



State of Minnesota

Department of Natural Resources

Affirmative Action Plan for July 1, 2022 – June 30, 2024

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Statement of Commitment

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

This statement reaffirms the Minnesota Department of Natural Resources (hereafter “the DNR”) 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.
- The DNR 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.
- The DNR will continue to actively promote a program of affirmative action, wherever women, racial/ethnic minorities, and individuals with disabilities are underrepresented in the workforce, and work to retain all qualified, talented employees, including protected group employees.
- The DNR 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, the DNR will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.

It is the DNR’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:  Date Signed: 03/17/2023

Executive Summary

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

This Affirmative Action Plan (Plan) meets the requirements as set forth in Minnesota 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

The Affirmative Action review of the Minnesota Department of Natural Resources’ (DNR’s) workforce revealed underutilization of the following protected group(s) in the following job categories:

Table 1 Workforce Underutilization Analysis of Protected Groups

(x indicates the job categories and protected groups that have underutilization.)

Job Categories	Women	Racial/Ethnic Minorities	Individuals with Disabilities
Officials & Administrators	-	x	-
Professionals	x	x	-
Technicians	-	x	-
Protected Services: Sworn	x	x	x
Protected Services: Non-sworn	x	x	x
Paraprofessionals	x	-	-
Administrative Support	-	x	-
Skilled Craft	x	-	-
Service Maintenance	-	x	x

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



Affirmative Action Officer or Designee: _____

Date Signed: **03/10/2023**

Denise F. Legato

Digitally signed by Denise F. Legato
Date: 2023.03.14 07:17:48 -05'00'

Human Resources Director or Designee: _____

Date Signed: _____



Commissioner: _____

Date Signed: **03/17/2023**

Organizational Profile

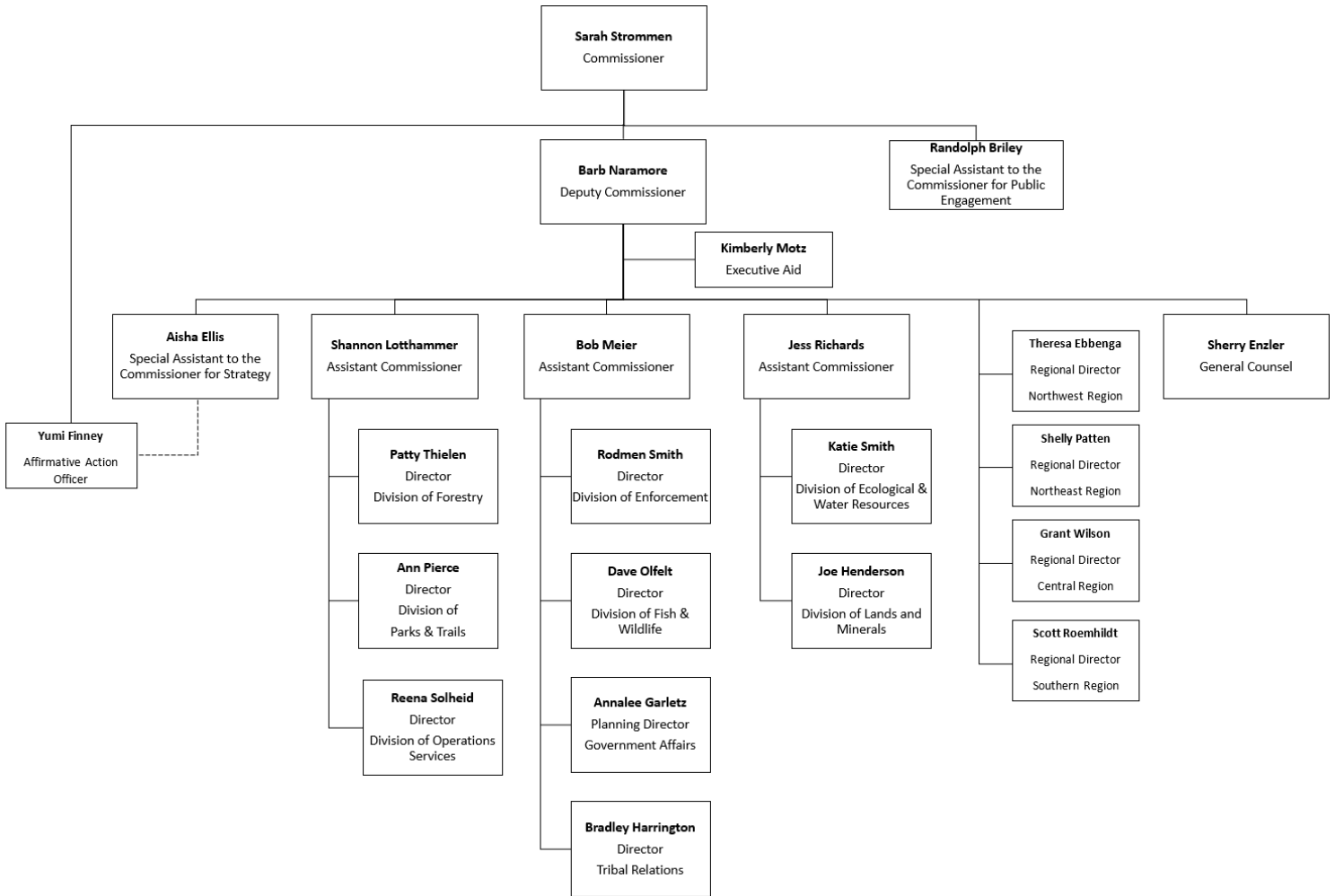
The mission of the DNR is to work with Minnesotans to conserve and manage the state's natural resources, to provide outdoor recreation opportunities, and to provide for commercial uses of natural resources in a way that creates a sustainable quality of life.

The DNR fulfills its mission through three key strategies:

1. ***We seek to connect people to the outdoors so that everyone can benefit from nature.*** The DNR creates opportunities to connect people to the outdoors in many ways. We offer places like state parks, state forests, and wildlife management areas that offer everyone a space to enjoy natural resources. From public information campaigns on zebra mussels to "I CAN" classes that help the next generation learn fishing, paddling, motorized recreation, and more, we offer information that helps all Minnesotans understand and enjoy natural resources. We develop engaging processes that aim to give everyone a voice in helping the DNR set its priorities and evaluate science for the good of our future natural resources.
2. ***We manage state land, water, and wildlife to support Minnesota's ecological, recreation, and economic needs.*** The DNR manages 5.6 million acres of land across Minnesota – about 11 percent of the state's total land area – providing access to a variety of outdoor experiences and critical habitats for wildlife. Our infrastructure includes state parks and recreational trails, state forests, and wildlife management areas, scientific and natural areas and provides a wealth of recreation, cultural, and economic opportunities. We partner with farmers, local governments, businesses, non-profits, and others to ensure that Minnesota's water is abundant, that wildlife and recreation enthusiasts have a place to go, and that Minnesota's tourism and other industries have flourishing, sustainable resources.
3. ***We regulate the use of natural resources, so they are available for current and future generations.*** Our regulatory role includes evaluating and issuing permits and using science to set sustainable limits on the harvest of natural resources. For example, we work with industries like mining and forestry to manage natural resources by making decisions grounded in science to balance the needs of today's workers and tomorrow's generations.

In working with Minnesotans to advance the DNR mission, the agency strives to ensure that the benefits of Minnesota's abundant natural resources are enjoyed by all Minnesotans. These efforts also contribute to broader outcomes for Minnesota. For example, the DNR helps to improve the wellbeing of children and families by advancing connections to the outdoors and the health and wellness benefits those connections provide. The agency also advances diversity, equity, and inclusion by striving to ensure its facilities, lands, and engagement processes are welcoming and accessible, and its services are equitable across economic and cultural communities.

The DNR Organizational Chart



Organizational Chart Description

Office of Commissioner (Executive-level office within the DNR structure)

Commissioner (Sarah Strommen)

These numbers include the Commissioner (Sarah Strommen); the Special Assistant to the Commissioner for Public Engagement (Randolph Briley); the Deputy Commissioner (Barb Naramore); and the Affirmative Action Officer (Yumi Finney).

Deputy Commissioner (Barb Naramore)

The Special Assistant to the Commissioner for Strategy and the Office of Diversity, Equity and Inclusion (4), three (3) Assistant Commissioners, four (4) Regional Directors, and the Office of General Counsel (3) are reporting the Deputy Commissioner.

- Executive Assistant (Kimberly Motz)
- Special Assistant to the Commissioner for Strategy (Aisha Ellis) and the Office of Diversity, Equity and Inclusion
- Assistant Commissioner (Bob Meier) for Legislative Affairs, the Divisions of Enforcement, and Fish & Wildlife
- Assistant Commissioner (Jess Richards) for the Divisions of Ecological & Water Resources and Lands & Minerals
- Assistant Commissioner (Shannon Lotthammer) for the Divisions of Forestry, Operations Services, and Parks & Trails
- General Counsel (Sherry Enzler) and the Office of the General Counsel
- Northwest Regional Director (Theresa Ebbenga)
- Northeast Regional Director (Shelly Patten)
- Central Region Director (Grant Wilson)
- Southern Region Director (Scott Roemhildt).

1. Assistant Commissioner (Jess Richards)

Divisions of Ecological and Water Resources (EAW) and Land and Minerals (LAM)

Two division directors report to the Assistant Commissioner.

- 1.1. Director – Division of Ecological and Water Resources (Katie Smith)
- 1.2. Director – Division of Land and Minerals (Joe Henderson)

2. Assistant Commissioner (Shannon Lotthammer)

Divisions of Forestry, Operation Services, and Parks and Trails

Three division directors report to the Assistant Commissioner.

- 2.1. Director – Division of Forestry (Patty Thielen)
- 2.2. Director – Division of Operations Services (Reena Solheid)
- 2.3. Director – Division of Parks and Trails (Ann Pierce)

3. Assistant Commissioner (Bob Meier)

Divisions of Enforcement and Fish and Wildlife

Two division directors and two directors report to the Assistant Commissioner.

- 3.1. Director – Division of Enforcement** (Rodmen Smith)
- 3.2. Director – Division of Fish and Wildlife** (Dave Olfelt)
- 3.3. Planning Director – Government Affairs** (Annalee Garletz)
- 3.4. Director – Tribal Relations** (Bradley Harrington)

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 Plan, including goals, timetables, and compliance with all federal and state laws and regulations. Quarterly, the Commissioner reports the DNR's progress in meeting its affirmative action goals and objectives to the Commissioner of Minnesota Management & Budget (MMB). The Commissioner, through the Commissioner of MMB, will report annually to the Governor and the Legislature the DNR's progress in meeting its affirmative action goals and objectives.

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 DNR'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 all employees.
- Make decisions and changes in policies, procedures or physical accommodations as needed to implement effective affirmative action in the DNR.
- Actively promote equal employment opportunity and incorporate diversity and inclusion principles in annual business plans, strategic plans, and the DNR'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 DNR directors, managers, and supervisors include responsibility statements to support affirmative action, equal opportunity, diversity, and/or cultural responsiveness in their position descriptions and annual objectives.
- Comply with the state-wide and the DNR's 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: Sarah Strommen

Email: commissioner.dnr@state.mn.us

Title: Commissioner

B. Affirmative Action Officer

Responsibilities

The Affirmative Action Officer (AAO) is directly responsible for developing, coordinating, implementing, and monitoring the DNR's affirmative action plan.

Duties

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

- Develop and lead the DNR's approach to implementing and complying with federal and state laws and regulations for Equal employment Opportunity (EEO), including administer the DNR's Plan.
- Develop and set agency-wide affirmative action hiring goals.
- Monitor the DNR's compliance and fulfill all affirmative action reporting requirements.
- Disseminate the affirmative action policy to employees in the DNR.
- Inform the Commissioner, Deputy Commissioner, Assistant Commissioners, Special Assistant to the Commissioner for Strategy, and Senior Managers of progress on affirmative action and equal opportunity goals, report potential concerns, and make recommendations for improvement.
- Act as the affirmative action liaison between the DNR, MMB, and the Governor's Office.
- Determine the need for affirmative action training within the DNR and develop training goals and content collaboratively with internal and external resources, as necessary.
- Review and recommend changes in policies, procedures, programs, and physical accommodations to implement affirmative action and equal opportunity.
- Collaborate and maintain effective working relationship with division directors, the Diversity, Equity, and Inclusion (DEI) Coordinator and Human Resources staff to support and recruit protected groups for employment, promotion, retention, and training opportunities.
- Serve as a subject matter expert to the Equity Change Team (ECT) and Organizational Health Team (OHT) by providing Affirmative Action/Equal Employment Opportunity (AA/EEO) guidance, technical support, and compliance related information.
- Provide leadership for the DNR's DEI Action Team (AT).
- Manage the pre-hire review process, review requests for non-affirmative hires and refer unresolved issues to the Special Assistant to the Commissioner and the Commissioner for final decision.
- Ensure supervisors and managers are making good-faith efforts (GFEs) to recruit and retain qualified candidates and employees from protected groups.
- Oversee and manage the DNR's procedure for processing complaints under the Harassment and Discrimination Prohibited Policy and the Sexual Harassment Prohibited Policy.
- Maintain records of requests for reasonable religious accommodations.
- Support the administration of DNR's workforce diversity efforts as outlined in the Equity Change Plan, as well as division and regional DEI plans.
- Conduct initial internal complaint review if there are potential violations of [Sexual Harassment Prohibited](#) and [Harassment and Discrimination Prohibited](#) policies.

- Ensure compliance with federal Civil Rights laws, the Minnesota Human Rights Act, and other applicable laws and equal opportunity related matters. In addition, ensure that aggregate data and trends of complaints, hiring, and retention are provided to the Commissioner and Deputy Commissioner on a quarterly basis.
- Comply with the state-wide and DNR anti-discrimination and anti-harassment policies.

Accountability

The AAO reports and is accountable to the Commissioner, and receives daily direction and supervision from the Special Assistant to the Commissioner for Strategy.

Name of individual(s) responsible

Name: Yumi Finney

Email: AAOdiversity.DNR@state.mn.us

Title: Agency Affirmative Action Officer

Phone: 651-259-5016

D. Human Resources Director or Designee(s)

Responsibilities

The Human Resources (HR) Director is responsible for ensuring equitable and uniform administration of all personnel policies. In conjunction with the agency ADA Title I Coordinator, the HR Director is accountable 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. The HR Director is responsible for assisting managers and supervisors in human resources management activities. Staff within HR who support affirmative action and equal employment opportunity issues are also accountable to the HR Director or designee.

Duties

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

- Maintain effective working relationships with the DNR Affirmative Action Officer (AAO) and Diversity, Equity, and Inclusion (DEI) Coordinator.
- 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 hiring 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 incorporated into the DNR’s hiring process and the process is followed by hiring managers and supervisors.
- Ensure that the reasonable accommodation process is implemented and followed for all employees and applicants in need of a reasonable accommodation.

- Assist supervisors, managers, the DEI Coordinator, and the AAO in the 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, the AAO, the ADA Title I Coordinator, and HR staff in implementing the Supported Worker Programs.
- Provide support to ensure compliance with the Connect 700 program during the hiring process.
- Request assistance from the DEI Coordinator and MMB as needed to support diversity recruitment efforts as well as the retention of protected group members in hard-to-fill or executive-level positions.
- Provide tools for managers and supervisors to include responsibility statements for affirmative action/equal employment opportunity in position descriptions and annual performance objectives.
- Comply with the state-wide and DNR anti-discrimination and anti-harassment policies.

Accountability

The HR Director is accountable to the Operations Services Division Director.

Name of individual(s) responsible

Name: Denise Legato

Email: denise.legato@state.mn.us

Title: Human Resources Director

Phone: 651-259-5317

E. Americans with Disabilities Act Title I Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title I Coordinator is primarily responsible for ensuring the DNR’s compliance with the ADA Title I – Employment. This individual also collaborates with the ADA Title II Coordinator to provide training, technical guidance, and consultation on evolving issues of ADA compliance.

Duties

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

- Provide guidance, coordination, and direction to DNR management on the ADA.
- Assist the DNR in developing and implementing policies, procedures, and practices to ensure agency employment programs are accessible and nondiscriminatory.

- Provide training, technical guidance, and consultation to DNR management and staff on compliance and best practices for hiring and retaining individuals with disabilities and the provision of reasonable accommodations to employees and job applicants.
- Review requests for ADA accommodations and work with appropriate supervisors, unions, etc. to approve or deny the requests or provide alternative accommodations.
- 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 Title I Coordinator, in consultation with the employee, 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.
- Track and facilitate requests for reasonable accommodations for job applicants and employees, as well as members of the public accessing DNR services, and submit ADA Annual Report to MMB.
- Research case law rules and regulation and update the HR Director on evolving ADA issues. Meet bi-annually with the Electronic Information Accessibility Officer and others who coordinate and handle ADA work to provide updates on the ADA.
- Participate regularly in Statewide ADA Coordinator meetings and trainings and share updates with applicable staff and/or management as needed.
- Assist the AAO in designing and delivering specific ADA trainings for targeted groups.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Coordinate quarterly, or on an as needed-basis, statewide accommodation fund application submission for reimbursement of eligible accommodation expenses within the guidelines.
- Comply with the state-wide and DNR anti-discrimination and anti-harassment policies.

Accountability

The ADA Title I Coordinator is accountable to the Human Resources Director.

Name of individual(s) responsible

Name: Jill Westberry

Email: jill.westberry@state.mn.us

Title: ADA Title I Coordinator

Phone: 651-259-5326

F. Americans with Disabilities Act Title II Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title II Coordinator is responsible for facilitating reporting, providing subject matter expertise, supporting the DNR staff who provide public services, and ensuring the DNR's compliance with the ADA Title II – Public Services.

Duties

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

- Provide guidance, consultation, coordination, support, and training to the DNR management and staff on the ADA compliance and best practices with regards to ADA Title II obligations. Assist the DNR in developing and implementing policies, procedures, and practices to ensure DNR employment practices and public programs are accessible and nondiscriminatory.
- Facilitate the provision of reasonable accommodation/modifications to members of the public 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 modification and the implementing division within the DNR as needed to help the division to:
 - Discuss the purpose and essential functions of the reasonable accommodation/modification,
 - Identify the potential accommodation/modifications and assess the effectiveness of each request,
 - After discussion and review, select and implement the accommodation/modifications that are appropriate for both the member of the public and the DNR, and
 - Document this review and report as applicable in the State-wide ADA Annual Report.
- Track and facilitate as needed, requests to DNR divisions for reasonable accommodation/modifications for members of the public accessing DNR services.
- Assist the ADA Title I Coordinator to:
 - Research case laws, rules, and regulation,
 - Update DNR management on evolving ADA issues, and
 - Provide information and data for ADA Annual Reports to MMB.
- Ensure compliance with ADA Title II reporting according to state and federal requirements.
- Participate regularly in state ADA Coordinators meetings to learn updates and share practices on ADA Title II.
- Collaborate with the AAO and ADA Title I Coordinator in designing and delivering training for DNR employees on compliance and best practices in regarding the DNR's obligations to members of the public with disabilities and the provision of reasonable modifications.
- Provide technical assistance and consultation to members of the public with disabilities, including the provision of reasonable modifications for visitors and customers.
- Comply with the state-wide and DNR anti-discrimination and anti-harassment policies.

Accountability

The ADA Title II Coordinator is accountable to the Operations Services Division Director through the Safety Program Manager.

Name of individual(s) responsible

Name: Melinda Anderson

Email: info.DNR@state.mn.us

Title: ADA Title II Coordinator

Phone: 651-296-6157

G. Diversity, Equity, and Inclusion Coordinator

Responsibilities

The Diversity, Equity, and Inclusion (DEI) Coordinator is responsible for the creation and coordination of the Diversity Recruitment and Retention Plan outlined in this document.

Duties

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

- Coordinate the planning and implementation of DNR DEI programming and initiatives.
- Support the DNR in increasing workforce diversity through collaborating with the DNR recruiter to develop and implement a strategic recruitment and retention plan by:
 - Identifying high-need recruitment job areas within the agency,
 - Communicating the strategic recruitment plan to Human Resources (HR), the Senior Management Team, and managers and supervisors, and staff, and
 - Assisting the AAO in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities toward achieving strategic diversity goals and objectives.
- Provide consultation to the DNR leadership and staff to embed DEI in department policies and programs.
- Determine the need for DEI training within the DNR and coordinate the development of training programs with internal and external resources assistance, as necessary.
- Collaborate with AAO to develop, compile, and/or centralize DEI training, cultural competency, diversity awareness building, and diversity recruiting materials and resources for DNR staff use.
- Maintain relationships with DNR Senior Management Team, HR, Equity Change Team (ECT), and managers and supervisors to make decisions about the DNR's DEI training needs and assist in identifying diversity recruitment needs.
- Collaborate with agency recruiter (when hired) to foster and maintain relationships with community stakeholders, colleges and universities, and workforce centers for more effective collaboration on DEI efforts, including diversity recruitment strategies.
- Maintain active participation in the state-wide recruiters' group.
- Coordinate requests for assistance from MMB to support diversity recruitment efforts and the retention of protected group members in hard-to-fill or executive-level positions.

- Provide DEI expertise, technical assistance, and information to the ECT and Organizational Health Team (OHT).
- Provide leadership to the DEI Action Team (AT).
- Comply with the state-wide and DNR anti-discrimination and anti-harassment policies.

Accountability

The Diversity, Equity, and Inclusion Coordinator is accountable to the Special Assistant to the Commissioner for Strategy.

Name of individual(s) responsible

Name: Mimi Daniel

Email: mimi.daniel@state.mn.us

Title: DEI Project Manager

Phone: 651-259-5308

H. Senior Managers and Executive Team Leaders

Responsibilities

Agency Executive Team and Senior Management Team members are responsible for implementing all aspects of the agency Affirmative Action Plan and its commitment to affirmative action and equal opportunity.

Duties

The duties of the Executive Team and Senior Management Team include, but are not limited to:

- Identify problem areas and eliminate barriers that prevent equal employment opportunity within the DNR.
- Communicate the equal opportunity employment policy and the Plan to all employees.
- Assist the AAO in periodic audits of composition of workforce, hiring, promotion, and separation patterns to remove obstacles to attaining affirmative action goals and objectives.
- Hold regular discussions with managers, supervisors and employees to ensure the DNR'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 DNR anti-discrimination and anti-harassment policies.

Accountability

Senior managers are accountable directly to the appropriate Assistant Commissioner, the Deputy Commissioner, or the Commissioner.

The DNR Senior Management Team is accountable to the Executive Team.

Executive Team: Commissioner, Deputy Commissioner, and Assistant Commissioners (3).

Senior Management Team: Executive Team, Division Directors (7), Regional Directors (4), Special Assistants to the Commissioner (2), Chief Financial Officer, Human Resources Director, Communications Director, Chief Business Technology Officer, and General Counsel.

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 or member of the public 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 DNR’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 or member of the public 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 DNR anti-discrimination and anti-harassment policies.

Accountability

Employees are accountable to their designated supervisor and the DNR leadership. 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 AAO will send an internal memo to agency employees each year. This message identifies the location of the Plan and each employee’s responsibility to read and understand it. It also indicates the employee’s responsibility to support and implement equal opportunity and affirmative action.
- **Intranet.** The agency’s Affirmative Action Plan is available to all employees on the agency’s internal website at [Diversity, Equity and Inclusion](#), 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 upon request to AAOdiversity.DNR@state.mn.us or at the following address:

Attn: Affirmative Action Officer
500 Lafayette Road,
St. Paul, MN 55155
- **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](#). 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 DNR’s website homepage, letterhead, publications, and all job postings include the statement “The Minnesota Department of Natural Resources 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.
- **Printed copy.** A physical copy of the DNR’s Affirmative Action Plan is available to contractors, vendors, and members of the public upon request to AAOdiversity.DNR@state.mn.us or at the following address:

Attn: Affirmative Action Officer
500 Lafayette Road,
St. Paul, MN 55155

Job Category Analysis

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

The DNR 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.

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

The DNR used the United States Census Bureau's EEO Tabulation 2014-2018 American Community Survey (ACS) statistical data for external availability, which is the most current statistical information available at the time of developing the Plan. The feeder job statistics of employees are used for internal availability (refer to [Appendix D. Feeder Jobs](#) for details).

These external and internal factors are weighted according to the DNR's past hiring patterns and/or future recruitment focus to obtain the final availability (Refer to [Appendix E. Determining Availability](#) for details).

Utilization/Comparing Employees to Availability, Goal Establishment, 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, and Minnesota Administrative Rules 3905.0600 Subp 5.

Utilization is an analysis of affirmative action and equal opportunity employment data used to assess the available workforce for a given state. Underutilization Analysis worksheets are attached in the appendices. Numbers less than 10 are indicated with "<10" and "***.***%" in accordance with MMB's guidance on data privacy.

Through the utilization and availability analysis, the DNR has determined which job categories are underutilized for women, 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 (GFEs) for all aspects of the Plan.

Effective hiring goals are strategic, actionable, and measurable efforts the agency is committed to pursuing and implementing in 2022-2024. The goals are not quotas, nor do they require protected group status-based hiring preferences. They are aspirational goals so that the agency makes GFEs to remove barriers to equal employment opportunity.

The DNR used the “whole person rule” to establish hiring goals. This means when the actual representation percentage of women, racial/ethnic minorities, or individuals with disabilities is less than reasonably would be expected given the workforce participation in the labor market area/reasonable recruitment area and that difference is at least one whole person (i.e., equal to or 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 (the expected representation of qualified protected group within each EEO job category) is calculated for women, racial/ethnic minorities, and individuals with disabilities in that job category.

In [Appendix F](#), the Utilization Goals indicates if a job category by protected group is underutilized.

Area(s) in the DNR’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, as it may become underutilized when employee movement occurs.

In Table 2. Hiring Goals by Job Category and Protected Group, if a protected group in a job category shows “Monitor,” the DNR will proactively make GFEs to recruit external qualified protected groups for vacancies in that job category. The DNR will also train and retain employees in the job category to help prevent underutilization due to an employee move or attrition.

Refer to [Appendix F. Utilization-Goals](#) for details for underutilization and hiring goals.

Table 2 Hiring Goals by Job Category and Protected Group

Job Categories	Women Establish Goals?	Women If Yes, Goals for FY 2022-2024	Racial/Ethnic Minorities Establish Goals?	Racial/Ethnic Minorities If Yes, Goals for FY 2022-2024	Individuals with Disabilities Establish Goals?	Individuals with Disabilities If Yes, Goals for FY 2022-2024
Officials/Administrators	Monitor	-	Yes	5.72%	-	-
Professionals	Yes	40.38%	Yes	6.34%	-	-
Technicians	Monitor	-	Yes	8.45%	-	-
Protective Services: Sworn	Yes	42.91%	Yes	13.94%	Yes	5.56%
Protective Services: Non-sworn	Yes	24.21%	Yes	15.38%	Yes	7.51%

Job Categories	Women Establish Goals?	Women If Yes, Goals for FY 2022-2024	Racial/Ethnic Minorities Establish Goals?	Racial/Ethnic Minorities If Yes, Goals for FY 2022-2024	Individuals with Disabilities Establish Goals?	Individuals with Disabilities If Yes, Goals for FY 2022-2024
Paraprofessionals	Yes	89.06%	-	-	Monitor	-
Office/Clerical	-	-	Yes	13.02%	-	-
Skilled Craft	Yes	6.11%	Monitor	-	Monitor	-
Service Maintenance	-	-	Yes	16.36%	Yes	10.18%

Identification of Areas for Monitoring and Focus

Minnesota Administrative Rules 3905.0400 Subp. 1 Item H, Minnesota Administrative Rules 3905.0600 Subp. 6, and MS 43A.19 Subd. 1(a)(3) for separations

Monitoring personnel activities can serve as a means of measuring the DNR’s progress toward achieving the established goals without discriminations and effectiveness in GFEs.

Personnel Activity Evaluation and Progress Reports

Personnel Activity

The DNR evaluates hires, promotions, and separations within each job category and by protected group. The hire and promotion rates were examined to assess progress towards meeting established goals outlined in the 2020-2022 Plan., Of note, not all job categories were identified in the last Plan as needing hiring goals for each protected group. This section only reports on the categories for which goals were established. The separation rates were also evaluated within each job category, by protected group, and separation reasons.

Progress Reports

The progress report examines hiring goals established in the prior Plan. As a part of the DNR’s monitoring practices, the DNR evaluated if it met the hiring goal(s) established in the prior Plan (refer to [Appendix A. Progress Report](#)).

[Appendix A. Progress Report](#) indicates if a job category had a hiring goal established in the prior Plan and evaluates if the DNR attained the hiring goal.

Where the indication of the “Goals in Prior AAP?” column is:

- “Yes”: the DNR had a goal established in the prior Plan.

Where the indication of the “Goal Met?” column is:

- “Yes”: the DNR met the goal established in the 2020-2022 Plan period.
- “No”: the DNR did not attain the goal established in the 2020-2022 Plan period.
- “No Hire/Prom”: there were no opportunities in the 2020-2022 Plan period.

Separations

[Appendix B. Separation Analysis](#) shows the results by separation type and the protected group during the prior Plan period to evaluate and identify potential action area(s) for retention strategies for the 2022-2024 Plan.

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 1,000 separations in total and of those separations, 150 employees separated due to dismissal or non-certification, the dismissal or non-certification percentage is 15.00% (150 divided by 1,000).
2. The “percentage type¹” indicates percentage by protected group type within a separation type. For example, if there were 150 separations by dismissal or non-certification in total, and of those separations 80 were women employees, the women dismissal or non-certification separation is 53.33% (80 divided by 150). Therefore, the “percentage type¹” analyzes the percent of protected group compromised in each separation type.
3. The “percentage type²” indicates percentages by separation type within the protected group. For example, if there were 500 women separations in total and of those separations 80 women employees separated due to dismissal or non-certification reason, the women dismissal or non-certification separation is 16.00% (80 divided by 500). Therefore, the “percentage type²” analyzes the percent of separation type within the protected group.

For the DNR, the separation type “termination without rights” includes mostly seasonal or temporary employees. The Plan is a biennial cycle; given that, temporary or seasonal employees may have separated multiple times during the prior Plan period, and the percentage type statistics for “termination without rights” may be inflated. Seasonal or temporary employees separate based on the length of their employment contracts, which varies by position. Therefore, this data may have limited use and be prone to misinterpretation.

Women

Hires and Promotions

Officials/Administrators: A hiring goal of 36.81% was established for the 2020-2022 Plan period. There was a total of 22 opportunities, and 54.55% of them were filled by women. The goal was met. Looking separately at hires and promotions, women’s hire and promotion rates were 100% and 37.50% respectively. Both rates met the goal.

Professionals: A hiring goal of 39.83% was established for the 2020-2022 Plan period. There was a total of 277 opportunities, and 48.74% were filled by women. The goal was met. Looking separately at hires and promotions, women’s hire and promotion rates were 49.38% and 47.83% respectively. Both rates met the goal.

Technicians: A hiring goal of 24.91% was established for the 2020-2022 Plan period. There was a total of 91 opportunities, and 37.36% were filled by women. The goal was met. Looking separately at hires and promotions, women's hire and promotion rates were 40.58% and 27.27% respectively. Both rates met the goal.

Skilled Craft: A hiring goal of 6.33% was established for the 2020-2022 Plan period. There was a total of less than 10 opportunities, and no opportunities were filled by women. The goal was not met. [The Corrective Actions and Action Oriented Programs](#) identified later in this Plan will be followed to achieve the hiring goal in the future.

Separations

There was a total of 387 women separations, which consists of 36.51% of entire separations during the 2020-2022 Plan period. Resignation (rate of 43.15%) is the leading reason for women separating from the DNR, followed by retirement (17.05%). This pattern has been observed in all job categories.

The DNR further examined women separations by job category and separation type. The below job categories indicate areas for monitoring due to relatively high separation rates:

Professionals: The total women separation rate is 42.46. Resignation (rate of 50.00%) is the leading reasons for women separating from the DNR, followed by retirement (40.79%) in this job category.

Office Clerical: The total women separation rate is 64.76%. Resignation (rate of 42.65%) is the leading reasons for women separating from the DNR, followed by retirement (36.76%) in this job category.

Racial/Ethnic Minorities

Hires and Promotions

Officials/Administrators: A hiring goal of 5.27% was established for the 2020-2022 Plan period. There was a total of 22 opportunities, and less than 5.27% of them were filled by racial/ethnic minorities. The goal was not met. Looking separately at hires and promotions shows that racial/ethnic minorities' hire and promotion rates were 0.00% and 6.25% respectively. The goal of hire was not met. [The Corrective Actions and Action-Oriented Programs](#) identified later in this Plan will be followed to achieve the hiring goal in the future.

Professionals: A hiring goal of 5.99% was established for the 2020-2022 Plan period. There was a total of 277 opportunities, and 8.66% were filled by racial/ethnic minorities. The goal was met. Looking separately at hires and promotions shows that racial/ethnic minorities' hire and promotion rates were 8.64% and 8.70% respectively. Both rates met the goal.

Technicians: A hiring goal of 9.58% was established for the 2020-2022 Plan period. There was a total of 91 opportunities, and less than 9.58% were filled by racial/ethnic minorities. The goal was not met. Looking separately at hires and promotions shows that racial/ethnic minorities' hire and promotion rates were less than 9.58%. Neither rates met the goal. [The Corrective Actions and Action-Oriented Programs](#) identified later in this Plan will be followed to achieve the hiring goals in the future.

Protective Services: Non-sworn: A hiring goal of 8.50% was established for the 2020-2022 Plan period. There was a total of 32 opportunities, and more than 8.50% were filled by racial/ethnic minorities. The goal was met. Looking separately at hires and promotions shows that racial/ethnic minorities' hire and promotion rates were more than 8.50% of promotions or hires were racial/ethnic minorities. Both rates met the goal.

Office Clerical: A hiring goal of 9.38% was established for the 2020-2022 Plan period. There was a total of 128 opportunities, and 11.72% were filled by racial/ethnic minorities. The goal was met. Looking separately at hires and promotions shows that racial/ethnic minorities' hire and promotion rates were 11.21% and more than 9.38% respectively. Both rates met the goal.

Service Maintenance: A hiring goal of 7.73% was established for the 2020-2022 Plan period. There was a total of 577 opportunities, and 7.45% were filled by racial/ethnic minorities. The goal was not met. Looking separately at hires and promotions shows that racial/ethnic minorities' hire and promotion rates were 7.37% and more than 7.73% respectively. The hire rate did not meet the goal; the promotion rate met the goal. [The Corrective Actions and Action-Oriented Programs](#) will be followed to achieve the hiring goals in the future.

Separations

There was a total of 53 racial/ethnic minority separations, which consists of 5.00% of entire separations during the 2020-2022 Plan period. Resignation (rate of 45.28%) was the leading reason for racial/ethnic minorities separating from the DNR, followed by retirement (9.43%). This pattern has been observed in all job categories.

The DNR further examined racial/ethnic minority separations by job category and separation type. The below job category indicates an area for monitoring due to a relatively high separation rates:

Service Maintenance: The total racial/ethnic minority separation rate is 4.91%. Resignation (rate of 38.71%) is the leading reasons for racial/ethnic minorities separating from the DNR, followed by retirement (6.45%) in this job category. Although termination without rights is the highest (54.84%), this result was inflated by seasonal separations

Individuals with Disabilities

Hires and Promotions

Protective Services: Sworn: A hiring goal of 5.50% was established for the 2020-2022 Plan period. There was a total of 14 opportunities, and more than 5.50% were filled by individuals with disabilities. The goal was met. Looking separately at hires and promotions shows that individuals with disabilities' both hire and promotion rates were more than 5.50% and less than 5.50% respectively. The hire rate met the goal, and the promotion rate did not meet the goal. [The Corrective Actions and Action-Oriented Programs](#) identified later in this Plan will be followed to achieve the hiring goals in the future.

Skilled Craft: A hiring goal of 4.71% was established for the 2020-2022 Plan period. There was a total of less than 10 opportunities, and less than 4.71% were filled by individuals with disabilities. The goal did not meet. Looking separately at hires and promotions shows that individuals with disabilities' both individuals with disabilities' hire and promotion rates were less than 4.71%. Neither rates met the goal. [The Corrective Actions and Action-Oriented Programs](#) identified later in this Plan will be followed to achieve the hiring goals in the future.

Separation

There was a total of 83 individuals with disabilities separations, which consists of 7.83% of entire separations during the previous AAP period. Resignation (rate of 39.76%) was the leading reason for individuals with disabilities separating from the DNR, followed by retirement (25.30%). This pattern has been observed in all job categories.

The DNR further examined individuals with disabilities separation by job category and separation type. The below job category indicates an area for monitoring due to a relatively high separation rate:

Service Maintenance: The rate of total individuals with disabilities separation is 5.06%; Resignation (rate of 50.00%) is the leading reasons for individuals with disabilities followed by retirement (6.25%). [The Corrective](#)

[Actions and Action-Oriented Programs](#) identified later in this Plan will be followed to achieve the hiring goals in the future.

Workforce Evaluation

The DNR evaluated its internal workforce by protected group and job category. The DNR has a total of 2,854 employees, including 1,138 women, 180 racial/ethnic minorities, and 244 individuals with disabilities included in this plan. Below is a summary of findings by job category with hiring goals identified or the need for monitoring indicated as applicable based on the analysis.

Officials/Managers: This group consists of 118 employees including 48 women, less than 10 racial/ethnic minorities, and 15 individuals with disabilities. There is a “Monitor” indicator for women and a hiring goal of 5.72% for racial/ethnic minorities. [The Corrective Actions and Action-Oriented Programs](#) will be followed.

Professionals: This group consists of 1359 employees including 534 women, 75 racial/ethnic minorities, and 119 individuals with disabilities. There are hiring goals of 40.38% and 6.34% for women and racial/ethnic minorities, respectively. The representation of racial/ethnic minorities in the feeder job group is 5.47%, which is lower than the established goal of 6.34% for racial/ethnic minorities. [The Corrective Actions and Action-Oriented Programs](#) will be followed.

Technicians: This group consists of 245 employees including 63 women, less than 10 racial/ethnic minorities, and 17 individuals with disabilities. There is a “Monitor” indicator for women and a hiring goal of 8.45% for racial/ethnic minorities. The representation of women and racial/ethnic minorities in their feeder job groups are 16.49% and 4.12%, respectively, and is lower than the established goals of 25.72% and 8.45% for women and racial/ethnic minorities, respectively. [The Corrective Actions and Action-Oriented Programs](#) will be followed.

Protective Service: Sworn: This group consists of 181 employees, including 25 women, 22 racial/ethnic minorities, and less than 10 individuals with disabilities. There are hiring goals of 42.91%, 13.94%, and 5.56% for women, racial/ethnic minorities, and individuals with disabilities, respectively. The representation of women, racial/ethnic minorities, and individuals with disabilities in their feeder job groups are 14.91%, 12.42%, and 3.73%, respectively, and is lower than the above-mentioned established goals. [The Corrective Actions and Action-Oriented Programs](#) will be followed.

Protective Service: Non-Sworn: This group consists of 57 employees, including less than 10 women, less than 10 racial/ethnic minorities, and less than 10 individuals with disabilities. There are hiring goals of 24.21%, 15.38%, and 7.51% for women, racial/ethnic minorities, and individuals with disabilities, respectively. The representation of racial/ethnic minorities and individuals with disabilities in their feeder job groups are 6.36% and 8.86%, respectively, and is lower than the above-mentioned established goals for racial/ethnic minorities and individuals with disabilities. [The Corrective Actions and Action-Oriented Programs](#) will be followed.

Paraprofessionals: This group consists of 17 employees including 12 women, less than 10 racial/ethnic minorities, and less than 10 individuals with disabilities. There is a hiring goal of 89.06% for women and a “Monitor” indicator for individuals with disabilities, respectively. [The Corrective Actions and Action-Oriented Programs](#) will be followed.

Administrative Support: This group consists of 258 employees, including 220 women, 20 racial/ethnic minorities, and 35 individuals with disabilities. There is a hiring goal of 13.02% for racial/ethnic minorities. The representation of racial/ethnic minorities in the feeder job group is 8.80% and is lower than the above-mentioned established goal. [The Corrective Actions and Action-Oriented Programs](#) will be followed.

Skilled Craft: This group consists of 24 employees including less than 10 women, less than 10 racial/ethnic minorities, and less than 10 individuals with disabilities. There is a hiring goal of 6.11% for women and a

“Monitor” indicator for racial/ethnic minorities and individuals with disabilities, respectively. [The Corrective Actions and Action-Oriented Programs](#) will be followed.

Service Maintenance: This group consists of 595 employees including 228 women, 39 racial/ethnic minorities, and 47 individuals with disabilities. There are hiring goals of 16.36% and 10.18% for women and individuals with disabilities, respectively. The representation of racial/ethnic minorities and individuals with disabilities in their feeder job groups are 7.43% and 8.18%, respectively, and is lower than the above-mentioned established goals. [The Corrective Actions and Action-Oriented Programs](#) will be followed.

Corrective Actions, Action-Oriented Programs, and Timetable

Minnesota Administrative Rules 3905.0600 subp. 6 and
Minnesota Administrative Rules 3905.0400 Subp. 1 Item H.

The DNR's corrective actions and action-oriented programs are designed to implement the provisions of this affirmative action plan and meet requirements found in [Minnesota Statutes, section 43A.191 Subdivision 2](#). These activities will be implemented throughout this affirmative action plan period.

Corrective Actions and Action-Oriented Programs

This section identifies ways the DNR will eliminate barriers, provide corrective actions, and make GFEs toward the affirmative action goals for underutilized protected groups to ensure equal employment opportunity. The DNR has reviewed barriers to hiring during the previous plan period and identified recruitment strategies, processes, and training to address underutilization for this plan cycle.

Barriers

The agency has identified the following constraints to addressing underutilization and areas for monitoring identified in the previous section.

- Unwillingness of employees to self-identify, including individuals with disabilities. This will affect the representation of employees in this protected group.
- The geographic location of open positions may affect the DNR's ability to attract qualified applicants from protected groups.
- College enrollment in specific natural resources programs is declining, affecting the pipeline of potential applicants for many DNR positions. The representation of protected class members within these programs is low.
- The comparatively low rate of pay for some positions relative to other private and public employers can affect the DNR's ability to attract diverse candidates at a time when many employers are striving to diversify their workforce.

Centralized Accountability for Diversity, Equity, and Inclusion Initiatives

The Equity Change Team (ECT) was developed at the direction of the Governor's Office of Inclusion, and is comprised of senior leadership and DEI subject matter experts representing all levels of the agency. The ECT is responsible for developing and implementing a plan to produce and embed equity outcomes within agency policies and administrative practices.

The ECT consists of the Deputy Commissioner, Special Assistant to the Commissioner for Strategy, 3 Division Directors, 1 Regional Director, HR Director, Communications Director, Chief Financial Officer, ADA Title I Coordinator, Affirmative Action Officer, Career Pathways Project Manager, and DEI Coordinator.

The Equity Change Plan (ECP) was developed by the ECT to outline key objectives goals and actions for advancing DEI at the DNR. The ECP includes affirmative-action related GFEs and is operationalized by the DEI Action Team (AT).

Recruitment

The DNR takes the following actions to improve recruitment and increase the flow of qualified women, racial/ethnic minorities, and individuals with disabilities to the applicant pool.

Continued Commitments

- Post all classified job opportunities through [the State of MN Career](#) site.
- Communicate new job opportunities to all DNR employees on a daily basis.
- Participate in the annual Minnesota State Fair and other job fairs to increase the DNR presence and brand.
- Consider women, racial/ethnic minorities, and individuals with disability applicants for all positions for which they qualify. Coordinate and collaborate with Vocational Rehabilitation Services for individuals with disability outreach.
- Enhance a pipeline for entry-level jobs across job categories, using statewide internship opportunities such as Right Track, Step Up, Urban Scholar, and Star of the North Fellows.
- Support the Increasing Diversity in Environmental Careers (IDEC) program. The IDEC is a program that aims to reduce and eliminate barriers that inhibit under-represented college students (women, racial/ethnic minorities, and individuals with disabilities) from completing STEM degrees and obtaining environmental careers after graduation. DNR's IDEC partners are the Minnesota Department of Pollution Control Agency, the Minnesota Board of Water and Soil Resources, and the Conservation Corps Minnesota and Iowa.
- Advertise the Connect 700 program to attract qualified individuals with disabilities by providing a link to MMB's web site.
- Provide a Connect 700 program overview and key points on interviewing to hiring managers/supervisors prior to scheduling an interview with C700 candidates.
- Ensure that reasonable accommodations are provided to applicants needing them.
- Conduct a pre-hire review where the selected candidate is a non-affirmative action hire in competitive and noncompetitive appointments as specified in [MS 43A.191 subd.3\(c\)](#). This review follows the [Pre-Employment Review Procedure/Monitoring the Hiring Process](#).
- Review minimum qualifications before posting a job to evaluate they are truly "must-haves" and use gender-neutral language and avoid words/phrases that potentially can subconsciously turn off candidates from protected groups.
- Publish recruitment materials and media depicting individuals representing protected groups.
- Use the EEO tag line on all job postings and advertisements and ensure that employees and applicants are aware of nondiscrimination policies and procedures.
- Maintain a strong relationship with the Project SEARCH disability internship program and disseminate information about potential job openings or project work for their interns.

New Commitments

- By the end of 2024, the DEI Action Team (AT) will execute actions to support the ECP, and DEI strategies identified by the OHT. The actions identified are:

- Develop a relationship with the “[Get Ready Program](#)” offered by the Minnesota Office of Higher Education to understand their statewide contacts for workforce pipelines.
- Compile a master list of recruitment contacts for effective recruitment across the DNR.
- Collaborate with professional organizations and societies specific to the DNR areas of work. By March 2023, the AAO will provide a list of feeder jobs by job category to HR and managers/supervisors to assist them in making GFEs to increase protected group representation in job categories for which they that fall into feeder job categories.
- By July 2023, the AAO will revamp and strengthen the pre-hire review process by providing guidance for:
 - Reviewing minimum/preferred qualifications and selection test/exercise requirements for the essential job functions of open positions;
 - Reviewing feeder job categories to identify vacant jobs that can serve as pipelines to feeder jobs;
 - Supporting the development of job-specific recruitment plans (before posting jobs) to ensure outreach to qualified candidates in protected groups;
 - Developing reliable resume and interview score definitions to measure candidates’ minimum and preferred qualifications;
 - Reviewing interview questions to identify and eliminate potential bias,
 - Ensuring that interview panel members discuss the impact of common biases (e.g., stereotypes, unsubstantiated first impressions that may influence a decision, and assessments based on comfort levels with people in dissimilar group(s)) before initiating an interview stage.
- By December 2022, the AAO will provide a good-faith-efforts-tracking worksheet to division/regional directors to capture all efforts and evaluate their effectiveness.
- The AAO will lead the applicant flow log accuracy project – including but not limited to job applicant final dispositions by hiring stage -- which will enable more substantive analyses of potential barriers, in conjunction with HR.
- By December 2023, the DEI Coordinator will develop robust and targeted recruitment strategies to increase the representation of protected groups across all job categories.
- Each division/region will track its GFEs, such as community outreach, and evaluate the effectiveness of the efforts.

Persons Responsible:

The AAO, DEI Coordinator, and HR Director are responsible for implementing and evaluate the DNR’s recruitment commitments’ implementation.

Retention

The DNR will take the following actions to improve retention of women, racial/ethnic minorities, and individuals with disabilities.

Continued Commitments

- Ensure that the DNR employees are aware of anti-harassment and nondiscrimination policies, grievance procedures, and post policies in visible locations.

- Ensure that reasonable accommodations are made to employees needing them.
- Provide a brief orientation to a C700 employee prior to their start date and meet them within their first week of hire for additional reasonable accommodations as needed to foster successful.
- Provide Diversity Chat opportunities to all DNR employees to learn, foster a DEI culture, and enhance the DNR Culture of Respect.
- Encourage managers/supervisors to reach out departing employees to participate in exit interviews.
- Ensure flexible work arrangements (as much as positions allow), an inclusive work environment and equal opportunities for all employees.
- Equip fire alarm horns/strobe lights where we need for employees with disabilities.

New Commitments

- By the end of November 2022, update the DNR Office of Diversity, Equity, and Inclusion’s internal website to reflect more accurate information for all DNR employees.
- Develop a standardized exit interview question template across the DNR with HR partnership.
- Promote [the State-wide Employee Resources Groups \(ERGs\)](#) in conjunction with MMB.
- Develop a robust retention strategy in conjunction with the Executive and Senior Management Teams, to retain highly qualified and diverse employees.

Persons Responsible:

The AAO, DEI Coordinator, and HR Director are responsible for implementing and evaluate the DNR’s retention commitments’ implementation.

Training

The agency will take the following actions to improve promotional opportunities and career developments of women, racial/ethnic minorities, and individuals with disabilities.

Continued Commitments

- Announce training opportunities to all employees.
- Provide all new employees a New Employee Orientation for information that they need to know, including the DNR’s respectful workplace, sexual harassment and harassment/discrimination policies.
- Provide core training for new supervisors and managers to learn DNR values including, but not limited to, DEI, AA, EO, and safety.
- Invite and encourage all employees to self-identify their race/ethnicity, sex, and disability status.
- Ensure all DNR employees complete annual e-trainings on:
 - Preventing Sexual Harassment
 - Prohibition of Harassment and Discrimination Policy Review
 - Respectful Workplace Training
 - Workplace Violence Prohibited Policy Acknowledgement.

- Ensure all supervisors/managers complete the annual Preventing Sexual Harassment for Managers and Supervisors course and Respectful Workplace Training for Leaders.
- Encourage all employees to receive applicable trainings for their career development.

New Commitments

- By December 2023, revamp and implement the New Employee Orientation program in conjunction with the HR Training Team.
- Provide training on the revamped pre-hire review process to hiring managers/supervisors to strengthen the equal opportunity hiring decision.
- Develop an unconscious bias training for all employees.
- By March 2023, disseminate and encourage online MS PowerPoint, Excel and PDF Acrobat accessibility trainings provided by the DNR and [MMB](#) to all employees in conjunction with the DNR Digital Accessibility Coordinator.
- Develop a recommendation to the Operations Service Managers for expanding Microsoft Word accessibility to include the Colour Contrast Analyser (CCA) or similar software for employees who use Microsoft Word to carry out job responsibilities.

Persons Responsible:

The AAO, DEI Coordinator, and HR Director are responsible for implementing and evaluate the DNR’s training commitments’ implementation.

Division and Region Commitments

In addition to the agency-wide good faith efforts listed above, the DNR divisions and regions have also committed to the actions identified below.

The senior Management Team, Division Management Teams and Regional Management Teams are responsible for implementing own division or region’s commitments.

Ecological and Water Resources Division

- Continue advertising jobs thoroughly to attract diverse candidates, including to institutions/ organizations that promote hiring of minorities such as Minorities in Agriculture, Natural Resources, and Related Sciences (MANRRS).
- Continue interviewing diverse qualified applicants.
- Continue reviewing finalists for positions to ensure affirmative action is considered in hiring.
- Continue participating in the (IDEC) program to increase and attract diverse candidates.
- Continue a new, division-specific employee class to promote a welcoming and inclusive environment.
- Ensure division leadership has ongoing conversations around DEI to help emphasize the importance of incorporating DEI into hiring practices and retention efforts.
- Develop a division-specific DEI charter.
- Invite the AAO to Division managers and supervisors’ meetings to communicate the EEO policy and the affirmative action program and plan.

- Evaluate managers and supervisors on their EEO efforts and results as part of annual performance reviews.

Enforcement Division

- Continue to recruit and hire diverse Conservation Officer (CO) candidates through our traditional and CO Prep hiring processes. CO Prep reduces barriers to becoming a CO and has been effective in creating a workforce that more closely resembles all the people we serve.
- Continue our fiscal efforts to work with diverse vendors through Office of Management and Budget Services (OMBS).
- Continue to participate in the DNR's DEI Action Team (AT).
- Encourage enforcement staff to participate in the upcoming DEI Champions cohort.
- Host a presentation about Southeast Asian culture at our annual Enforcement Awards and Safety Conference in February 2023.
- Conduct outreach to new immigrant communities through our Ice Safety Program. Many of these individuals are unfamiliar with ice safety considerations, and this outreach will help all people safely recreate outdoors year-round.

Fish and Wildlife Division

- Continue to review and adjust the minimum and preferred qualifications for the entry-level Fisheries Specialist and entry-level Wildlife Specialist positions to identify and remove unnecessary barriers to inclusive hiring.
- Continue active financial and leadership support to the DEI Champions cohort effort.
- Continue monthly "Emails for allies" and broadening the number of contributors.
- Hiring an overarching community liaison position to help, in coordination with agency efforts, find meaningful connections to Black, Indigenous, and People of Color (BIPOC) communities around fish and wildlife-related opportunities and issues.

Forestry Division

- Continue to recruit at the Society of American Foresters (SAF) National Conference, at which more diverse student and professional SAF members can be found than we usually find in candidate pools in Minnesota.
- Continue to have DEI training requirements for all new division staff.
- Continue to pursue opportunities to participate in Minorities in Agriculture, Natural Resources, and Related Sciences (MANRRs) programs.
- Continue to work to provide better-fitting uniform items and fire suppression attire for women employees. It has improved over time, but there is still room for more improvement.
- Support interested employees who'd like to continue discussions that began at the Inaugural Women's Forest Congress in October 2022 - 18 women from the Forestry Division attended this international conference.
- Identify the next set of leaders for the Forestry's Women in the Workforce Lunch and Learn series to advance the DEI culture throughout the Forestry Division.

Lands and Minerals Division

- Continue pursuing opportunities for Lands and Minerals presence at job fairs, the state fair, colleges, universities, student clubs and student organizations with a focus on recruiting diverse candidates.
- Continue to support internships, job shadowing and training programs that encourage the study of natural resources for new and diverse students and recruiting graduating students into natural resources careers.
- Build relationships with college and university environmental and earth science/engineering programs with the purpose of developing DEI opportunities.
- Build partnerships with up to three Vocational Rehabilitation Centers to recruit individuals with disabilities.
- Build connections with up to three Minnesota Workforce Centers aimed at active recruitment of disabled veterans and racial/ethnic minorities.

Operations Services Division

- Continue to coordinate and facilitate the agency commitment to pipeline programs, including Step-Up, Right Track, Urban Scholars, and MN Pathways.
- Continue to attend, host, and/or organize career events targeted to underrepresented groups, including the statewide career fair, Urban Roots, and Higher Ground - Earth Day Clean up with a career component.
- Continue to develop partnerships with local technical colleges to promote openings to a more diverse audience and specifically pursuing applicants in skilled craft and maintenance job categories.
- Continue to utilize a diverse panel of experts to advise the Minnesota Conservation Volunteer magazine on diversity, equity, and inclusion.
- Posting skilled craft and maintenance positions on local and statewide diversity job boards.

Parks and Trails Division

- Continue to require an inclusive hiring plan for every position, including but not limited to direct solicitation to under-represented communities, educational institutions, and professional organizations.
- Continue to expand gender neutral bathrooms for visitor and employee use.
- Continue to create more diverse interview panels.
- Continue to provide staff members up to \$50,000 each year for networking and seed money for working with diverse populations.
- Continue to provide interpretive and I Can! programs that provide basic camping, fishing, padding, or archery experiences for diverse populations.
- Continue to integrate DEI work into statewide program work, examples include:
 - Women in Natural Resources High School program
 - Opportunities for water recreation through fishing piers as well as an Economic Development Administration (EDA) paddle sports grant

- Continue to address Parks and Trails advisory group participation and identify opportunities to expand diversity in representation.
- Continue to review and adjust postings and position descriptions to make sure they are written with inclusive language and qualifications are directly job-related.
- Expand efforts recruiting efforts, including sending positions to broader audiences.
- Support a second DEI Champions Cohort, including IDI assessments and coaching.
- Participate in the development of a DEI Community of Practice.

Revamp public-facing signage to make it more welcoming, inclusive and reflective of diverse cultures.

Region 1 – Northwest

- Expand outreach efforts to area colleges that have accredited degrees in law enforcement and skilled craft with female students. Examples include: Alexandria Community and Technical College (Peace Officer Standards Training, skilled crafts), and Northwest Technical College (skilled crafts).
- Expand recruitment outreach efforts include Red Lake, Leech Lake and White Earth tribal colleges by participating in their applicable events.
- Post promotional opportunities internally and create training plans to enhance opportunities for promotion and succession planning. Target jobs held by women in categories of officials and administrators, protective services and skilled crafts, and target jobs held by minorities in categories of officials and administrators, technicians, protective services, and skilled crafts.
- Conduct and review exit interviews to determine if there are themes to address in voluntary reasons for leaving DNR, specifically those vacated by women in categories of professionals, technicians, and administrative support and those vacated by minorities in categories of administrative support.
- Connect with career services centers to discuss DNR employment opportunities and, hiring processes, and to participate in job and career fair opportunities.
- Enhance partnerships with DEED Career Force programs to better reach individuals with disabilities seeking employment.
- Develop a process for high school and college students to request job shadowing opportunities.
- Provide more flexible work opportunities for jobs that are suitable for telework in order to expand the pool of applicants and for those who face mobility, accessibility or transportation barriers.
-

Region 2 – Northeast

- Continue participation in partnerships focused on assisting organizations with recruiting and retaining youth from under-utilized communities; these partnerships include professional organizations and academic institutions, (e.g., Northspan, Iron Range Resources and Rehabilitation, 1854 Treaty Authority, Future Forest Stewards, Ruffed Grouse Society, and universities, including University of Minnesota Duluth, University of Wisconsin Superior and Michigan Technological University.
- Continue to utilize the I Can! Program for hunting, fishing, trapping, gathering, hiking, and skiing to attract potential applicants to Parks and Trails and Enforcement divisions.

- Provide summer mentorship to high school and two-year-college students, such as the Career Pathways program of eight school districts in the region and Minnesota College North – Itasca campus.
- Propose a three-year hire project to develop a pipeline of temporary positions, targeting people without fisheries coursework to build their expertise (initiative of the Fish and Wildlife Division in Region 2).
- Create intern and mentorship opportunities with students at Tribal Colleges located at Leech Lake, Fond du Lac and Bois Forte.
- Participate annually in 2 to 3 career and job fairs, including those held by the Leech Lake Band of Ojibwe, Fond du Lac Tribal and Community College, and 1854 Treaty Authority.
- Support enrollment of regional staff in Tribal training courses via the Learning Management system.
- Support all regional staff able and required to take Tribal State Relations Training.
- Encourage managers/supervisors to engage in DEI training opportunities.

Region 3 – Central

- Explore opportunities to increase inclusiveness in the work environment to improve retention.
- Improve staff welcoming and onboarding in the region, including early learning about the DNR organizational structure and values.
- Establish DEI leadership and staff teams under the Regional Management Team that connect the region to DNR DEI efforts and track related regional activities.
- Host and/or participate in career events targeted to underrepresented youth, working with:
 - Non-profit youth employment organizations (e.g., Urban Roots).
 - Schools with underrepresented student bodies.
- Increase awareness of current and future job opportunities.
 - Promote internship and career opportunities to people and organizations that serve or are made up of underrepresented youth and/or adults.
 - Encourage and support staff participation in school visits, career events at schools, and organizations that serve or are made up of under-represented groups. Support includes making sure that staff are aware of and use the career materials and resources to introduce students to their career path and the other options at the DNR.
- Participate in outreach to underrepresented communities in outdoor and nature recreation, and promote awareness of the DNR.
- Encourage Central Region team members to take Learning Management training related to DEI, participate in at least two DEI related chats or webinars annually, and, if applicable, take Tribal State Relations training.
- Encourage supervisors to intentionally review PDs and job postings to be more inclusive.
- Promote the No Child Left Inside grants and the Library Pass program.
- Provide multilingual messaging and/or materials at outreach events and/or in non-English publications.
- Explore new channels to distribute multilingual fishing and hunting rules and regulation books.

Region 4 – South

- Continue to post South Region DNR position listings with the Minnesota State University, Mankato (MSU-M) Multicultural Network email group, social media, and through other diversity channels.
- Continue to participate in MSU-M Multicultural Network by Regional Director or Regional Planner.
- Encourage South Region team members to take Enterprise Learning Management training related to DEI, participate in at least two DEI related chats or webinars annually, and, if applicable, take Tribal State Relations training.
- Promote DNR careers to students of all backgrounds at strategically selected high schools across the region.
- Participate in at least one multicultural festival or event for outreach annually.
- Provide multilingual messaging and/or materials at outreach events.
- Explore new channels to distribute multilingual fishing and hunting rules and regulation books in diverse communities.
- Hire communication and outreach interns focused on inclusivity and working with partners in diverse groups and communities.
- Hold quarterly meetings of a regional DEI outreach group; develop a regional DEI team charter.
- Provide an outreach event/training for non-English speaking participants, such as a firearms safety course, I Can! Camp class, or fishing event. Look for assistance from the agency for content and interpreters.
- Encourage supervisors to intentionally review PDs and job postings to be more inclusive.
- Promote the No Child Left Inside grants and the Library Pass program.

Methods of Auditing, Evaluating, and Reporting Program Success

Minnesota Administrative Rules 3905.0400, subpart 1, item I

Pre-Employment Review Procedure/Monitoring the Hiring Process

The DNR will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of women, racial/ethnic minorities, or individuals with disabilities. The DNR will use an electronic Monitoring the Hiring Process form within the eTrack system for every hire, promotion, transfer, and demotion through competitive/non-competitive opportunities to track the number of women, racial/ethnic minorities, and individuals with disabilities in each stage of the selection process. Directors, managers, and supervisors will work closely with human resources and the AAO in reviewing the requirements for the position,

job posting, interviews, and selection to ensure that equal opportunity and affirmative action are carried out. Directors, managers, and supervisors must document their hiring decisions, and the AAO will review for bias.

When the DNR does not meet its hiring goals for competitive and noncompetitive appointments under [MS 43A.08, subd. 1\(9\), \(11\) and \(16\), and 43A.15, subd. 3, 10, 12, and 13](#), the DNR must justify its non-affirmative hires. The hiring manager/supervisor will submit a set of justification documents to the AAO if the potential hire is a non-affirmative candidate. The AAO must examine the documents and approve the justification before the hiring manager/supervisor provides a job offer to the non-affirmative candidate. The DNR will report the number of affirmative and non-affirmative hires to MMB on a quarterly basis.

When candidates are invited to participate in the selection process, employees scheduling the selection process will describe the process to the candidate (e.g., interview process and testing process where applicable). All candidates will also be provided information regarding the procedure to request reasonable accommodations, if necessary, to allow candidates with disabilities equal opportunity to participate in the selection process. For example, the employee scheduling the interviews will describe if interview questions are offered ahead of time or what technology may be used during a test. This will allow an individual with a disability to determine if they need a reasonable accommodation in advance.

All employees involved in the selection process are trained and accountable for the DNR's commitment to equal opportunity and the affirmative action plan and its implementation.

Pre-Review Procedure for Layoff Decisions

The DNR will follow the layoff procedures specified in the applicable bargaining unit agreements. Before implementation, the AAO, in conjunction with the DNR's HR Office, will review all pending layoffs to determine their effect on the DNR's affirmative action goals and timetables.

If it is determined that there is a disparate impact on a protected group(s) the agency will document why the layoff is occurring, including how the positions slated for layoff were identified, applicable personnel policies or collective bargaining agreement provisions that were considered, and other relevant information that explains the approach taken to identify the proposed layoffs. The agency will determine if other alternatives are available to minimize the disparate impact on a protected group(s).

Other Methods of Program Evaluation

The agency submits the following compliance reports to MMB as part of the efforts to evaluate the DNR's affirmative action plan:

- Quarterly Monitoring the Hiring Progress Reports
- Biannual Affirmative Action Plan
- Annual Americans with Disabilities Act Report
- Annual Internal Complaint Report (a report submitted to MMB with aggregate data on all internal complaints filed under the Harassment and Discrimination Prohibited Policy and the Sexual Harassment Prohibited Policy)
- Disposition of Internal Complaint (a report submitted to MMB within 30 days of final disposition relating to any internal complaint filed under the Harassment and Discrimination Prohibited Policy and the Sexual Harassment Policy)

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

- Monitoring progress toward stated goals by job category and protected group
- Analyzing employment activity (hires, promotions, and terminations) by job category to determine if there is disparate impact on a particular group(s)
- Analyzing the compensation program to determine if there are patterns of discrimination
- Reviewing the accessibility of online systems and websites, and ensuring that reasonable accommodations can be easily requested
- Reviewing results of the Affirmative Action Program on a regular basis with the appropriate leadership teams (Executive Team, Senior Management Team, OHT, and/or Division/Region Management Teams).
- Analyzing training programs regularly to increase knowledge and awareness and to eliminate potential discrimination in participation rates.

The following documents are maintained as a component of the DNR's affirmative action internal audit process, in accordance with the DNR's record retention policy:

- Employment applications
- An applicant flow log including the name, demographic information, job title, requisition identification number, interview status, and the action taken for all individuals applying for job opportunities
- Data of external and internal job offers and hires, promotions, transfers, resignations, terminations, and layoffs by job group and sex, racial/ethnic minority and disability status
- ADA and religious accommodation requests
- Internal complaints

The DNR also commits to engaging in at least quarterly discussions about progress advancing the Affirmative Action Plan and DEI with the appropriate leadership teams (Executive Leadership Team, Senior Management Team, ECT, Human Resources, OHT, Operations Managers Team, and/or Division/Region Management Teams). Depending on the topic or issue to be discussed, the Commissioner, the Deputy Commissioner, the Special Assistant to the Commissioner for Strategy, and the AAO will determine the appropriate team for the specific discussion.

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

Documents are available on [the MMB Equal Opportunity, Diversity, and Inclusion website](#), including [Affirmative Action resources](#) for state agencies.

[Harassment Complaint Form](#)

Acknowledgement – The below form may be used to verify receipt by agency employees

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: _____

REFERENCES

- For issues related to sexual harassment, please refer to HR/LR Policy #1329: Sexual Harassment Prohibited. For issues not related to sexual harassment, or harassment or discrimination based on protected class, please see HR/LR Policy #1432 Respectful Workplace.
- MMB Equal Opportunity, Diversity, and Inclusion Office.
- Consult your agency’s Affirmative Action Plan, or in the absence of an Agency Affirmative Action Plan, review [Affirmative Action resources](#) for state agencies.

CONTACTS

MMB Enterprise Employee Relations

[Office of Equal Opportunity, Diversity, and Inclusion](#)

Any appropriate authority, as set forth in Section II of this policy.

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

OVERVIEW

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 are in violation of this policy and 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

For a sample investigation procedure, please review the documents available on the [MMB Equal Opportunity, Diversity, and Inclusion website](#), including:

- Agency AAP Planning Guide
- For agencies with more than 25 employees
- For agencies with 25 or fewer employees

[Harassment Complaint Form](#)

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

The Minnesota Department of Natural Resources (DNR) 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.

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.

If the individual chooses, a complaint can be filed externally with the Minnesota Department of Human Rights (MDHR), the U.S. Equal Employment Opportunity Commission (EEOC), or through other legal channels. The MDHR, EEOC, and other legal channels have time limits for filing complaints; individuals may contact the MDHR, EEOC, or a private attorney for more information.

Coercion, retaliation, or intimidation against anyone filing a complaint or serving as a witness under this procedure or through an outside enforcement agency or other legal channels are prohibited. Employees who knowingly file a false complaint will be subject to disciplinary or corrective action.

The following are the DNR's procedures for filing an internal complaint alleging harassment, discrimination, or retaliation in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy:

1. The individual is encouraged but is not required to complete the "[Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form](#)" available on [the agency's Equal Opportunity Diversity and Inclusion intranet](#). The Affirmative Action Officer (AAO) will, if requested, assist in filling out the form.
 - A. The complaint may be submitted to the AAO, the Human Resources (HR) Office, or any DNR supervisor or manager, including leadership in the Commissioner's Office.
 - B. Individuals are encouraged to file a complaint within a reasonable period of time after they become aware that a situation may involve conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy.
2. Any member of the HR Office, any DNR manager or supervisor, and leadership within the Commissioner's Office must notify the AAO within two (2) business days if they receive a complaint or if they otherwise become aware of a potential violation of the Harassment and Discrimination Prohibited or the Sexual Harassment Prohibited policies.
3. The AAO, in consultation with the HR Director or their 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, or other potential policy violation.
 - A. If it is determined that the complaint does not allege 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 AAO or designee will inform the complainant, in writing, within ten (10)

business days from the time the AAO received the complaint and forward the complaint to the HR Office for review.


- B. 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 AAO or designee, HR Director or designee, and appropriate management including the Deputy Commissioner will determine whether corrective action may be taken without an investigation. If it is determined that an investigation is necessary, the AAO or designee will investigate the complaint or request the HR Director to assign a staff member of the HR Office to investigate the complaint or contract with an approved vendor to investigate the complaint.
4. The investigator will create a written investigation report of every investigation conducted. The investigator will present the report in a review meeting to the appropriate DNR leadership, the AAO, and the HR Director. If the investigation shows sufficient evidence to substantiate the complaint, appropriate corrective or disciplinary action will be taken.
 5. The investigator will provide a written answer to the complainant within sixty (60) days after the complaint is filed unless reasonable cause for delay exists. If the written answer is not expected to be issued within the sixty (60) day period, the investigator will notify the complainant in writing. The DNR AAO will provide the written answer to the complainant and notify the complainant of delay, if necessary, when an approved vendor conducts the investigation. The written answer to the complainant must comply with the data privacy restrictions of the Minnesota Government Data Practices Act.
 - A. The complaint's status 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.
 6. The investigator will file disposition of the complaint with the Commissioner of Minnesota Management and Budget within thirty (30) days after the DNR's final determination with a copy sent to the AAO. If an approved vendor is contracted to investigate, the AAO will file the disposition.
 7. The AAO or designee shall maintain records of all complaints, investigation reports, and any other data or relevant information for seven (7) years after the complaint is closed.
 8. In extenuating circumstances, the employee or applicant may contact the State AAO in the Office of Equal Opportunity, Diversity & Inclusion at Minnesota Management and Budget for information regarding the filing of a complaint (for example, if the complaint is against the DNR Commissioner or the DNR AAO).
 9. To further support the integrity of any complaint filed and avoid any conflict of interest, the following potential situations will be addressed as outlined:
 - A. If a complaint is made against the DNR AAO, the complaint should be reported to the Commissioner, Deputy Commissioner, and Special Assistant to Commissioner for Strategy, or the HR Director, who will contact the State AAO for consultation. The DNR AAO will be removed from the complaint process.

- B. If a complaint is made against the Commissioner, Deputy Commissioner, Assistant Commissioners, or Special Assistants to the Commissioner, the complaint should be reported to the DNR AAO or the HR Director, who will contact the State AAO for consultation. The Commissioner, Deputy Commissioner, Special Assistant to the Commissioner for Strategy and Assistant Commissioners will be removed from the complaint process with the possible exception of the participation of the direct supervisor of the subject of the complaint in the management review meeting to discuss the investigation results and appropriate response.
- C. If a complaint is made against the HR Director, Deputy HR Director, HR investigator, or the Labor Relations Representative, the complaint should be reported to the DNR AAO, Commissioner, Deputy Commissioner, who will contact the State AAO for consultation. The HR Office will be removed from the complaint process with the possible exception of the participation of the direct supervisor of the subject of the complaint in the management review meeting to discuss the investigation results and appropriate response.
- D. Contracting with an approved vendor to investigate a complaint should be considered in cases where there are justified concerns of conflict of interest, undue influence, or other factors that would impact the objectivity of an investigation, and for which there are no other satisfactory remedies to address the concerns.

D. Minnesota Department of Natural Resources Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form Template

The Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form is available on [the DNR Office of Diversity, Equity and Inclusion \(internal website\)](#) .

An alternative format of this form is available by contacting Info.dnr@state.mn.us or 651-296-6157.

<div style="text-align: center;">  <p>Harassment and Discrimination Prohibited/ Sexual Harassment Prohibited Policies Complaint Form</p> </div> <p>Agency Name _____ Street Address _____ City, State Zip Code _____ Telephone Number _____</p> <div style="text-align: center;"> <p>Complainant (You)</p> </div> <p>Complainant's Name _____ Job Title _____ Agency _____ Telephone _____ Work Address _____ Division _____ City, State Zip Code _____ Manager _____</p> <div style="text-align: center;"> <p>Respondent (Person Against whom you are filing the complaint)</p> </div> <p>Name _____ Respondent's Job Title _____ Agency _____ Respondent's Telephone _____ Work Address _____ Division _____ City, State Zip Code _____ Manager _____</p> <p style="text-align: right;">1</p>	<div style="text-align: center;"> <p>The Complaint</p> </div> <p>Basis of Complaint</p> <p>Place an "X" in the box for all that apply:</p> <table border="0"> <tr> <td><input type="checkbox"/> Race</td> <td><input type="checkbox"/> Marital Status</td> <td><input type="checkbox"/> Gender Expression</td> </tr> <tr> <td><input type="checkbox"/> Sex</td> <td><input type="checkbox"/> Gender Identity</td> <td><input type="checkbox"/> Religion</td> </tr> <tr> <td><input type="checkbox"/> Familial Status</td> <td><input type="checkbox"/> National Origin</td> <td><input type="checkbox"/> Genetic Information</td> </tr> <tr> <td><input type="checkbox"/> Age</td> <td><input type="checkbox"/> Creed</td> <td><input type="checkbox"/> Retaliation</td> </tr> <tr> <td><input type="checkbox"/> Color</td> <td><input type="checkbox"/> Sexual Orientation</td> <td><input type="checkbox"/> Membership or Activity in a Local Human Rights Commission</td> </tr> <tr> <td><input type="checkbox"/> Sexual Harassment</td> <td><input type="checkbox"/> Reliance on Public Assistance</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Disability</td> <td></td> <td></td> </tr> </table> <p>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.</p> <div style="background-color: #e0e0ff; height: 150px; width: 100%;"></div> <p>Date most recent act of discrimination/ harassment in violation of policy took place: _____</p> <p>If you filed this complaint with another agency, give the name of that agency: _____</p> <p style="text-align: right;">2</p>	<input type="checkbox"/> Race	<input type="checkbox"/> Marital Status	<input type="checkbox"/> Gender Expression	<input type="checkbox"/> Sex	<input type="checkbox"/> Gender Identity	<input type="checkbox"/> Religion	<input type="checkbox"/> Familial Status	<input type="checkbox"/> National Origin	<input type="checkbox"/> Genetic Information	<input type="checkbox"/> Age	<input type="checkbox"/> Creed	<input type="checkbox"/> Retaliation	<input type="checkbox"/> Color	<input type="checkbox"/> Sexual Orientation	<input type="checkbox"/> Membership or Activity in a Local Human Rights Commission	<input type="checkbox"/> Sexual Harassment	<input type="checkbox"/> Reliance on Public Assistance		<input type="checkbox"/> Disability		
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<input type="checkbox"/> Sexual Harassment	<input type="checkbox"/> Reliance on Public Assistance																					
<input type="checkbox"/> Disability																						

Information on Witnesses Who You Believe Can Support Your Complaint

Witness Name	Witness Work Address	Witness Work Telephone

Additional witnesses may be listed in "Additional Information" or 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 signed _____

Complaint Received by:
Affirmative Action Officer or _____ Date signed _____
Sr. Investigator Signature

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.

This material is available in alternative formats for individuals with disabilities by contacting
the DNR Affirmative Action Officer.

Additional Information

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

OVERVIEW

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 work spaces;
- 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 consider positions that are currently vacant or will be coming open within at least the next 60 days.

Denial of requests for reasonable accommodation

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

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

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

Consideration of undue hardship

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

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

Determining direct threat

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

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

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

- Imminence of the potential harm.

Appeals process in the event of denial

In addition to providing the requestor with the reasons for denial of a request for reasonable accommodation, 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.

FORMS AND INSTRUCTIONS

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

F. Minnesota Department of Natural Resources Employee/Applicant Request for Americans with Disabilities Act (“ADA”) Reasonable Accommodation Form

The Employee/Applicant Request for Americans with Disabilities Act (“ADA”) Reasonable Accommodation Form shown below can be found at [Employee/Applicant Request for ADA Reasonable Accommodation Form](#).

 <p style="text-align: center;">Employee/Applicant Request for Americans with Disabilities Act (“ADA”) Reasonable Accommodation Form</p> <p>The Minnesota Department of Natural Resources (MNDNR) 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 the position and 2) have a disability that substantially or materially 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.</p> <p>Employee/Applicant Name: <input type="text"/></p> <p>Job Title: <input type="text"/></p> <p>Work Location: <input type="text"/></p> <p>Phone Number: <input type="text"/></p> <p><small>Data Privacy Statement: This information may be used by the agency human resources representative, ADA Coordinator or designee, or any other individual who is authorized by the agency to receive medical information for purposes of providing reasonable accommodations under the ADA and MHRA. This information is necessary to determine whether you have a disability as defined by the ADA or MHRA, and to determine whether any reasonable accommodation can be made. The provision of this information is strictly voluntary; however, if you refuse to provide it, the agency may not have sufficient information to provide a reasonable accommodation.</small></p> <p>DO NOT PROVIDE ANY INFORMATION THAT IS NOT RELATED TO YOUR REQUEST FOR REASONABLE ACCOMMODATION. DO NOT PROVIDE COPIES OF MEDICAL RECORDS.</p> <p>A. Questions to clarify accommodation requested.</p> <p>1. What specific accommodation are you requesting? <input type="text"/></p> <p>2. If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore? <input type="text"/></p> <p><small>Reasonable Accommodation Form</small></p>	<p>a. Answer yes or no: <input type="radio"/> <input type="radio"/></p> <p>b. If yes, please explain: <input type="text"/></p> <p>B. Questions to document the reason for the accommodation request (please attach additional pages if necessary).</p> <p>1. If you are an employee, what, if any, job function are you having difficulty performing; or if you are an applicant, what portion of the application process are you having difficulty participating in? <input type="text"/></p> <p>2. What, if any, employment benefits are you having difficulty accessing? <input type="text"/></p> <p>3. What limitation, as result of your physical or mental impairment, is interfering with your ability to perform the functions of your job, access an employment benefit, or participate in the application process? <input type="text"/></p> <p>4. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job, access an employment benefit, or participate in the application process? <input type="text"/></p> <p><small>Information Pertaining to Medical Documentation: In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee/applicant 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/applicant will be provided with the appropriate forms to submit to their medical provider. The employee/applicant has the responsibility to ensure that the requested information is returned to the ADA Coordinator or designee in a timely manner.</small></p> <p><small>Reasonable Accommodation Form</small></p>
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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/Applicant Signature:

Date:

Reasonable Accommodation Form

Employees/applicants with disabilities may also contact the DNR ADA Coordinator by emailing ADAdiversity.DNR@state.mn.us, calling 651-259-5016, or call using your preferred telecommunications provider.

Applicants are also notified the contact information at the bottom of each job posting when they need an accommodation for interview.

G. 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 Minnesota Department of Natural Resources (DNR) will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities.

Employment: The DNR 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: The DNR will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in DNR’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: The DNR 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 DNR 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 the DNR, should contact the DNR’s ADA Title II Coordinator, Melinda Anderson (info.DNR@state.mn.us or 651-296-6157 or 888-646-6367) as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the DNR 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 the DNR is not accessible to persons with disabilities should be directed to the DNR’s ADA Title II Coordinator, Melinda Anderson (info.DNR@state.mn.us or 651-296-6157 or 888-646-6367).

The DNR 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.

H. The Minnesota Department of Natural Resources 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 Minnesota Department of Natural Resources (DNR). 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 one (1) calendar year after the alleged violation to:

Melinda Anderson
DNR ADA Title II Coordinator
500 Lafayette Road, St. Paul, MN 55155

Within 15 calendar days after receipt of the complaint, Melinda Anderson 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, Melinda Anderson 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 DNR and offer options for substantive resolution of the complaint.

If the response by Melinda Anderson or her designee does not satisfactorily resolve the issue, the complainant and/or their designee may appeal the decision within 15 calendar days after receipt of the response to the DNR Deputy Commissioner.

Within 15 calendar days after receipt of the appeal, the DNR Deputy Commissioner or her designee will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the DNR Deputy Commissioner 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 Melinda Anderson appeals to the DNR Deputy Commissioner and responses from these two offices will be retained by the DNR for at least three years.

I. 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 [ADA Title II Reasonable Accommodation/Modification in Public Services, Programs, or Activities Request Form](#).

<p>m MINNESOTA</p> <p>_____ (Agency) 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 Date of Request: _____</p> <p>Person needing accommodation/modification Name: _____ Address: _____ Email: _____ Phone: _____</p> <p>Person making request (if different from person needing accommodation/modification) Name: _____ Email: _____ Phone: _____ Relationship to person needing accommodation/modification: _____</p> <p>Accommodation Information Date accommodation/modification is needed: _____ Address and/or room of accommodation/modification: _____ Type of accommodation/modification requested (please be specific): _____</p> <p>How would you like to be notified of the status of your request? <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><small>Updated 08/21/2019</small></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: 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 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: Name _____ Signature _____ Date _____</p> <p><small>Updated 08/21/2019</small></p>
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The public may contact the ADA Title II Coordinator by email or phone. The contact information can be found at the following DNR sties:

- [Minnesota DNR Notice of Non-Discrimination and Complaint/Request Procedures](#)
- [Accessible Outdoors and ADA Coordination](#)

J. Evacuation Procedure for Individuals with Disabilities or Otherwise in Need of Assistance

The DNR Emergency Managers, the Safety Committee, and the ADA Coordinators collaborate to develop the DNR's weather and emergency evacuation plans. A copy of the DNR's weather and emergency evacuation plans can be found in [the DNR Site Emergency Plans](#) located on the DNR's internal website.

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

Everyone has a responsibility to develop their own personal emergency evacuation plan, this includes individuals with disabilities or individuals who will need assistance during evacuation. If help is required, employees should contact their supervisor or the Site Coordinator for their work location to request the type of aid they may need.

The ADA Coordinator or designee will work to develop a plan and consult the appropriate building and safety personnel.

Directors, managers, and supervisors should review the weather and emergency evacuation procedures with staff. If a staff person indicates that assistance will be needed in the event of a weather or emergency evacuation, their supervisor should assist them in consulting with the Site Coordinator for their work location to identify the assistance required and include that in the site-specific plan(s).

Site Coordinators can be on [the DNR Site Coordinators' contact information](#) located on the DNR's internal website.

Evacuation Options:

Individuals with disabilities have four basics, possibly five, evacuation options ((see below for severe weather evacuation options). Please note not all of the options will apply to all locations depending on the building type.

- **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:** Moving to identified areas that can be used as a means of egress for individuals with disabilities. These areas, located on floors above or below the building's exits, can be used by individuals with disabilities until rescue can be facilitated by emergency responders; and/or

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

The DNR Emergency Manager, the Safety Committee, and the ADA Coordinators collaborate to develop the agency's weather and emergency evacuation plans. A copy of the agency's weather and emergency evacuation plans can be found in the [DNR Site Emergency Plans](#) located on the DNR's internal website.

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

Everyone has a responsibility to develop their own personal emergency evacuation plan. This includes individuals with disabilities or individuals who will need assistance during an evacuation. If help is required, employees should contact their supervisor or the Site Coordinator for their work location to request the type of aid they may need.

Directors, managers, and supervisors should review the weather and emergency evacuation procedures with staff. If a staff person indicates that assistance will be needed in the event of a weather or emergency evacuation, their supervisor should assist them in consulting with the Site Coordinator for their work location to identify the assistance required and include that in the site-specific plan(s).

Site Coordinators can be on the [DNR Site Coordinators](#) page located on the DNR's internal website.

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:** Many of the DNR'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:** Many of the DNR's buildings are equipped with fire alarm horns/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 some of DNR's buildings are not equipped with fire alarm horns/strobes and the emergency evacuation route is likely different from the standard traveled route, individuals with visual disabilities may need evacuation assistance.

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.
- **Shelter in Place:** Seeking shelter in a designated severe weather shelter and remaining there until all clear is used.

Appendices

Appendix A: Progress Report

Women (note: Numbers less than 10 are indicated with “<10”; “**.**%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10.)

Job Category	Prior AAP Total Employee #	Prior AAP Total Women #	Prior AAP Total Women %	Prior AAP Availability Women %	Total Hires & Promotion #	Total Hired #	Male Hired #	Women Hired #	Un-known Hired #	Women Hired %	Total Promotion #	Male Promotion #	Women Promotion #	Un-known Promotion #	Women Promotion %	Actual Women Hiring (%)	Women Had Goals in Prior AAP?	Women Goal Met?
Officials/ Administrators	127	43	33.86%	36.81%	22	<10	<10	<10	<10	**.**%	16	10	<10	<10	**.**%	54.55%	Yes	Yes
Professionals	1422	559	39.31%	39.83%	277	162	78	80	<10	49.38%	115	60	55	<10	47.83%	48.74%	Yes	Yes
Technicians	267	59	22.10%	24.91%	91	69	40	28	<10	40.58%	22	16	<10	<10	**.**%	37.36%	Yes	Yes
Protective Services: Sworn	184	26	14.13%	13.59%	14	<10	<10	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	-	-
Protective Services: Non-sworn	50	<10	**.**%	11.10%	32	31	24	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	-	-
Paraprofessionals	13	11	84.62%	88.51%	<10	<10	<10	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	-	-
Office Clerical	267	240	89.89%	87.24%	128	116	44	64	<10	55.17%	12	<10	10	<10	83.33%	57.81%	-	-
Skilled Craft	22	<10	**.**%	6.33%	<10	<10	<10	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	Yes	No
Service Maintenance	572	215	37.59%	14.63%	577	556	269	239	48	42.99%	21	16	<10	<10	**.**%	42.29%	-	-
Total	2924	1159	39.64%		1154	958	466	428	64	44.68%	196	113	83	<10	42.35%			

Racial/Ethnic Minorities (note: Minority = Racial/Ethnic Minorities; Numbers less than 10 are indicated with “<10”; “**.**%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10.)

Job Category	Prior AAP Total Employee #	Prior AAP Total Minority #	Prior AAP Total Minority %	Prior AAP Avail-ability Minority %	Total Hires & Pro-motior #	Total Hired #	Non-Minority Hired #	Minority Hired #	Un-known Hired #	Minority Hired %	Total Pro-motion #	Non-Minority Pro-motion #	Minority Pro-motior #	Jn-known Pro-motion #	Minority Pro-motion %	Actual Minority Hiring (%)	Minority Had Goals in Prior AAP?	Minority Goal Met?
Officials/ Administrators	127	<10	**.**%	5.27%	22	<10	<10	<10	<10	**.**%	16	15	<10	<10	**.**%	**.**%	Yes	No
Professionals	1422	68	4.78%	5.99%	277	162	134	14	14	8.64%	115	95	10	10	8.70%	8.66%	Yes	Yes
Technicians	267	<10	**.**%	9.58%	91	69	60	<10	<10	**.**%	22	20	<10	<10	**.**%	**.**%	Yes	No
Protective Services: Sworn	184	20	10.87%	11.01%	14	<10	<10	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	-	-
Protective Services: Non-sworn	50	<10	**.**%	8.50%	32	31	26	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	Yes	Yes
Paraprofessionals	13	<10	**.**%	9.64%	<10	<10	<10	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	-	-
Office Clerical	267	14	5.24%	9.38%	128	116	90	13	13	11.21%	12	<10	<10	<10	**.**%	11.72%	Yes	Yes
Skilled Craft	22	<10	**.**%	4.88%	<10	<10	<10	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	-	-
Service Maintenance	572	28	4.90%	7.73%	577	556	428	41	87	7.37%	21	18	<10	<10	**.**%	7.45%	Yes	No
Total	2924	147	5.03%		1154	958	755	81	122	8.46%	196	164	17	15	8.67%			

Individuals with Disabilities (note: IWD = Individuals with disabilities; Numbers less than 10 are indicated with “<10”; “**.**%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10.)

Job Category	Prior AAP Total Employee #	Prior AAP Total IWD #	Prior AAP Total IWD%	Prior AAP Availability IWD%	Total Hires & Promo #	Total Hired #	IWD Hired #	Non-IWD Hired #	Un-known Hired #	IWD Hired %	Total Promo #	Non-IWD Promotion #	IWD Promotion #	Un-known Promotion #	IWD Promotion %	Actual IWD Hiring (%)	IWD Had Goals in Prior AAP?	IWD Goal Met?
Officials/ Administrators	127	13	10.24%	8.99%	22	<10	<10	<10	<10	**.**%	16	14	<10	<10	**.**%	**.**%	-	-
Professionals	1422	119	8.37%	5.84%	277	162	143	12	<10	7.41%	115	98	11	<10	9.57%	8.30%	-	-
Technicians	267	16	5.99%	5.34%	91	69	65	<10	<10	**.**%	22	21	<10	<10	**.**%	**.**%	-	-
Protective Services: Sworn	184	<10	**.**%	5.50%	14	<10	<10	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	Yes	Yes
Protective Services: Non-sworn	50	<10	**.**%	3.87%	32	31	22	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	-	-
Paraprofessionals	13	<10	**.**%	6.87%	<10	<10	<10	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	-	-
Office Clerical	267	29	10.86%	7.39%	128	116	99	<10	<10	**.**%	12	<10	<10	<10	**.**%	10.16%	-	-
Skilled Craft	22	<10	**.**%	4.71%	<10	<10	<10	<10	<10	**.**%	<10	<10	<10	<10	**.**%	**.**%	Yes	No
Service Maintenance	572	33	5.77%	5.25%	577	556	465	40	51	7.19%	21	16	<10	<10	**.**%	7.45%	-	-
Total	2924	218	7.46%		1154	958	817	68	73	7.10%	196	166	22	<10	11.22%			

Appendix B: Separation Analysis

Total Separations (note: Sep = Separation; Minority = Racial/Ethnic Minority; IWD = Individuals with Disabilities; “**.**%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10.)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ IWD % within Sep Type	Sep Type ² Sep Type % within Total IWD Sep
Dismissal or Non-Certification	1.13%	**.**%	**.**%	**.**%	**.**%	**.**%	**.**%
Resignation	34.81%	45.26%	43.15%	6.50%	45.28%	8.94%	39.76%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	18.21%	34.20%	17.05%	**.**%	**.**%	10.88%	25.30%
Death	**.**%	**.**%	**.**%	0.00%	0.00%	**.**%	**.**%
Lay-off	**.**%	**.**%	**.**%	0.00%	0.00%	**.**%	**.**%
Termination without Rights	44.81%	31.16%	38.24%	4.84%	43.40%	5.26%	30.12%
Total Separations	100.00%	36.51%	100.00%	5.00%	100.00%	7.83%	100.00%

Officials/Administrators (note: Sep = Separation; Minority = Racial/Ethnic Minority; IWD = Individuals with Disabilities; “**.**%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10.)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ IWD % within Sep Type	Sep Type ² Sep Type % within Total IWD Sep
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation	**.**%	**.**%	**.**%	**.**%	**.**%	**.**%	**.**%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	56.00%	**.**%	**.**%	0.00%	0.00%	**.**%	**.**%
Death	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	**.**%	0.00%	0.00%	0.00%	0.00%	**.**%	**.**%
Total Separations	100.00%	**.**%	100.00%	**.**%	100.00%	**.**%	100.00%

Professionals (note: Sep = Separation; Minority = Racial/Ethnic Minority; IWD = Individuals with Disabilities; “**.**%” in accordance with MMB’s guidance on data privacy.)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ IWD % within Sep Type	Sep Type ² Sep Type % within Total IWD Sep
Dismissal or Non-Certification	*.**%	**.**%	**.**%	0.00%	0.00%	0.00%	0.00%
Resignation	41.34%	51.35%	50.00%	**.**%	**.**%	16.22%	44.44%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	49.16%	35.23%	40.79%	**.**%	**.**%	13.64%	44.44%
Death	*.**%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Lay-off	*.**%	**.**%	**.**%	0.00%	0.00%	**.**%	**.**%
Termination without Rights	7.26%	**.**%	**.**%	**.**%	**.**%	**.**%	**.**%
Total Separations	100.00%	42.46%	100.00%	**.**%	100.00%	15.08%	100.00%

Technicians (note: Sep = Separation; Minority = Racial/Ethnic Minority; IWD = Individuals with Disabilities; “**.**%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ IWD % within Sep Type	Sep Type ² Sep Type % within Total IWD Sep
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation	38.36%	35.71%	47.62%	**.**%	**.**%	**.**%	**.**%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	31.51%	**.**%	**.**%	0.00%	0.00%	**.**%	**.**%
Death	**.**%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	27.40%	**.**%	**.**%	**.**%	**.**%	**.**%	**.**%
Total Separations	100.00%	28.77%	100.00%	**.**%	100.00%	**.**%	100.00%

Protective Services: Sworn (note: Sep = Separation; Minority = Racial/Ethnic Minority; IWD = Individuals with Disabilities; “**.**%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ IWD % within Sep Type	Sep Type ² Sep Type % within Total IWD Sep
Dismissal or Non-Certification	**.**%	**.**%	**.**%	0.00%	0.00%	0.00%	0.00%
Resignation	**.**%	**.**%	**.**%	0.00%	0.00%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	64.71%	**.**%	**.**%	**.**%	**.**%	0.00%	0.00%
Death	**.**%	**.**%	**.**%	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	**.**%	100.00%	**.**%	100.00%	0.00%	0.00%

Protective Services: Non-sworn (note: Sep = Separation; Minority = Racial/Ethnic Minority; IWD = Individuals with Disabilities; “**.**%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ IWD % within Sep Type	Sep Type ² Sep Type % within Total IWD Sep
Dismissal or Non-Certification	**.**%	0.00%	0.00%	0	0.00%	0	0.00%
Resignation	**.**%	0.00%	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	**.**%	0.00%	0.00%	0	0.00%	0	0.00%
Death	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	**.**%	0.00%	0.00%	0	0.00%	0	0.00%
Total Separations	100.00%	0.00%	0.00%	0	0.00%	0	0.00%

Paraprofessionals (note: Sep = Separation; Minority = Racial/Ethnic Minority; IWD = Individuals with Disabilities; “**.*%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ IWD % within Sep Type	Sep Type ² Sep Type % within Total IWD Sep
Dismissal or Non-Certification	**.***%	0.00%	0.00%	**.***%	**.***%	**.***%	**.***%
Resignation	**.***%	**.***%	**.***%	**.***%	**.***%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	71.43%	**.***%	**.***%	**.***%	**.***%	**.***%	**.***%
Total Separations	100.00%	**.***%	100.00%	**.***%	100.00%	**.***%	100.00%

Office Clerical (note: Sep = Separation; Minority = Racial/Ethnic Minority; IWD = Individuals with Disabilities; “**.*%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ IWD % within Sep Type	Sep Type ² Sep Type % within Total IWD Sep
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation	35.24%	78.38%	42.65%	**.***%	**.***%	**.***%	**.***%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	26.67%	89.29%	36.76%	0.00%	0.00%	**.***%	**.***%
Death	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Lay-off	**.***%	0.00%	0.00%	0.00%	0.00%	**.***%	**.***%
Termination without Rights	36.19%	36.84%	20.59%	0.00%	0.00%	**.***%	**.***%
Total Separations	100.00%	64.76%	100.00%	**.***%	100.00%	11.43%	100.00%

Skilled Craft (note: Sep = Separation; Minority = Racial/Ethnic Minority; IWD = Individuals with Disabilities; “**.**%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ IWD % within Sep Type	Sep Type ² Sep Type % within Total IWD Sep
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation	**.**%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	**.**%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Death	**.**%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Service Maintenance (note: Sep = Separation; Minority = Racial/Ethnic Minority; IWD = Individuals with Disabilities; “**.**%” in accordance with MMB’s guidance on data privacy when the actual number is less than 10)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ IWD % within Sep Type	Sep Type ² Sep Type % within Total IWD Sep
Dismissal or Non-Certification	**.**%	**.**%	**.**%	0.00%	0.00%	0.00%	0.00%
Resignation	32.75%	40.10%	40.89%	5.80%	38.71%	7.73%	50.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	4.11%	**.**%	**.**%	**.**%	**.**%	**.**%	**.**%
Death	**.**%	0.00%	0.00%	0.00%	0.00%	**.**%	**.**%
Lay-off	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	61.71%	29.23%	56.16%	4.36%	54.84%	3.33%	40.63%
Total Separations	100.00%	32.12%	100.00%	4.91%	100.00%	5.06%	100.00%

Appendix C: Job Category Analysis

Sorted by Job Category

Job Category	Job Code	Job Title	Census Code
Officials and Administrators	008117	Commissioner-Natural Resources	0010: Chief executives and legislators
Officials and Administrators	008208	Deputy Commr Natural Resources	0010: Chief executives and legislators
Officials and Administrators	008387	Asst Commr NR Operations	0010: Chief executives and legislators
Officials and Administrators	008516	Senior Executive Officer	0010: Chief executives and legislators
Officials and Administrators	008414	NR Director Operations Service	0020: General and operations managers
Officials and Administrators	008766	Exec Dir Mn Forest Res Council	0020: General and operations managers
Officials and Administrators	003729	NR Bureau Administrator	0101: Administrative services managers
Officials and Administrators	008879	Exec Aide	0101: Administrative services managers
Officials and Administrators	002691	Financial Mgt Director	0120: Financial managers
Officials and Administrators	000501	Human Resources Director 5	0136: Human resources managers
Officials and Administrators	002147	Human Resources Director 2	0136: Human resources managers
Officials and Administrators	002306	Training & Development Mgr 2	0137: Training and development managers
Officials and Administrators	008919	School Trust Lands Director	0230: Education and childcare administrators
Officials and Administrators	008413	NR Dir - Parks & Trails	0335: Entertainment and recreation managers
Officials and Administrators	003035	NR Minerals Asst Dir	0360: Natural sciences managers
Officials and Administrators	003732	NR Asst Division Director	0360: Natural sciences managers
Officials and Administrators	003783	NR Prog Mgr 2 - Enforcement	0360: Natural sciences managers
Officials and Administrators	003784	NR Prog Mgr 3 - Enforcement	0360: Natural sciences managers
Officials and Administrators	001582	Engineer Administrative Mgt	0440: Other managers
Officials and Administrators	002042	Agency Internal Audit Manager	0440: Other managers
Officials and Administrators	002671	Mineland Reclamation Manager	0440: Other managers
Officials and Administrators	002674	NR Minerals Development Mgr	0440: Other managers
Officials and Administrators	003798	NR Regional Director	0440: Other managers
Officials and Administrators	003813	NR Section Manager	0440: Other managers
Officials and Administrators	008410	NR Dir - Enforcement	0440: Other managers
Officials and Administrators	008412	NR Dir - Forestry	0440: Other managers
Officials and Administrators	008500	NR Dir - Lands & Minerals	0440: Other managers
Officials and Administrators	008606	Senior Admin Officer	0440: Other managers
Officials and Administrators	008894	NR Dir - Fish & Wildlife	0440: Other managers

Job Category	Job Code	Job Title	Census Code
Officials and Administrators	008901	NR Dir - Ecological & Water Re	0440: Other managers
Officials and Administrators	002467	NR Asst Dir - Enforcement	0565: Compliance officers
Officials and Administrators	002658	NR Forestry Asst Dir	1640: Conservation scientists and foresters
Officials and Administrators	002983	NR Forestry Section Mgr	1640: Conservation scientists and foresters
Officials and Administrators	003836	NR Prog Mgr	1745: Environmental scientists and specialists, including health
Officials and Administrators	003639	State Prog Admin Manager	9999AdminMgr: Weighted Multiple State Prog Admin Mgr/Dir
Officials and Administrators	003679	State Prog Admin Manager Sr	9999AdminMgr: Weighted Multiple State Prog Admin Mgr/Dir
Professionals	003116	Facilities Coordinator	0101: Administrative services managers
Professionals	000003	Accounting Director	0120: Financial managers
Professionals	001801	Investigator Senior	0540: Claims adjusters, appraisers, examiners, and investigators
Professionals	000498	Human Resources Specialist 1	0630: Human resources workers
Professionals	000500	Human Resources Director 1	0630: Human resources workers
Professionals	000652	Human Resources Consultant 1	0630: Human resources workers
Professionals	001423	Human Resources Specialist 2	0630: Human resources workers
Professionals	002368	Human Resources Supervisor 2	0630: Human resources workers
Professionals	003017	Human Resources Specialist 3	0630: Human resources workers
Professionals	003882	Human Resources Consultant 2	0630: Human resources workers
Professionals	000996	Training & Development Spec 3	0650: Training and development specialists
Professionals	001410	Training & Development Spec 2	0650: Training and development specialists
Professionals	001411	Training & Development Spec 4	0650: Training and development specialists
Professionals	001621	Interpret Naturalist 2	0650: Training and development specialists
Professionals	001634	Interpret Naturalist Supv 2	0650: Training and development specialists
Professionals	000837	Planner Senior State	0705: Project management specialists
Professionals	002185	Admin Planning Dir St	0705: Project management specialists
Professionals	008757	Proj Specialist	0705: Project management specialists
Professionals	000006	Management Analyst 1	0710: Management analysts
Professionals	000634	Management Analyst 4	0710: Management analysts
Professionals	000893	Management Analyst 3	0710: Management analysts
Professionals	001528	Management Analyst 2	0710: Management analysts
Professionals	000510	Planner Principal State	0750: Business operations specialists, all other
Professionals	000511	Planner	0750: Business operations specialists, all other

Job Category	Job Code	Job Title	Census Code
Professionals	000812	Planning Dir State	0750: Business operations specialists, all other
Professionals	000892	Research Analysis Spec	0750: Business operations specialists, all other
Professionals	001304	Grants Specialist Sr	0750: Business operations specialists, all other
Professionals	002241	Grants Specialist Coord	0750: Business operations specialists, all other
Professionals	003005	Planning Program Supv	0750: Business operations specialists, all other
Professionals	003241	Retail Operations Supervisor	0750: Business operations specialists, all other
Professionals	003407	NR Supv	0750: Business operations specialists, all other
Professionals	003597	NR Area Supv T & W	0750: Business operations specialists, all other
Professionals	008755	Proj Consultant Sr	0750: Business operations specialists, all other
Professionals	008758	Proj Analyst	0750: Business operations specialists, all other
Professionals	000004	Accounting Officer	0800: Accountants and auditors
Professionals	000633	Accounting Officer Senior	0800: Accountants and auditors
Professionals	000979	Accounting Officer Inter	0800: Accountants and auditors
Professionals	002143	Accounting Supervisor Senior	0800: Accountants and auditors
Professionals	002390	Accounting Officer Principal	0800: Accountants and auditors
Professionals	002856	Realty Specialist	0810: Property appraisers and assessors
Professionals	002857	Realty Specialist Sr	0810: Property appraisers and assessors
Professionals	002987	Realty Program Coordinator	0810: Property appraisers and assessors
Professionals	003508	Finance Specialist 3	0960: Other financial specialists
Professionals	002251	Research Analyst Intermediate	1200: Actuaries
Professionals	000659	Research Analysis Spec Sr	1220: Operations research analysts
Professionals	000133	Facilities Bldg & Maint Adv	1305: Architects, except landscape and naval
Professionals	002389	Architectural Supervisor	1305: Architects, except landscape and naval
Professionals	003301	Landscape Architect Princ Supv	1306: Landscape architects
Professionals	003526	Landscape Architect Senior	1306: Landscape architects
Professionals	001401	Land Surveyor In Training	1310: Surveyors, cartographers, and photogrammetrists
Professionals	001402	Land Surveyor Senior	1310: Surveyors, cartographers, and photogrammetrists
Professionals	002698	Mineland Reclamation Spec Sr	1360: Civil engineers
Professionals	002092	Mineland Reclamation Spec	1420: Environmental engineers
Professionals	000028	Architect 1	1541: Architectural and civil drafters
Professionals	000029	Architect 2	1541: Architectural and civil drafters
Professionals	000155	Bacteriologist Supervisor 2	1610: Biological scientists

Job Category	Job Code	Job Title	Census Code
Professionals	001478	Bacteriologist 2	1610: Biological scientists
Professionals	003741	NR Spec Eco Svcs	1610: Biological scientists
Professionals	003742	NR Spec Int Eco Svcs	1610: Biological scientists
Professionals	003743	NR Spec Sr Eco Svcs	1610: Biological scientists
Professionals	003746	NR Spec Fisheries	1610: Biological scientists
Professionals	003747	NR Spec Int Fisheries	1610: Biological scientists
Professionals	003748	NR Spec Sr Fisheries	1610: Biological scientists
Professionals	003752	NR Spec WL	1610: Biological scientists
Professionals	003753	NR Spec Int WL	1610: Biological scientists
Professionals	003754	NR Spec Sr WL	1610: Biological scientists
Professionals	003755	NR Spec WL Research	1610: Biological scientists
Professionals	003756	NR Spec Int WL Research	1610: Biological scientists
Professionals	003757	NR Spec Sr WL Research	1610: Biological scientists
Professionals	003762	NR Area Supv Fisheries	1610: Biological scientists
Professionals	003763	NR Area Supv Wildlife	1610: Biological scientists
Professionals	003770	NR Prog Supv Sr Fish Research	1610: Biological scientists
Professionals	003772	NR Prog Supv Sr Wild Research	1610: Biological scientists
Professionals	003774	NR Supv Fish Hatchery	1610: Biological scientists
Professionals	001739	NR Forestry Specialist	1640: Conservation scientists and foresters
Professionals	002577	Interpret Naturalist 1	1640: Conservation scientists and foresters
Professionals	002974	NR Forestry Specialist Int	1640: Conservation scientists and foresters
Professionals	002975	NR Forestry Specialist Senior	1640: Conservation scientists and foresters
Professionals	002976	NR Forestry Regional Spec	1640: Conservation scientists and foresters
Professionals	002977	NR Forestry Program Coord	1640: Conservation scientists and foresters
Professionals	002979	NR Forestry Asst Supv	1640: Conservation scientists and foresters
Professionals	002980	NR Forestry Program Supv	1640: Conservation scientists and foresters
Professionals	002981	NR Forestry Supv	1640: Conservation scientists and foresters
Professionals	002982	NR Forestry Admin Supv	1640: Conservation scientists and foresters
Professionals	003130	NR Parks Prog Coord	1640: Conservation scientists and foresters
Professionals	003131	NR Parks Spec Sr-Resource Mgmt	1640: Conservation scientists and foresters
Professionals	003304	Interpret Naturalist 3	1640: Conservation scientists and foresters
Professionals	003409	Interpret Naturalist Supv 1	1640: Conservation scientists and foresters
Professionals	003422	NR Parks Douglas Ldg Supv	1640: Conservation scientists and foresters

Job Category	Job Code	Job Title	Census Code
Professionals	003612	Interpret Naturalist Itasca Pk	1640: Conservation scientists and foresters
Professionals	000153	Chemist 1	1720: Chemists and materials scientists
Professionals	002932	NR Prog Coordinator	1745: Environmental scientists and specialists, including health
Professionals	003020	Environmental Res Scientist	1745: Environmental scientists and specialists, including health
Professionals	003740	NR Prog Consultant	1745: Environmental scientists and specialists, including health
Professionals	003766	NR Prog Supv	1745: Environmental scientists and specialists, including health
Professionals	003769	NR Prog Supv Sr Eco Svcs	1745: Environmental scientists and specialists, including health
Professionals	003879	NR Prog Supv Int-Eco Resources	1745: Environmental scientists and specialists, including health
Professionals	000955	Hydrologist 1	1750: Geoscientists and hydrologists, except geographers
Professionals	000958	Hydrologist 2	1750: Geoscientists and hydrologists, except geographers
Professionals	000959	Hydrologist 3	1750: Geoscientists and hydrologists, except geographers
Professionals	001697	Hydrologist 4	1750: Geoscientists and hydrologists, except geographers
Professionals	002174	Hydrologist Supervisor	1750: Geoscientists and hydrologists, except geographers
Professionals	003822	NR Area Hydrologist	1750: Geoscientists and hydrologists, except geographers
Professionals	000607	Research Scientist 1	1760: Physical scientists, all other
Professionals	000608	Research Scientist 2	1760: Physical scientists, all other
Professionals	000609	Research Scientist 3	1760: Physical scientists, all other
Professionals	002687	Safety Administrator	1980: Occupational health and safety specialists and technicians
Professionals	000258	Educ Specialist 1	2002: Educational, guidance, and career counselors and advisors
Professionals	000259	Educ Specialist 2	2002: Educational, guidance, and career counselors and advisors
Professionals	000096	Attorney 2	2100: Lawyers, and judges, magistrates, and other judicial workers
Professionals	001393	Library/Info Res Serv Spec Sr	2435: Librarians and media collections specialists

Job Category	Job Code	Job Title	Census Code
Professionals	000577	Information Officer 3	2850: Writers and authors
Professionals	000647	Information Officer 2	2850: Writers and authors
Professionals	001644	Grants Specialist Inter	2850: Writers and authors
Professionals	002110	Information Program Supv	2865: Media and communication workers, all other
Professionals	003403	NR Supv 1 Parks & Trails	3840: Fish and game wardens and parking enforcement officers
Professionals	003404	NR Supv 2 Parks & Trails	3840: Fish and game wardens and parking enforcement officers
Professionals	003405	NR Supv 3 Parks & Trails	3840: Fish and game wardens and parking enforcement officers
Professionals	003406	NR Supv 4 Parks & Trails	3840: Fish and game wardens and parking enforcement officers
Professionals	003410	NR Parks Specialist Int	3840: Fish and game wardens and parking enforcement officers
Professionals	003758	NR Spec Parks & Trails	3840: Fish and game wardens and parking enforcement officers
Professionals	003759	NR Spec Int Parks & Trails	3840: Fish and game wardens and parking enforcement officers
Professionals	003760	NR Spec Sr Parks & Trails	3840: Fish and game wardens and parking enforcement officers
Professionals	003446	NR Forestry Wldfire Dispatcher	5521: Public safety telecommunicators
Professionals	003776	NR Prog Supv Sr Fish Hatchery	6010: Agricultural inspectors
Professionals	003318	NR Pilot	9030: Aircraft pilots and flight engineers
Professionals	003604	State Prog Admin	9999Admin: Weighted Multiple State Prog Admin
Professionals	003605	State Prog Admin Intermediate	9999Admin: Weighted Multiple State Prog Admin
Professionals	003606	State Prog Admin Sr	9999Admin: Weighted Multiple State Prog Admin
Professionals	003607	State Prog Admin Prin	9999Admin: Weighted Multiple State Prog Admin
Professionals	003608	State Prog Admin Coordinator	9999Admin: Weighted Multiple State Prog Admin
Professionals	003689	State Prog Admin Supervisor Sr	9999Admin: Weighted Multiple State Prog Admin
Professionals	003690	State Prog Admin Supervisor	9999Admin: Weighted Multiple State Prog Admin

Job Category	Job Code	Job Title	Census Code
Professionals	003712	State Prog Admin Supv Prin	9999Admin: Weighted Multiple State Prog Admin
Professionals	003609	State Prog Admin Director	9999AdminMgr: Weighted Multiple State Prog Admin Mgr/Dir
Professionals	000919	Engineer 2 Graduate	9999-Engr: Weighted multiple engineers
Professionals	000994	Engineer Senior	9999-Engr: Weighted multiple engineers
Professionals	000995	Engineer Administrative	9999-Engr: Weighted multiple engineers
Professionals	000997	Engineer Princ	9999-Engr: Weighted multiple engineers
Technicians	000423	Law Compliance Rep 1	0565: Compliance officers
Technicians	000032	Architectural Drafting Tech 3	1305: Architects, except landscape and naval
Technicians	002606	Engineering Specialist Senior	1541: Architectural and civil drafters
Technicians	000463	Mining Aide	1935: Environmental science and geoscience technicians, and nuclear technicians
Technicians	003408	NR Mine Interpreter	1935: Environmental science and geoscience technicians, and nuclear technicians
Technicians	003624	NR Air Tactical Group Coord	1935: Environmental science and geoscience technicians, and nuclear technicians
Technicians	000190	NR Tech	1970: Other life, physical, and social science technicians
Technicians	002641	NR Tech Parks & Trails	1970: Other life, physical, and social science technicians
Technicians	003613	Real Estate Technician	2170: Title examiners, abstractors, and searchers
Technicians	000753	Graphic Arts Specialist	2634: Graphic designers
Technicians	000774	Accounting Technician	5120: Bookkeeping, accounting, and auditing clerks
Technicians	001428	Radio Technician 2	5521: Public safety telecommunicators
Technicians	001755	NR Tech Forestry	6120: Forest and conservation workers
Technicians	001756	NR Tech Wildlife	6120: Forest and conservation workers
Technicians	001771	NR Tech Fisheries	6120: Forest and conservation workers
Technicians	003447	NR Forestry Grnd Support Ldwkr	6120: Forest and conservation workers
Technicians	000587	Radio Technician 3	7100: Other electrical and electronic equipment mechanics, installers, and repairers
Technicians	000108	Automotive Technician	7200: Automotive service technicians and mechanics
Technicians	003709	State Prog Admin Tech Spec	9999Admin: Weighted Multiple State Prog Admin

Job Category	Job Code	Job Title	Census Code
Technicians	000556	Engineering Specialist	9999-Engr: Weighted multiple engineers
Technicians	000644	Engineering Aide Senior	9999-Engr: Weighted multiple engineers
Technicians	001063	Engineering Aide Inter	9999-Engr: Weighted multiple engineers
Protective Service: Sworn	001743	NR Spec 2 CO	0565: Compliance officers
Protective Service: Sworn	001749	NR Dist Supv - Enforcement	0565: Compliance officers
Protective Service: Sworn	001868	NR Spec 4 Co Pilot	0565: Compliance officers
Protective Service: Sworn	003184	NR Spec 3 CO Spec Investigator	1640: Conservation scientists and foresters
Protective Service: Sworn	003185	NR Spec 3 Co Reg Training Offr	1640: Conservation scientists and foresters
Protective Service: Sworn	003190	NR Spec/CO Unit Leader	1640: Conservation scientists and foresters
Protective Service: Sworn	003193	NR Spec 3 CO Water Res Spec	1640: Conservation scientists and foresters
Protective Service: Sworn	003660	NR Spec 3 CO Community Liaison	1640: Conservation scientists and foresters
Protective Service: Non-Sworn	003686	NR Forest Fire Resp Lead	3740: Firefighters
Protective Service: Non-Sworn	001045	Security Guard	3930: Security guards and gaming surveillance officers
Paraprofessionals	000881	Human Resources Technician 1	5360: Human resources assistants, except payroll and timekeeping
Paraprofessionals	001486	Human Resources Technician 2	5360: Human resources assistants, except payroll and timekeeping
Paraprofessionals	008598	Student Worker Para Prof	5860: Office clerks, general
Paraprofessionals	008599	Student Worker Para Prof Sr	5860: Office clerks, general
Administrative Support	001542	Legal Secretary Senior	2180: Legal support workers, all other
Administrative Support	000294	Office Services Supervisor 3	5000: First-line supervisors of office and administrative support workers
Administrative Support	002192	Office Services Supervisor 1	5000: First-line supervisors of office and administrative support workers
Administrative Support	000001	Account Clerk	5120: Bookkeeping, accounting, and auditing clerks
Administrative Support	000632	Account Clerk Senior	5120: Bookkeeping, accounting, and auditing clerks
Administrative Support	003635	Customer Svcs Specialist	5240: Customer service representatives
Administrative Support	003636	Customer Svcs Specialist Int	5240: Customer service representatives
Administrative Support	003638	Customer Svcs Specialist Princ	5240: Customer service representatives
Administrative Support	003687	NR Forestry Support Dispatcher	5522: Dispatchers, except police, fire, and ambulance
Administrative Support	000928	Inventory Control Supv 1	5610: Shipping, receiving, and inventory clerks

Job Category	Job Code	Job Title	Census Code
Administrative Support	003633	Central Svcs Admin Spec Senior	5610: Shipping, receiving, and inventory clerks
Administrative Support	003634	Central Svcs Admin Spec Prin	5610: Shipping, receiving, and inventory clerks
Administrative Support	000293	Exec 2	5710: Executive secretaries and executive administrative assistants
Administrative Support	003627	Office & Admin Specialist	5940: Other office and administrative support workers
Administrative Support	003628	Office & Admin Specialist Int	5940: Other office and administrative support workers
Administrative Support	003629	Office & Admin Specialist Sr	5940: Other office and administrative support workers
Administrative Support	003630	Office & Admin Specialist Prin	5940: Other office and administrative support workers
Administrative Support	002881	NR Fisheries Census Clerk	6115: Fishing and hunting workers
Administrative Support	003631	Central Svcs Admin Spec	9645: Stockers and order fillers
Administrative Support	003632	Central Svcs Admin Spec Inter	9645: Stockers and order fillers
Service Maintenance	000431	Life Guard	3960: Other protective service workers
Service Maintenance	000197	Cook	4020: Cooks
Service Maintenance	000305	Food Service Worker	4030: Food preparation workers
Service Maintenance	002724	NR Douglas Lodge Wkr	4110: Waiters and waitresses
Service Maintenance	003428	NR Douglas Lodge Din Rm Ld Wkr	4110: Waiters and waitresses
Service Maintenance	002901	NR Douglas Lodge Custodial Wkr	4120: Food servers, non-restaurant
Service Maintenance	000198	Cook Coordinator	4130: Dining room and cafeteria attendants and bartender helpers
Service Maintenance	001326	Buildings & Grounds Worker	4220: Janitors and building cleaners
Service Maintenance	008597	Student Worker Custodial/Maint	4220: Janitors and building cleaners
Service Maintenance	003739	NR Parks & Trails Equip Oper	4251: Landscaping and grounds keeping workers
Service Maintenance	003714	NR Worker	4255: Other grounds maintenance workers
Service Maintenance	001327	Parks & Trails Associate	5240: Customer service representatives
Service Maintenance	000344	Heavy Equip Operator	6305: Construction equipment operators
Service Maintenance	001725	General Maintenance Wrkr	7010: Computer, automated teller, and office machine repairers
Service Maintenance	001728	General Maintenance Wrkr Lead	7010: Computer, automated teller, and office machine repairers
Service Maintenance	001357	General Repair Worker	7340: Maintenance and repair workers, general

Job Category	Job Code	Job Title	Census Code
Service Maintenance	000914	Mine Hoist & Maint Wrkr	9570: Conveyor, dredge, and hoist and winch operators
Service Maintenance	003647	Mine Hoist & Maint Lead Wrkr	9570: Conveyor, dredge, and hoist and winch operators
Service Maintenance	000109	Automobile Service Attendant	9610: Cleaners of vehicles and equipment
Service Maintenance	000414	Laborer General	9620: Laborers and freight, stock, and material movers, hand
Service Maintenance	000415	Laborer Trades & Equipment	9620: Laborers and freight, stock, and material movers, hand
Skilled Craft	000146	Carpenter	6230: Carpenters
Skilled Craft	000266	Electrician	6355: Electricians
Skilled Craft	003452	Electrician Master Record	6355: Electricians
Skilled Craft	000132	Building Maintenance Supv	7000: First-line supervisors of mechanics, installers, and repairers
Skilled Craft	000105	Automotive Mechanic	7200: Automotive service technicians and mechanics
Skilled Craft	000927	Heavy Equip Mechanic	7210: Bus and truck mechanics and diesel engine specialists
Skilled Craft	000135	Building Utilities Mechanic	7340: Maintenance and repair workers, general
Skilled Craft	002270	Building Maintenance Lead Wrkr	7340: Maintenance and repair workers, general

Appendix D: Feeder Jobs

Officials/Administrators (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
000003	Professionals	Accounting Director	0.66%	0.00%	0.00%
000500	Professionals	Human Resources Director 1	0.22%	0.22%	0.00%
000501	Officials and Administrators	Human Resources Director 5	0.22%	0.00%	0.00%
000510	Professionals	Planner Principal State	3.06%	0.00%	0.22%
000812	Professionals	Planning Dir State	1.31%	0.00%	0.22%
000995	Professionals	Engineer Administrative	0.00%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
001411	Professionals	Training & Development Spec 4	0.44%	0.00%	0.22%
001582	Officials and Administrators	Engineer Administrative Mgt	0.00%	0.00%	0.00%
001697	Professionals	Hydrologist 4	0.44%	0.00%	0.44%
001749	Protective Service	NR Dist Supv - Enforcement	0.22%	0.44%	0.00%
002042	Officials and Administrators	Agency Internal Audit Manager	0.22%	0.00%	0.22%
002110	Professionals	Information Program Supv	0.22%	0.00%	0.00%
002147	Officials and Administrators	Human Resources Director 2	0.22%	0.00%	0.22%
002185	Professionals	Admin Planning Dir St	0.66%	0.00%	0.00%
002306	Officials and Administrators	Training & Development Mgr 2	0.22%	0.00%	0.00%
002389	Professionals	Architectural Supervisor	0.00%	0.00%	0.22%
002467	Officials and Administrators	NR Asst Dir - Enforcement	0.00%	0.00%	0.00%
002658	Officials and Administrators	NR Forestry Asst Dir	0.22%	0.00%	0.22%
002671	Officials and Administrators	Mineland Reclamation Manager	0.22%	0.00%	0.00%
002674	Officials and Administrators	NR Minerals Development Mgr	0.22%	0.00%	0.00%
002687	Professionals	Safety Administrator	0.22%	0.00%	0.22%
002691	Officials and Administrators	Financial Mgt Director	0.44%	0.00%	0.22%
002977	Professionals	NR Forestry Program Coord	1.31%	0.00%	0.00%
002980	Professionals	NR Forestry Program Supv	0.22%	0.00%	0.00%
002981	Professionals	NR Forestry Supv	0.00%	0.00%	0.00%
002982	Professionals	NR Forestry Admin Supv	0.66%	0.00%	0.22%
002983	Officials and Administrators	NR Forestry Section Mgr	0.00%	0.00%	0.00%
002987	Professionals	Realty Program Coordinator	0.44%	0.00%	0.00%
003035	Officials and Administrators	NR Minerals Asst Dir	0.00%	0.00%	0.00%
003301	Professionals	Landscape Architect Princ Supv	0.00%	0.00%	0.00%
003407	Professionals	NR Supv	0.88%	0.22%	0.22%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
003508	Professionals	Finance Specialist 3	0.22%	0.44%	0.00%
003597	Professionals	NR Area Supv T & W	0.00%	0.22%	0.22%
003607	Professionals	State Prog Admin Prin	2.19%	0.44%	0.22%
003608	Professionals	State Prog Admin Coordinator	1.97%	0.66%	0.66%
003609	Professionals	State Prog Admin Director	3.28%	0.00%	0.88%
003639	Officials and Administrators	State Prog Admin Manager	1.31%	0.22%	0.88%
003679	Officials and Administrators	State Prog Admin Manager Sr	1.53%	0.00%	0.22%
003689	Professionals	State Prog Admin Supervisor Sr	0.22%	0.00%	0.22%
003690	Professionals	State Prog Admin Supervisor	0.88%	0.22%	0.00%
003712	Professionals	State Prog Admin Supv Prin	0.66%	0.00%	0.22%
003729	Officials and Administrators	NR Bureau Administrator	0.66%	0.00%	0.22%
003732	Officials and Administrators	NR Asst Division Director	0.22%	0.00%	0.22%
003740	Professionals	NR Prog Consultant	5.25%	1.31%	1.31%
003762	Professionals	NR Area Supv Fisheries	0.88%	0.44%	0.66%
003766	Professionals	NR Prog Supv	0.00%	0.00%	0.22%
003769	Professionals	NR Prog Supv Sr Eco Svcs	0.88%	0.00%	0.00%
003770	Professionals	NR Prog Supv Sr Fish Research	0.00%	0.00%	0.22%
003772	Professionals	NR Prog Supv Sr Wild Research	0.44%	0.00%	0.00%
003776	Professionals	NR Prog Supv Sr Fish Hatchery	0.22%	0.00%	0.22%
003783	Officials and Administrators	NR Prog Mgr 2 - Enforcement	0.00%	0.00%	0.00%
003784	Officials and Administrators	NR Prog Mgr 3 - Enforcement	0.00%	0.00%	0.00%
003798	Officials and Administrators	NR Regional Director	0.44%	0.22%	0.22%
003813	Officials and Administrators	NR Section Manager	1.31%	0.22%	0.22%
003836	Officials and Administrators	NR Prog Mgr	1.09%	0.00%	0.22%
003879	Professionals	NR Prog Supv Int-Eco Resources	0.88%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
008117	Officials and Administrators	Commissioner-Natural Resources	0.22%	0.00%	0.00%
008208	Officials and Administrators	Deputy Commr Natural Resources	0.22%	0.00%	0.00%
008387	Officials and Administrators	Asst Commr NR Operations	0.22%	0.00%	0.00%
008410	Officials and Administrators	NR Dir - Enforcement	0.00%	0.00%	0.00%
008412	Officials and Administrators	NR Dir - Forestry	0.00%	0.00%	0.00%
008413	Officials and Administrators	NR Dir - Parks & Trails	0.22%	0.00%	0.00%
008414	Officials and Administrators	NR Director Operations Service	0.22%	0.22%	0.22%
008500	Officials and Administrators	NR Dir - Lands & Minerals	0.00%	0.00%	0.00%
008516	Officials and Administrators	Senior Executive Officer	0.22%	0.22%	0.00%
008606	Officials and Administrators	Senior Admin Officer	0.22%	0.00%	0.00%
008755	Professionals	Proj Consultant Sr	0.22%	0.00%	0.00%
008766	Officials and Administrators	Exec Dir Mn Forest Res Council	0.00%	0.00%	0.00%
008879	Officials and Administrators	Exec Aide	0.22%	0.00%	0.00%
008894	Officials and Administrators	NR Dir - Fish & Wildlife	0.00%	0.00%	0.00%
008901	Officials and Administrators	NR Dir - Ecological & Water Re	0.22%	0.00%	0.00%
008919	Officials and Administrators	School Trust Lands Director	0.00%	0.00%	0.00%
Total			39.61%	5.69%	10.28%

Professionals (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
000004	Professionals	Accounting Officer	0.20%	0.13%	0.07%
000006	Professionals	Management Analyst 1	0.07%	0.00%	0.00%
000028	Professionals	Architect 1	0.00%	0.00%	0.00%
000029	Professionals	Architect 2	0.07%	0.00%	0.00%
000032	Technicians	Architectural Drafting Tech 3	0.00%	0.07%	0.00%
000096	Professionals	Attorney 2	0.07%	0.00%	0.00%
000133	Professionals	Facilities Bldg & Maint Adv	0.00%	0.00%	0.00%
000153	Professionals	Chemist 1	0.00%	0.00%	0.07%
000155	Professionals	Bacteriologist Supervisor 2	0.00%	0.07%	0.00%
000190	Technicians	NR Tech	0.72%	0.07%	0.20%
000258	Professionals	Educ Specialist 1	0.26%	0.00%	0.00%
000259	Professionals	Educ Specialist 2	0.07%	0.00%	0.00%
000294	Administrative Support	Office Services Supervisor 3	0.07%	0.00%	0.00%
000498	Professionals	Human Resources Specialist 1	0.20%	0.00%	0.00%
000511	Professionals	Planner	0.20%	0.00%	0.07%
000556	Technicians	Engineering Specialist	0.07%	0.00%	0.00%
000577	Professionals	Information Officer 3	0.79%	0.20%	0.26%
000607	Professionals	Research Scientist 1	0.00%	0.00%	0.00%
000608	Professionals	Research Scientist 2	0.79%	0.07%	0.20%
000609	Professionals	Research Scientist 3	0.20%	0.07%	0.07%
000633	Professionals	Accounting Officer Senior	0.53%	0.20%	0.00%
000634	Professionals	Management Analyst 4	0.40%	0.07%	0.00%
000644	Technicians	Engineering Aide Senior	0.07%	0.00%	0.00%
000647	Professionals	Information Officer 2	0.26%	0.00%	0.00%
000652	Professionals	Human Resources Consultant 1	0.13%	0.07%	0.00%
000659	Professionals	Research Analysis Spec Sr	0.07%	0.00%	0.00%
000753	Technicians	Graphic Arts Specialist	0.20%	0.07%	0.00%
000774	Technicians	Accounting Technician	1.32%	0.07%	0.13%
000837	Professionals	Planner Senior State	0.20%	0.07%	0.00%
000881	Paraprofessionals	Human Resources Technician 1	0.33%	0.13%	0.00%
000892	Professionals	Research Analysis Spec	0.00%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
000893	Professionals	Management Analyst 3	0.20%	0.07%	0.07%
000919	Professionals	Engineer 2 Graduate	0.13%	0.07%	0.07%
000955	Professionals	Hydrologist 1	0.07%	0.00%	0.07%
000958	Professionals	Hydrologist 2	0.79%	0.00%	0.13%
000959	Professionals	Hydrologist 3	0.59%	0.00%	0.13%
000979	Professionals	Accounting Officer Inter	0.53%	0.07%	0.13%
000994	Professionals	Engineer Senior	0.07%	0.07%	0.00%
000996	Professionals	Training & Development Spec 3	0.13%	0.00%	0.00%
000997	Professionals	Engineer Princ	0.00%	0.00%	0.00%
001045	Protective Service: N	Security Guard	0.07%	0.00%	0.00%
001063	Technicians	Engineering Aide Inter	0.00%	0.07%	0.00%
001304	Professionals	Grants Specialist Sr	0.26%	0.00%	0.00%
001327	Service Maintenance	Parks & Trails Associate	7.84%	0.72%	0.99%
001393	Professionals	Library/Info Res Serv Spec Sr	0.07%	0.00%	0.00%
001401	Professionals	Land Surveyor In Training	0.00%	0.00%	0.00%
001402	Professionals	Land Surveyor Senior	0.00%	0.07%	0.07%
001410	Professionals	Training & Development Spec 2	0.07%	0.07%	0.00%
001423	Professionals	Human Resources Specialist 2	0.26%	0.07%	0.07%
001478	Professionals	Bacteriologist 2	0.00%	0.00%	0.00%
001486	Paraprofessionals	Human Resources Technician 2	0.13%	0.07%	0.00%
001528	Professionals	Management Analyst 2	0.13%	0.00%	0.07%
001621	Professionals	Interpret Naturalist 2	0.79%	0.07%	0.07%
001634	Professionals	Interpret Naturalist Supv 2	0.07%	0.00%	0.00%
001644	Professionals	Grants Specialist Inter	0.07%	0.00%	0.00%
001739	Professionals	NR Forestry Specialist	0.26%	0.00%	0.07%
001755	Technicians	NR Tech Forestry	0.40%	0.00%	0.00%
001756	Technicians	NR Tech Wildlife	0.13%	0.00%	0.20%
001771	Technicians	NR Tech Fisheries	0.40%	0.00%	0.26%
001801	Professionals	Investigator Senior	0.00%	0.00%	0.00%
002092	Professionals	Mineland Reclamation Spec	0.07%	0.00%	0.00%
002143	Professionals	Accounting Supervisor Senior	0.13%	0.00%	0.07%
002174	Professionals	Hydrologist Supervisor	0.26%	0.00%	0.07%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
002192	Administrative Support	Office Services Supervisor 1	0.13%	0.00%	0.00%
002241	Professionals	Grants Specialist Coord	0.26%	0.07%	0.07%
002251	Professionals	Research Analyst Intermediate	0.07%	0.00%	0.00%
002368	Professionals	Human Resources Supervisor 2	0.07%	0.00%	0.07%
002390	Professionals	Accounting Officer Principal	0.20%	0.07%	0.00%
002577	Professionals	Interpret Naturalist 1	0.40%	0.13%	0.00%
002606	Technicians	Engineering Specialist Senior	0.00%	0.00%	0.07%
002641	Technicians	NR Tech Parks & Trails	0.33%	0.00%	0.13%
002698	Professionals	Mineland Reclamation Spec Sr	0.00%	0.07%	0.00%
002856	Professionals	Realty Specialist	0.59%	0.00%	0.07%
002857	Professionals	Realty Specialist Sr	0.40%	0.00%	0.00%
002932	Professionals	NR Prog Coordinator	1.05%	0.20%	0.13%
002974	Professionals	NR Forestry Specialist Int	0.40%	0.00%	0.07%
002975	Professionals	NR Forestry Specialist Senior	0.79%	0.13%	0.20%
002976	Professionals	NR Forestry Regional Spec	0.40%	0.00%	0.07%
002979	Professionals	NR Forestry Asst Supv	0.13%	0.00%	0.00%
003005	Professionals	Planning Program Supv	0.07%	0.00%	0.00%
003017	Professionals	Human Resources Specialist 3	0.07%	0.00%	0.07%
003020	Professionals	Environmental Res Scientist	0.00%	0.00%	0.00%
003116	Professionals	Facilities Coordinator	0.00%	0.00%	0.00%
003130	Professionals	NR Parks Prog Coord	0.00%	0.00%	0.00%
003131	Professionals	NR Parks Spec Sr-Resource Mgmt	0.20%	0.00%	0.07%
003190	Protective Service	NR Spec/CO Unit Leader	0.00%	0.00%	0.00%
003241	Professionals	Retail Operations Supervisor	0.07%	0.00%	0.00%
003304	Professionals	Interpret Naturalist 3	0.13%	0.00%	0.07%
003318	Professionals	NR Pilot	0.07%	0.07%	0.00%
003403	Professionals	NR Supv 1 Parks & Trails	1.19%	0.00%	0.53%
003404	Professionals	NR Supv 2 Parks & Trails	0.40%	0.13%	0.07%
003405	Professionals	NR Supv 3 Parks & Trails	0.46%	0.07%	0.26%
003406	Professionals	NR Supv 4 Parks & Trails	0.40%	0.13%	0.20%
003408	Technicians	NR Mine Interpreter	0.13%	0.00%	0.00%
003409	Professionals	Interpret Naturalist Supv 1	0.00%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
003410	Professionals	NR Parks Specialist Int	0.20%	0.00%	0.00%
003422	Professionals	NR Parks Douglas Ldg Supv	0.00%	0.00%	0.00%
003446	Professionals	NR Forestry Wildfire Dispatcher	0.07%	0.00%	0.00%
003526	Professionals	Landscape Architect Senior	0.00%	0.00%	0.00%
003604	Professionals	State Prog Admin	0.46%	0.00%	0.00%
003605	Professionals	State Prog Admin Intermediate	0.46%	0.00%	0.00%
003606	Professionals	State Prog Admin Sr	0.79%	0.13%	0.13%
003612	Professionals	Interpret Naturalist Itasca Pk	0.07%	0.00%	0.00%
003613	Technicians	Real Estate Technician	0.07%	0.07%	0.00%
003630	Administrative Support	Office & Admin Specialist Prin	0.92%	0.00%	0.13%
003634	Administrative Support	Central Svcs Admin Spec Prin	0.13%	0.00%	0.00%
003638	Administrative Support	Customer Svcs Specialist Princ	0.13%	0.00%	0.07%
003686	Protective Service: N	NR Forest Fire Resp Lead	0.46%	0.26%	0.20%
003709	Technicians	State Prog Admin Tech Spec	0.07%	0.00%	0.00%
003741	Professionals	NR Spec Eco Svcs	0.66%	0.20%	0.26%
003742	Professionals	NR Spec Int Eco Svcs	0.79%	0.00%	0.07%
003743	Professionals	NR Spec Sr Eco Svcs	1.71%	0.20%	0.07%
003746	Professionals	NR Spec Fisheries	0.20%	0.07%	0.26%
003747	Professionals	NR Spec Int Fisheries	0.33%	0.00%	0.26%
003748	Professionals	NR Spec Sr Fisheries	0.13%	0.00%	0.13%
003752	Professionals	NR Spec WL	0.13%	0.00%	0.13%
003753	Professionals	NR Spec Int WL	0.72%	0.07%	0.07%
003754	Professionals	NR Spec Sr WL	0.26%	0.00%	0.00%
003755	Professionals	NR Spec WL Research	0.07%	0.00%	0.00%
003756	Professionals	NR Spec Int WL Research	0.26%	0.00%	0.07%
003757	Professionals	NR Spec Sr WL Research	0.00%	0.00%	0.00%
003758	Professionals	NR Spec Parks & Trails	0.13%	0.20%	0.00%
003759	Professionals	NR Spec Int Parks & Trails	0.13%	0.13%	0.07%
003760	Professionals	NR Spec Sr Parks & Trails	0.59%	0.07%	0.07%
003763	Professionals	NR Area Supv Wildlife	0.40%	0.07%	0.13%
003774	Professionals	NR Supv Fish Hatchery	0.00%	0.07%	0.07%
003822	Professionals	NR Area Hydrologist	0.66%	0.00%	0.26%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
003882	Professionals	Human Resources Consultant 2	0.00%	0.00%	0.00%
008598	Paraprofessionals	Student Worker Para Prof	0.00%	0.00%	0.07%
008599	Paraprofessionals	Student Worker Para Prof Sr	0.33%	0.20%	0.00%
008757	Professionals	Proj Specialist	0.07%	0.00%	0.00%
008758	Professionals	Proj Analyst	0.00%	0.00%	0.00%
Total			40.91%	5.47%	8.17%

Technicians (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
000108	Technicians	Automotive Technician	0.00%	0.00%	0.52%
000414	Service Maintenance	Laborer General	8.76%	1.03%	3.09%
000415	Service Maintenance	Laborer Trades & Equipment	3.61%	2.06%	1.03%
000423	Technicians	Law Compliance Rep 1	2.06%	0.52%	0.52%
000463	Technicians	Mining Aide	0.00%	0.00%	0.00%
000587	Technicians	Radio Technician 3	0.00%	0.00%	0.00%
000632	Administrative Support	Account Clerk Senior	1.03%	0.00%	0.52%
001428	Technicians	Radio Technician 2	0.00%	0.00%	0.00%
002881	Administrative Support	NR Fisheries Census Clerk	1.03%	0.52%	1.03%
003447	Technicians	NR Forestry Grnd Support Ldwkr	0.00%	0.00%	0.00%
003739	Service Maintenance	NR Parks & Trails Equip Oper	0.00%	0.00%	0.00%
Total			16.49%	4.12%	6.70%

Protective Services: Sworn (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
001743	Protective Service	NR Spec 2 CO	13.04%	12.42%	3.11%
001868	Protective Service	NR Spec 4 Co Pilot	0.00%	0.00%	0.00%
003184	Protective Service	NR Spec 3 CO Spec Investigator	0.00%	0.00%	0.00%
003185	Protective Service	NR Spec 3 Co Reg Training Offr	1.24%	0.00%	0.00%
003193	Protective Service	NR Spec 3 CO Water Res Spec	0.62%	0.00%	0.62%
003660	Protective Service	NR Spec 3 CO Community Liaison	0.00%	0.00%	0.00%
Total			14.91%	12.42%	3.73%

Protective Services: Non-sworn (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
001327	Service Maintenance	Parks & Trails Associate	27.05%	2.50%	3.41%
001326	Service Maintenance	Buildings & Grounds Worker	8.64%	3.18%	3.86%
003687	Administrative Support	NR Forestry Support Dispatcher	2.27%	0.23%	0.23%
000414	Service Maintenance	Laborer General	3.86%	0.45%	1.36%
Total			41.82%	6.36%	8.86%

Paraprofessionals (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
003627	Administrative Support	Office & Admin Specialist	31.87%	3.30%	4.40%
003628	Administrative Support	Office & Admin Specialist Int	65.93%	5.49%	9.89%
Total			97.80%	8.79%	14.29%

Office Clerical (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
000001	Administrative Support	Account Clerk	0.80%	0.00%	0.00%
000293	Administrative Support	Exec 2	0.80%	0.80%	0.00%
000928	Administrative Support	Inventory Control Supv 1	0.00%	0.00%	0.00%
001542	Administrative Support	Legal Secretary Senior	0.80%	0.00%	0.00%
003629	Administrative Support	Office & Admin Specialist Sr	42.40%	2.40%	7.20%
003631	Administrative Support	Central Svcs Admin Spec	3.20%	0.80%	0.80%
003632	Administrative Support	Central Svcs Admin Spec Inter	0.80%	0.00%	0.00%
003633	Administrative Support	Central Svcs Admin Spec Senior	2.40%	0.00%	0.00%
003635	Administrative Support	Customer Svcs Specialist	12.80%	0.00%	0.80%
003636	Administrative Support	Customer Svcs Specialist Int	12.80%	4.00%	3.20%
003687	Administrative Support	NR Forestry Support Dispatcher	8.00%	0.80%	0.80%
Total			84.80%	8.80%	12.80%

Skilled Craft (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
000105	Skilled Craft	Automotive Mechanic	0.00%	0.00%	0.00%
000132	Skilled Craft	Building Maintenance Supv	0.00%	3.03%	3.03%
000135	Skilled Craft	Building Utilities Mechanic	0.00%	3.03%	0.00%
000146	Skilled Craft	Carpenter	0.00%	0.00%	0.00%
000266	Skilled Craft	Electrician	0.00%	0.00%	0.00%
000927	Skilled Craft	Heavy Equip Mechanic	0.00%	0.00%	0.00%
001725	Service Maintenance	General Maintenance Wrkr	12.12%	3.03%	6.06%
001728	Service Maintenance	General Maintenance Wrkr Lead	3.03%	0.00%	0.00%
002270	Skilled Craft	Building Maintenance Lead Wrkr	0.00%	0.00%	0.00%
003452	Skilled Craft	Electrician Master Record	0.00%	0.00%	0.00%
Total			15.15%	9.09%	9.09%

Service Maintenance (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Job Code	EEO Category	Job Title	Weighted Women %	Weighted Minority %	Weighted IWD %
000109	Service Maintenance	Automobile Service Attendant	0.00%	0.00%	0.00%
000197	Service Maintenance	Cook	0.37%	0.00%	0.00%
000198	Service Maintenance	Cook Coordinator	0.37%	0.00%	0.00%
000305	Service Maintenance	Food Service Worker	2.97%	0.00%	0.37%
000344	Service Maintenance	Heavy Equip Operator	0.00%	0.00%	0.00%
000431	Service Maintenance	Life Guard	1.12%	0.00%	0.00%
000914	Service Maintenance	Mine Hoist & Maint Wrkr	0.00%	0.00%	0.00%
001326	Service Maintenance	Buildings & Grounds Worker	14.13%	5.20%	6.32%
001357	Service Maintenance	General Repair Worker	0.00%	0.37%	0.37%
002724	Service Maintenance	NR Douglas Lodge Wkr	2.23%	0.37%	0.00%
002901	Service Maintenance	NR Douglas Lodge Custodial Wkr	5.58%	1.12%	0.74%
003714	Service Maintenance	NR Worker	1.49%	0.37%	0.37%
008597	Service Maintenance	Student Worker Custodial/Maint	0.00%	0.00%	0.00%
Total			28.25%	7.43%	8.18%

Appendix E: Determining Availability

Officials/Administrators (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics Minority	Raw Statistics IWD	Weighted Statistics Women	Weighted Statistics Minority	Weighted Statistics IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area.	10.00%	46.69%	5.99%	4.03%	4.67%	0.60%	0.40%	State of MN	DNR's last two-years of data show external and internal appointments are 10% and 90% respectively.
2: Internal – Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with the DNR.	90.00%	39.61%	5.69%	10.28%	35.65%	5.12%	9.26%	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 %	40.31%	5.72%	9.66%		

Professionals (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics Minority	Raw Statistics IWD	Weighted Statistics Women	Weighted Statistics Minority	Weighted Statistics IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External – Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area.	40.00%	39.58%	7.66%	2.56%	15.83%	3.06%	1.03%	State of MN	DNR's last two year of data show approximate external and internal appointments are 40% and 60% respectively.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with the DNR.	60.00%	40.91%	5.47%	8.17%	24.55%	3.28%	4.90%	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 %			40.38%	6.34%	5.93%		

Technicians (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics Minority	Raw Statistics IWD	Weighted Statistics Women	Weighted Statistics Minority	Weighted Statistics IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area.	50.00%	34.95%	12.78%	4.50%	17.48%	6.39%	2.25%	State of MN	This job category has continuous underutilization for women and minorities. A weight ratio of 50:50 (actual 42:58) would increase the hires from the external group, which has greater availability.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with the DNR.	50.00%	16.49%	4.12%	6.70%	8.25%	2.06%	3.35%	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 %			25.72%	8.45%	5.60%		

Protective Services: Sworn (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics Minority	Raw Statistics IWD	Weighted Statistics Women	Weighted Statistics Minority	Weighted Statistics IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area.	60.00%	61.57%	14.95%	6.79%	36.94%	8.97%	4.07%	State of MN	This job category has continuous underutilization for women and minorities. A weight ratio of 60:40 (actual 56:44) would increase the hires from the external group, which has greater availability.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with the DNR.	40.00%	14.91%	12.42%	3.73%	5.96%	4.97%	1.49%	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 %			42.91%	13.94%	5.56%		

Protective Services: Non-sworn (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics Minority	Raw Statistics IWD	Weighted Statistics Women	Weighted Statistics Minority	Weighted Statistics IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area.	50.00%	6.61%	24.39%	6.15%	3.31%	12.19%	3.08%	State of MN	DNR's last two years of data show external and internal appointments are 50% and 50% respectively.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with the DNR.	50.00%	41.82%	6.36%	8.86%	20.91%	3.18%	4.43%	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 %			24.21%	15.38%	7.51%		

Paraprofessionals (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics Minority	Raw Statistics IWD	Weighted Statistics Women	Weighted Statistics Minority	Weighted Statistics IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area.	70.00%	85.32%	15.55%	4.68%	59.72%	10.89%	3.28%	State of MN	Historically, external and internal appointments are 70% and 30% respectively.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with the DNR.	30.00%	97.80%	8.79%	14.29%	29.34%	2.64%	4.29%	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 %			89.06%	13.52%	7.56%		

Office Clerical (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics Minority	Raw Statistics IWD	Weighted Statistics Women	Weighted Statistics Minority	Weighted Statistics IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area.	55.00%	62.63%	16.48%	5.22%	34.45%	9.06%	2.87%	State of MN	DNR's last two years of data show external and internal appointments are 55% and 45% respectively.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with the DNR.	45.00%	84.80%	8.80%	12.80%	38.16%	3.96%	5.76%	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 %			72.61%	13.02%	8.63%		

Skilled Craft (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics Minority	Raw Statistics IWD	Weighted Statistics Women	Weighted Statistics Minority	Weighted Statistics IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area.	70.00%	2.24%	9.05%	5.74%	1.57%	6.33%	4.02%	State of MN	This job category has continuous underutilization for protected group. A weight ratio of 70:30 (actual 75:25) would increase the hires from the internal group, which has greater availability.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with the DNR.	30.00%	15.15%	9.09%	9.09%	4.55%	2.73%	2.73%	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 %	6.11%	9.06%	6.74%		

Service Maintenance (note: Minority = Racial/Ethnic minority; IWD = Individuals with Disabilities)

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics Minority	Raw Statistics IWD	Weighted Statistics Women	Weighted Statistics Minority	Weighted Statistics IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area.	60.00%	38.28%	22.30%	11.51%	22.97%	13.38%	6.91%	State of MN	This job category has continuous underutilization for minorities and individuals with disabilities. A weight ratio of 60:40 (actual 55:45) would increase the hires from the external group, which has greater availability.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with the DNR.	40.00%	28.25%	7.43%	8.18%	11.30%	2.97%	3.27%	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 %	34.27%	16.36%	10.18%		

Appendix F: Utilization-Goal Analysis

Women

Job Categories	Total Number of Employee in Job Category	Total Number of Women Employee in the Job Category	% of Female Employee in the Job Category	Women Availability %	Women Establish Goals?	If Yes, Goals for FY 2022-2024
Officials/Administrators	118	48	40.68%	40.31%	Monitor	
Professionals	1359	534	39.29%	40.38%	Yes	40.38%
Technicians	245	63	25.71%	25.72%	Monitor	
Protective Services: Sworn	181	25	13.81%	42.91%	Yes	42.91%
Protective Services: Non-sworn	57	<10	** . **%	24.21%	Yes	24.21%
Paraprofessionals	17	12	70.59%	89.06%	Yes	89.06%
Office Clerical	258	220	85.27%	72.61%		
Skilled Craft	24	<10	** . **%	6.11%	Yes	6.11%
Service Maintenance	595	228	38.32%	34.27%		
Totals	2854	1138	39.87%			

Racial/Ethnic Minorities

Job Categories	Total Number of Employee in Job Category	Total Number of Minority Employee in the Job Category	% of Minority Employee in the Job Category	Minority Availability %	Minority Establish Goals?	If Yes, Goals for FY 2022-2024
Officials/Administrators	118	<10	** . **%	5.72%	Yes	5.72%
Professionals	1359	75	5.52%	6.34%	Yes	6.34%
Technicians	245	<10	** . **%	8.45%	Yes	8.45%
Protective Services: Sworn	181	22	12.15%	13.94%	Yes	13.94%
Protective Services: Non-sworn	57	<10	** . **%	15.38%	Yes	15.38%
Paraprofessionals	17	<10	** . **%	13.52%		
Office Clerical	258	20	7.75%	13.02%	Yes	13.02%
Skilled Craft	24	<10	** . **%	9.06%	Monitor	
Service Maintenance	595	39	6.55%	16.36%	Yes	16.36%
Totals	2854	180	6.31%			

Individuals with Disabilities (note: IwD = Individuals with disabilities)

Job Categories	Total Number of Employee in Job Category	Total Number of IwD Employee in the Job Category	% of IwD Employee in the Job Category	IwD Availability %	IwD Establish Goals?	If Yes, Goals for FY 2022-2024
Officials/Administrators	118	15	12.71%	9.66%		
Professionals	1359	119	8.76%	5.93%		
Technicians	245	17	6.94%	5.60%		
Protective Services: Sworn	181	<10	**.*%*	5.56%	Yes	5.56%
Protective Services: Non-sworn	57	<10	**.*%*	7.51%	Yes	7.51%
Paraprofessionals	17	<10	**.*%*	7.56%	Monitor	
Office Clerical	258	35	13.57%	8.63%		
Skilled Craft	24	<10	**.*%*	6.74%	Monitor	
Service Maintenance	595	47	7.90%	10.18%	Yes	10.18%
Totals	2854	244	8.55%			

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 women, 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.

Connect 700 (C700) Program: an alternative, non-competitive selection process for individuals whose disabilities prevent them from demonstrating their skills in a standard competitive selection process. If selected, this program allows eligible individuals to demonstrate their skills in an on-the-job trial work experience of up to 700 hours. See [Minnesota Statutes, section 43A.15, subdivision 14](#).

Feeder job: staffed positions within the agency that can be promotable, transferrable, or trainable within the same or into other 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 women in the job category is for 30% of the new hires/rehires and promotions for that Affirmative Action Plan year would be women. 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/Reasonable recruitment 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.

Promotion: the appointment of an employee to a position in a class assigned to a salary range which is two or more steps higher at the maximum than the employee's current job class or which requires an increase of two or more steps to pay the employee at the minimum of the new range.

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](#)). The Minnesota Department of Natural Resources has chosen "Woman" to represent terminology of "female."

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, and deaf 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 women Minors, 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.