	Final Avail %			0.00%	0.00%	0.00%		

Para-Professionals									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	92.00%	0.642	0.211	0.058	59.06%	19.41%	5.34%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Statewide MN COC and COC Title: 5240 Customer Service Representatives	Our two-year historical data shows 8% of hires in this category are from internal movement and 92% from external hiring.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	8.00%	25.00%	25.00%	0.00%	2.00%	2.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			61.06%	21.41%	5.34%		

Agency Name: Revenue

Determining Availability

(note: *Minority= racial/ethnic minority; **Indiv. W Disabl = Individuals with Disabilities)

Office/Clerical									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	86.00%	0.642	0.211	0.058	55.21%	18.15%	4.99%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Statewide MN COC and COC Title: 5240 Customer Service Representatives	Our two-year historical data shows 14% of hires in this category are from internal movement and 86% from external hiring.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	14.00%	78.57%	26.62%	11.04%	11.00%	3.73%	1.55%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			66.21%	21.87%	6.53%		

Skilled Craft									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.					0.00%	0.00%	0.00%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. [Replace the specific data soruce if you use different one] Regions: COC and COC Title:	[e.g., Our three-year hitorical appoints in this job category shows 70% from external and 30% from internal movements.]
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	0.00%	Final Avail %			0.00%	0.00%	0.00%		

Service Maintenance									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.					0.00%	0.00%	0.00%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. [Replace the specific data soruce if you use different one] Regions: COC and COC Title:	[e.g., Our three-year hitorical appoints in this job category shows 70% from external and 30% from internal movements.]
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	0.00%	Final Avail %			0.00%	0.00%	0.00%		

Agency Name: Revenue

Utilization Analysis:

Comparing Incumbency to Availability, Establishing Placement Goals, and Timetable

FEMALES				
Job Categories	% of Female Employees in the Job Category	Female Availability %	Female Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	63.83%	44.26%		
Professionals	53.29%	51.75%		
Technicians	59.41%	53.94%		
Protective Services: Sworn	0.00%	0.00%		
Protective Services: Non-sworn	0.00%	0.00%		
Para-Professionals	25.00%	61.06%	Monitor	
Office/Clerical	78.57%	66.21%		
Skilled Craft	0.00%	0.00%		
Service Maintenance	0.00%	0.00%		
Totals	56.44%			

RARICAL/ETHNIC MINORITIES				
Job Categories	% of Racial/Ethnic Minority Employees in the Job Category	Racial/Ethnic Minority Availability %	Racial/Ethnic Minority Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	19.15%	10.51%		
Professionals	17.58%	14.73%		
Technicians	18.81%	13.96%		
Protective Services: Sworn	0.00%	0.00%		
Protective Services: Non-sworn	0.00%	0.00%		
Para-Professionals	25.00%	21.41%	Monitor	
Office/Clerical	26.62%	21.87%		
Skilled Craft	0.00%	0.00%		
Service Maintenance	0.00%	0.00%		
Totals	18.62%			

INDIVIDUALS WITH DISABILITIES				
Job Categories	% of Individuals with Disabilities Employees in the Job Category	Individuals with Disabilities State Goals %	Individuals with Disabilities Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	19.15%	8.26%		
Professionals	9.31%	5.20%		
Technicians	12.87%	3.39%		
Protective Services: Sworn	0.00%	0.00%		
Protective Services: Non-sworn	0.00%	0.00%		
Para-Professionals	0.00%	5.34%	Monitor	
Office/Clerical	11.04%	6.53%		
Skilled Craft	0.00%	0.00%		
Service Maintenance	0.00%	0.00%		
Totals	9.99%			