

State of Minnesota

Department of Human Services

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

Department of Human Services
540 Cedar Street
St. Paul, MN 55101-2208
651-431-3040
MN Relay 800-627-3529
Zecharias.hailu@state.mn.us
mn.gov/dhs

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To request an alternative format of this document, please contact Rich Nymoen at richard.nymoen@state.mn.us

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Statement of Commitment

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

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

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

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

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

Commissioner or Agency Head: _____ **Date Signed:** 3/7/2023

Executive Summary

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

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

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

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

Table 1 Workforce Underutilization Analysis of Protected Groups

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

Job Categories	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials & Administrators	x	x	x
Professionals	-	x	-
Technicians/Paraprofessionals	-	x	-
Office/Clericals	-	x	-
Skilled Craft	x	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 agency. Our intention is to make every employee aware of the MN Department of Human Services' commitments to affirmative action and equal employment opportunity. The completed Plan is also posted on the agency's website and maintained in the office of the Equal Opportunity and Access Division.

Affirmative Action Officer or Designee: *Zecharias Hailu* Date Signed: 2/6/2023

Human Resources Director or Designee: *Kamaria Kassim-Grigsby* Date Signed: 2/13/23

Commissioner or Agency Head: _____ Date Signed: 3/7/2023

Organizational Profile

The MN Department of Human Services (DHS) is a governmental agency and a cabinet-level department of the executive branch of Minnesota state government. The agency has oversight and regulatory responsibility for various social service, public assistance and health care programs for Minnesotans.

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

Accountability

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

Name of individual(s) responsible

Name: Jodi Harpstead_____

Email: Jodi.harpstead@state.mn.us_____

Title: Commissioner_____

Phone: 651-431-4334_____

B. Affirmative Action Officer

Responsibilities

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

Duties

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

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

- Maintain records of requests for reasonable accommodations.
- Oversee the administration of the Agency Diversity Recruitment program.
- Comply with state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

The Affirmative Action Officer is accountable to the Commissioner for program impacts and for ongoing program activities and direction. The Affirmative Action Officer oversees the administration of ADA Title II, manages diversity and inclusion initiatives, and other equal opportunity related matters. In addition, the AAO ensures that aggregate data and trends of complaints of illegal discrimination in hiring are provided and shared with the Human Resources Director on a quarterly basis.

Name of individual(s) responsible

Name: Zecharias Hailu _____ **Email:** Zecharias.hailu@state.mn.us _____

Title: Director, Equal Opportunity & Access Division ___ **Phone:** 651-431-2134 _____

C. Affirmative Action Officer Designee(s)

Responsibilities

Designees are responsible for the implementation of the department’s Affirmative Action Plan at their facility/work location. Each designee is directly accountable to the agency’s Affirmative Action Officer for matters relating to affirmative action.

Duties

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

- Fulfill all affirmative action reporting requirements by submitting standard reports.
- Ensure dissemination of all relevant affirmative action information to appropriate staff.
- Serve as ex-officio member of the Employee Resource Group (ERG) diversity committee at their work and/or participate in the agency’s diversity or equity committee.
- Determine the need for diversity training and recommend training at their respective work location.
- Review policies, procedures, and practices to recommend changes to the Affirmative Action Officer.

- Partner with the agency’s recruitment team at their work locations.
- Comply with statewide and agency anti-discrimination and anti-harassment policies.

Accountability

The Affirmative Action Designee is accountable indirectly to the Director, Equal Opportunity & Access Division on matters pertaining to Affirmative Action and Equal Opportunity.

Name of individual(s) responsible

Name: Rich Nymo_____

Email: Richard.nymo@state.mn.us_____

**Title: ADA, Civil Rights and Affirmative Action
Consultant**_____

Phone: 651-431-2901_____

D. Human Resources Director or Designee(s)

Responsibilities

The Human Resource (HR) Office is responsible for ensuring equitable and uniform administration of all personnel policies.

The HR Director is responsible, in conjunction with the agency ADA Coordinator, for ensuring 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 work on affirmative action and diversity issues are 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 agency Affirmative Action Officer and designees.
- Provide leadership to HR staff and others to ensure personnel decision-making processes adhere to equal opportunity and affirmative action principles.
- Provide guidance in the development and use of selection criteria to ensure they are objective, uniform, and job related.

- Assist in recruitment and retention of protected groups and notify managers and supervisors of existing disparities.
- Ensure an Affirmative Action Pre-hire Review process is implemented and followed by hiring managers and supervisors in collaboration with the Affirmative Action Officer.
- Initiate and report on progress made with program objectives contained in the Affirmative Action Plan.
- Ensure that the reasonable accommodation process is implemented and followed for all employees and applicants in need of a reasonable accommodation.
- Assist supervisors, managers, and the Affirmative Action Officer 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 Affirmative Action Officer, and HR staff in the creation of supported worker positions. These positions help reduce agency costs by diverting supportive employment duties from higher skilled workers to supported worker positions. This can improve employee morale and retention of individuals with disabilities in integrated employment.
- Request assistance from MMB to support diversity recruitment efforts, as well as the retention of protected group members in hard-to-fill or executive level positions.
- Include responsibility statements for affirmative action/equal employment opportunity in position descriptions and annual performance objectives.
- Comply with state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

HR staff are accountable to the HR Director or Designee.

Name of individual(s) responsible

Name: Kamaria Kassim-Grigsby_____

Email: Kamaria.Kassim-Grigsby@state.mn.us__

Title: Human Resources Director_____

Phone:651-431-2290_____

E. Americans with Disabilities Act Title I Coordinator

Responsibilities

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

Duties

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

- Provide guidance, coordination, and direction to agency management on the ADA. The agency develops and implements policies, procedures, and practices to ensure agency employment practices and programs are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to agency management and staff on compliance and best practices for hiring and retaining individuals with disabilities, as well as the provision of reasonable accommodations to employees and job applicants.
- Track and facilitate requests for reasonable accommodations for job applicants and employees, as well as members of the public accessing agency services and report reasonable accommodations annually to MMB.
- Research case law rules and regulation and update Human Resources (HR) Directors on evolving ADA issues. Meet bi-annually with ADA Coordinators and provide updates on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Assist the Affirmative Action Officer in designing and delivering specific ADA training for targeted groups.
- Submit reasonable accommodation reimbursement under the guidelines of the state-wide accommodation fund.
- Receive requests for ADA accommodations and work with appropriate supervisors, unions, etc. to approve or deny the request, 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 Coordinator and the Regional Human Resources Director (RHRD) who also serve as the Regional ADA Coordinator, in consultation with the employee and supervisor, and other individuals involved must:

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

Accountability

The ADA Title I Coordinator is accountable to the Director of the Equal Opportunity and Access Division.

Name of individual(s) responsible

Name: Andy Christensen _____

Email: Andrew.E.Christensen@state.mn.us _____

Title: ADA Coordinator _____

Phone: 651-431-3039 _____

F. Americans with Disabilities Act Title II Coordinator

Responsibilities

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

Duties

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

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

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

Accountability

The ADA Title II Coordinator is accountable to the Director of the Equal Opportunity and Access Division.

Name of individual(s) responsible

Name: Andy Christensen _____

Email: Andrew.E.Christensen@state.mn.us _____

Title: ADA Coordinator _____

Phone: 651-431-3039 _____

G. Diversity Recruitment Coordinator

Responsibilities

The Diversity Recruitment Coordinator is responsible for the creation and coordination of the Diversity Recruitment Plan outlined in this document.

Duties

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

- Identify high-need recruitment job areas within the agency.
- Communicate the strategic recruitment plan to Human Resources (HR), the executive team, management, and staff.
- Assist the Affirmative Action Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities toward attaining strategic diversity goals and objectives.
- Maintain relationships with agency executive teams, HR, and management to make decisions about the diversity recruitment needs of the department.
- Maintain relationships with community stakeholders, colleges and universities, and workforce centers to continue effective diversity recruitment strategies.
- Maintain active participation in the state-wide recruiters' group.
- Comply with state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

The Diversity Recruitment Coordinator is accountable to the Human Resources director.

Name of individual(s) responsible

Name: Tonika Shobe _____

Email: Tonika.shobe@state.mn.us _____

Title: Manager, HR Recruitment

Phone: 651-431-3013 _____

H. Senior Managers and Facility Executive Team Leaders

Responsibilities

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

Duties

The duties of senior managers and executive team leaders include, but are not limited to:

- Identify problem areas and eliminate barriers that prevent equal employment opportunity within the agency.
- Communicate the equal opportunity employment policy and the affirmative action plan to all employees.

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

Accountability

Senior managers and executive team leaders are accountable directly to the appropriate Assistant Commissioner, the Deputy Commissioner or the Commissioner.

I. All Employees

Responsibilities

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

Duties

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

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

Accountability

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

Communication of the Affirmative Action Plan

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

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

Internal Methods of Communication

- **Internal memorandum.** Agency leadership or the Affirmative Action Officer will send an internal memo to agency employees each year. This message identifies the location of the Affirmative Action Plan and the employee’s responsibility to read and understand it. It also indicates the 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 [DHS AAP](https://dhs.intranet.mn.gov/policies-procedures-forms/forms-documents/equal-opportunity-forms-documents/index.jsp) (<https://dhs.intranet.mn.gov/policies-procedures-forms/forms-documents/equal-opportunity-forms-documents/index.jsp>) and in print to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- **Printed copy.** A physical copy of the Agency’s Affirmative Action Plan is available to employees at the following address:

540 Cedar Street
Equal Opportunity & Access Division, 8th Floor
St. Paul, MN 55101-2208
- **Signage.** Nondiscrimination and equal opportunity statements and posters are prominently displayed in areas frequently used by employees.

External Methods of Communication

- **Public website.** The agency’s Affirmative Action Plan is available on the agency’s public website at [DHS AAP](https://mn.gov/dhs/general-public/about-dhs/organization-management/office-equity-performance-development) (<https://mn.gov/dhs/general-public/about-dhs/organization-management/office-equity-performance-development>). Printed copies are available to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- **Equal opportunity employer language.** The agency’s website homepage, letterhead, publications, and all job postings include the statement “The MN Department of Human Services is an equal opportunity employer.” The agency will also ensure a representative ratio of diversity is on all marketing materials.
- **Signage.** Nondiscrimination and equal opportunity statements and posters are prominently displayed in common public areas. Examples of posters displayed include: Equal Employment Opportunity is the law, Employee Rights under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.

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

540 Cedar Street
Equal Opportunity & Access Division, 8th Floor
St. Paul, MN 55101-2208

Job Category Analysis

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

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

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 agency 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 this affirmative action 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 agency’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” in accordance with Minnesota Management and Budget’s guidance on data privacy.

Through the utilization and availability analysis, the agency has determined which job categories are underutilized for females, racial/ethnic minorities, and individuals with disabilities in the agency and has set hiring goals for the next two years. Hiring goals are objective and used for making good faith efforts for all aspects of the affirmative action 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 good faith efforts to remove barriers to equal employment opportunity.

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

When a hiring goal for a job category is established, a percentage goal equals to the final availability percentage is calculated for females, 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 agency’s workforce that require further monitoring appear in the “Establish Goals?” column as:

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

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

Refer to Appendix F. Utilization-Goals for details for underutilization and hiring goals.

Table 2. Hiring Goals by Job Category and Protected Group is a summary of hiring goals by job category and protected group. The actions the agency will take to address these hiring goals will be described in Corrective Actions and Action-Oriented Programs section.

Table 2. Hiring Goals by Job Category and Protected Group

Job Categories	Females Establish Goals?	Females 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	Yes	72.11%	Yes	20.85%	Yes	10.38%
Professionals	-	-	Yes	20.14%%	-	-
Technicians/Paraprofessionals	Monitor	-	Yes	22.56%	-	-
Office/Clerical	-	-	Yes	19.32%	-	-
Skilled Craft	Yes	18.40%	Yes	12.00%%	-	-
Service Maintenance	Monitor	-	Yes	21.08%	-	9.35%

Identification of Areas for Further Monitoring

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 agency’s progress toward achieving the established goals in the absence of discrimination and effectiveness of the agency’s good faith efforts.

Progress Reports

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

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

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

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

Females

The agency had Female goals in the Officials/Administrators (70.6%), Professionals (79.88%), Technicians/Paraprofessionals (72.90%) and Skilled Craft (8.15%) categories. Female hiring rates exceeded availabilities in only the Official/Administrators category.

Racial/Ethnic Minorities

The agency had goals for Racial/Ethnic Minorities in the Officials/Administrators (24.95%), Professionals (27.09%), Technicians/Paraprofessionals (28.36%) and Skilled Craft (18.12%) categories. Hiring rates for Racial/Ethnic Minorities exceeded availabilities in only the Official/Administrators category.

Individuals with Disabilities

The agency had goals for Individuals with Disabilities in the Service Maintenance (7.93%) category and the hiring rate exceeded availability for that category.

Separations

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

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, there were 1,000 separations in total. 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, there were 150 separations by dismissal or non-certification in total. Of those separations, 80 were female employees. The female 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, there were 500 female separations in total. Of those separations, 80 female employees separated due to the dismissal or non-certification reason. The female 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.

Corrective Actions, Action-Oriented Programs, and Timetable

Minnesota Administrative Rules 3905.0400 Subp 1 Item H.

The agency’s affirmative action plan is designed to implement the provisions of this affirmative action plan and meet requirements found in [Minnesota Statutes, section 43A.191 Subdivision 2](#). These Action-Oriented Programs are carried out throughout this affirmative action plan period.

Corrective Actions

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

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

Table 3. Areas of Further Monitoring and Corrective Actions

Areas for Further Monitoring	Corrective Actions Specific to the Further Monitoring Areas Identified
<p>Officials/Managers</p> <ul style="list-style-type: none"> • Females, Racial/Ethnic Minorities and Individuals with Disabilities are underutilized. • Disproportionate resignations by racial/ethnic minorities. 	<ul style="list-style-type: none"> • Continuously source and recruit racial/ethnic minorities and people with disabilities from the agency’s active candidate pool of 500+ diverse qualified applicants • Continuously review and monitor job postings and position descriptions for non-inclusive language. • Leverage Employees with Disabilities ERG in developing partnership with members and nonprofits and other community organizations to expand recruitment and retention efforts. • Immediately review agency exit survey data for racial/ethnic minorities and conduct an analysis. Develop a plan to address any significant issues.

Areas for Further Monitoring	Corrective Actions Specific to the Further Monitoring Areas Identified
<p>Professionals</p> <ul style="list-style-type: none"> • Racial/Ethnic Minorities are underutilized. • Individuals with Disabilities are underutilized. • Lower promotional rate into this job category for Racial/Ethnic Minorities, which contributes to the underutilization for this group. • Disproportionate dismissals and resignations by racial/ethnic minorities. 	<ul style="list-style-type: none"> • Utilize the State of Minnesota Connect 700 program to increase exposure to state jobs in the disability community. • Continuously source and recruit racial/ethnic minorities and people with disabilities from the agency’s active candidate pool of 500+ diverse qualified applicants • Continue to promote open positions via the monthly diversity newsletter, “Diversity Scoop, which has over 45K subscribers. • Immediately review agency exit survey data for racial/ethnic minorities and conduct an analysis. Develop a plan to address any significant issues.
<p>Technicians/Paraprofessionals</p> <ul style="list-style-type: none"> • The agency needs to “monitor” Females because underutilization may occur by some employee movement • Racial/Ethnic Minorities are underutilized • Disproportionate resignations by racial/ethnic minorities. 	<ul style="list-style-type: none"> • Continue posting job opportunities and promote diversity events and career fairs on the agency’s social media career pages, including LinkedIn, Facebook, and Twitter, which has yielded great success in diversity recruitment efforts. • Continuously source and recruit racial/ethnic minorities from the agency’s active candidate pool of 500+ diverse qualified applicants that has been developed through networking, events, job fairs, and outreach efforts. • Continue participating in at least 50 onsite job and student career fairs and diversity events to recruit racial/ethnic minorities and individuals with disabilities.
<p>Administrative Support</p> <ul style="list-style-type: none"> • Racial/Ethnic Minorities are underutilized • Disproportionate dismissals and resignations by racial/ethnic minorities. 	<ul style="list-style-type: none"> • Continuously source and recruit racial/ethnic minorities from the agency’s active candidate pool of 500+ diverse qualified applicants that has been developed through networking, events, job fairs, and outreach efforts. • Immediately review agency exit survey data for racial/ethnic minorities and conduct an analysis. Develop a plan to address any significant issues. • Work closely with all racial/ethnic ERGs to provide additional support for employees of racial/ethnic minorities in this job category.

Areas for Further Monitoring	Corrective Actions Specific to the Further Monitoring Areas Identified
<p>Skilled Craft</p> <ul style="list-style-type: none"> • Females and Racial/Ethnic Minorities are underutilized • Lower promotional rate into this job category for Females and Racial/Ethnic Minorities, which contributes to the underutilization for these groups. 	<ul style="list-style-type: none"> • Immediately plan to review job descriptions, especially minimum qualifications, to identify any words/descriptions that screen out females and Racial/Ethnic Minorities. • Continue to promote open positions via the monthly diversity newsletter, “Diversity Scoop, which has over 45K subscribers. • Continue participating in at least 50 onsite job and student career fairs and diversity events to recruit racial/ethnic minorities and individuals with disabilities.
<p>Service Maintenance</p> <ul style="list-style-type: none"> • The agency needs to “monitor” Females because underutilization may occur by some employee movement. • Racial/Ethnic Minorities and Individuals with Disabilities are underutilized. 	<p><i>This job category consists of entry-level physical jobs.</i></p> <ul style="list-style-type: none"> • Continue to promote open positions via the monthly diversity newsletter, “Diversity Scoop, which has over 45K subscribers. • Continuously source and recruit racial/ethnic minorities from the agency’s active candidate pool of 500+ diverse qualified applicants that has been developed through networking, events, job fairs, and outreach efforts. • Immediately plan to review job descriptions, especially minimum qualifications, to identify any words/descriptions that screen out individuals with disabilities.

Action-Oriented Programs

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

Barriers

The agency has constraints to address underutilization and areas for monitoring identified in the previous section. In particular, recently there has been high turnover within management and human resources personnel so there is currently less familiarity with DHS affirmative action processes. These personnel must familiarize themselves with these processes in order to contribute fully to DHS’s affirmative action efforts.

Recruitment and Processes

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

- DHS currently has two annual recruitment contracts with JobsinMinneapolis.com and MinnesotaJobs.com, which targets underrepresented populations through over 40K recruitment sources. Additionally, all DHS positions are posted on external job boards, including HBCU Connect, which targets Historically Black Colleges and Universities students and alumni and LinkedIn.
- DHS diversity recruitment efforts include paid job postings, career fairs, internship fairs, conferences, events, community partnerships, Diversity Scoop newsletter (15K subscribers) and candidate referrals from our Employee Resource Groups.
- Representatives from DHS attend a number of recruitment events per year throughout Minnesota, resulting in a candidate pool of over 500+ diverse job seekers. DHS also hosts hiring events, and attend other various events to recruit diverse talent.
- DHS also recruits diverse applicants through a strong social media presence and following, with active career pages on Twitter, Facebook, and LinkedIn, totaling more than 10K followers.
 - For every single role DHS is hiring for, it aims to have a group of underrepresented candidates by developing a recruitment plan that includes paid or free diversity outreach. DHS also has an active candidate pool of 500+ diverse applicants that has been developed through networking, events, job fairs, and outreach efforts.
- DHS frequently posts jobs and diversity events on social media and also distributes a monthly diversity newsletter called “Diversity Scoop, which has over 15K subscribers.
- DHS has external contracts with Historically Black Colleges and Universities, LinkedIn, and Indeed where it posts its jobs to expand its reach to diverse job seekers.
- Active Employee Resource Groups (ERG’s)
- The DHS Vacancy Filling Policy states that hiring managers shall make every reasonable effort to include at least one underrepresented group member on interview panels.

Particular strategies designed to achieve diversity and inclusion results for the short and long term include recruiting from:

- Community agencies, organizations, and events
- Professional associations
- Colleges and universities
- Job fairs
- Newspaper/magazines/journals
- Diversity Scoop Newsletter

- External Contracts: Minnesota Jobs, Jobs in Minneapolis, LinkedIn, Historically Black Colleges and Universities
- Radio stations and programs
- Web sites, webcasts, podcasts and other online social media channels (LinkedIn, Facebook, Twitter)
- The agency will continue to place advertisements of job opportunities through [the State of MN Career site](https://mn.gov/mmb/careers/search-for-jobs/) (https://mn.gov/mmb/careers/search-for-jobs/).
- Continue to consider female, racial/ethnic minorities, and individuals with disability applicants for all positions for which they qualify.
- Continue to participate in virtual job fairs that are successful to obtain qualified protected group applicants. This was successful in the previous plan year and we had 3 female hires where we had a goal last plan year.
- Use LinkedIn job posting feature to search for applicants, which we have been successful in obtaining qualified protected candidates.
- Advertise the Connect 700 program to attract qualified individuals with disabilities by providing a link to MMB's web site.
- Continue to use the EEO tag line on all job postings and advertisements.
- Continue to publish recruitment materials and media depicting individuals representing protected groups.
- Review/evaluate job postings to eliminate non-inclusive language.
- Develop a pipeline for entry-level jobs across job categories by using Statewide internship opportunities like Right Track, Step Up, Urban Scholar, and Star of the North Fellows.

Persons Responsible:

- HR staff (Kamaria Kassim-Grigsby, 651-431-6657)
- Office of Equity and Inclusion Staff (Jacob Day, 651-431-6998)
- Employee Engagement Coordinators and Ambassadors (Constance Caron, 651-431-3817)
- ERG Leads (Wendy Plager, 651-431-3035)
- Office of Culture Staff (DeAnna Conover, 651-431-3125)
- Equity Directors (Dr. Karen McKinney, 651-431-2928; DCT: Michaela Burton, 651-431-4106; MHSATS: Victor Muthui, 651-503-0566; Aging & Disability Services: Dequa Sayid, 651-431-4360; CFS: Jerad Green, 651-925-6377; Behavioral Health: Thomas Howley, 651-279-0969; Health Care: Seth Kaempfer, 651-431-2934; Operations: Ashley Oolman, 651-431-2917)

Retention

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

Strategies

The strategies reflect efforts to create a welcoming and inclusive workplace that starts from the very first day of an employee's career at DHS. They also focus on professional development and training to advance the cultural competence of all those employed by DHS, equipping them with tools to significantly increase employee experience. This includes meaningful employee feedback that offers ongoing support to help DHS employees chart a path for progress within the organization. In doing so, managers and supervisors will be held accountable for the following inclusive behaviors to advance the agency's retention efforts:

- An authentic commitment to diversity, equity and inclusion and a mindset that fosters DEI within their teams and divisions
- Self-awareness and alignment of the retention goals and strategies highlighted in this plan
- Commitment and courage to hold themselves and their teams accountable to the agency's retention and inclusion objectives

The following strategies will be further developed by action teams consisting of DHS leadership, HR, and staff with lived experience. These groups will be further responsible for collaboratively defining what success looks like and the details of how to get there.

Onboarding for All New Hires:

In order to cultivate a workplace in which new employees understand every aspect of their position, perform their jobs well, feel valued, are engaged and have job satisfaction DHS will invest in a formal onboarding process. To do so, HR will finalize and implement an Effective Onboarding Guidebook and provide training for all managers and supervisors. As a part of the onboarding process mentors and/or preceptors will be made available for all people of color, indigenous people, people with disabilities, LGBTQIA+ and veterans to support job success and workplace engagement.

Training for Managers and Supervisors:

Great people leaders come from a combination of the right qualities and the right training. Upon hire, DHS will assess managers and supervisors for cultural competency, authenticity, courage and will. Likewise, the agency will require ongoing training and development of all its managers and supervisors via in-house and MMB Enterprise Talent and Development. An emphasis will be placed on performance management and diversity training, challenging ingrained biases and driving towards organizational culture change, specifically becoming an organization that acknowledges systemic racism within the workplace. In doing so, all managers and supervisors will be required to complete the Intercultural Development Inventory assessment, courses on how to engage staff to high productivity by valuing their individual strengths, collaborative safety training, and courses in diversity. Training will include, but not be limited to: Americans with Disabilities Act (ADA), LGBTQIA+, Anti-Racism, Equity, Prohibition of Sexual Harassment, and Tribal Relations. Completion of the training will be tracked.

Multi-Rater Feedback Tool for Managers and Supervisors:

In order to improve and become great leaders, those in leadership roles need to be provided with feedback into what is working and what is not working from a multitude of individuals, including those who work for them. Therefore, the mid-point probation, end of probation and annual performance review process for all managers and supervisors will be strengthened by developing a multi-rater feedback and improvement process. The process will include the development of a multi-rater feedback tool, a communication strategy, and resources for navigating the annual performance review process, as well as charting a development plan.

Comprehensive Review and Reform of Enterprise and DHS HR Policies and Procedures and Minnesota Statutory Language in Chapter 43A, State Personnel Management, and Chapter 179A, Public Employment Labor Relations

In order to remove structural racism, DHS is committed to rooting out injustices against marginalized communities in its policies and procedures as well as working with Minnesota Management and Budget to ensure the enterprise policies and procedures as well as statutory language is reformed in order to ensure equitable outcomes. This work will be accomplished by establishing cross-section teams, including, at a minimum, representation from MMB, DHS Human Resources, DHS Equal Opportunity and Access, Employee Resources Groups, Equity Directors, and the CECLC.

Persons Responsible:

- DHS leadership (Jodi Harpstead, 651-431-2907; Dr. Karen McKinney, 651-431-2928; DeAnna Conover, 651-431-3125; Zecharias Hailu, 651-431-2134)
- Human Resources staff (Kamaria Kassim-Grigsby, 651-431-6657)

Training

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

- Implement cross-learning programs to develop employee's skill and competencies.
- Provide quality on-boarding orientations.
- Announce training opportunities to all employees.
- Broadly announce all promotion and transfer opportunities.
- Provide unconscious bias training to employees.
- Ensure all new hires receive inclusive workplace e-learning training.

Persons Responsible:

- DHS leadership (Jodi Harpstead, 651-431-2907; Dr. Karen McKinney, 651-431-2928; DeAnna Conover, 651-431-3125; Zecharias Hailu, 651-431-2134)
- Learning and Development staff (Connie Morton, 651-431-6231)
- Human Resources staff (Kamaria Kassim-Grigsby, 651-431-6657)

- 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 agency will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of females, racial/ethnic minorities, or individuals with disabilities. The agency will use the Monitoring the Hiring Process form for every hire to track the number of females, 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 Affirmative Action Officer in reviewing the requirements for the position, posting the position, and interviewing and selection to ensure that equal opportunity and affirmative action are carried out. Directors, managers, and supervisors must document their hiring decisions and equal opportunity professionals will review for bias.

An agency that does not meet its hiring goals for competitive appointments, and noncompetitive appointments under MS 43A.08, subd. 1(9), (11) and (16), and 43A.15, subd. 3, 10, 12, and 13, must justify its non-affirmative action hires. The affirmative action statute was amended in 2019 so agencies can no longer take missed opportunities. The agency 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, testing process). All candidates are 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, describe if interview questions are offered ahead of time or what technology may be used during a test. This allows for 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 agency's commitment to equal opportunity and the affirmative action plan and its implementation.

Pre-Review Procedure for Layoff Decisions

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

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

Other Methods of Program Evaluation

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

- Quarterly Monitoring the Hiring Progress Reports
- Biannual Affirmative Action Plan
- Annual Americans with Disabilities Act Report
- Annual Internal Complaint Report
- Disposition of Internal Complaint (submitted to MMB within 30 days of final disposition)

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

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

Policies, Procedures, and Notice

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

OVERVIEW

Objective

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

Policy Statement

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

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

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

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

Scope

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

Definitions and Terms

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

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

- Applicants for State employment
- Vendors
- Contractors
- Volunteers
- Customers
- Business partners
- Unpaid interns

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

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

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

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

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

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

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

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

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

Genetic information: Includes information about an individual's or their family members' genetic tests, family medical history, an individual's request for, or receipt of, genetic services, or the participation in

clinical research that includes genetic services by the individual or their family member, and the genetic information of a fetus carried by an individual or a pregnant family member, and the genetic information of any embryo legally held by the individual or their family member using an assisted reproductive technology.

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

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

Exclusions

N/A

Statutory References

M.S. Ch. 43A

M.S. Ch. 363A

GENERAL STANDARDS AND EXPECTATIONS

Prohibition of Protected Class Harassment and Discrimination

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

- Offensive jokes, slurs, derogatory remarks, epithets, name-calling, ridicule or mockery, insults or put-downs
- Display or use of offensive objects, drawings, pictures, or gestures
- Physical assaults or threats
- Inappropriate touching of body, clothing, or personal property
- Following, stalking, intimidation
- Malicious interference with work performance
- Implicit or explicit preferential treatment or promises of preferential treatment for submitting to the conduct or communication
- Implicit or explicit negative treatment or threats of negative treatment for refusing to submit to the conduct or communication
- Discriminatory conduct based on an individual's actual or perceived protected class that segregates, separates, limits or restricts the individual from employment opportunities,

including, but not limited to, hiring, promotion, compensation, disciplinary action, assignment of job duties, benefits or privileges of employment

I. Employee and Third Party Responsibilities and Complaint Procedure

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

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

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

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

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

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

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

II. Manager/Supervisory Responsibility

Managers and supervisors must:

1. Model appropriate behavior
2. Treat all reports of protected class harassment/discrimination seriously
3. Appropriately respond to a report or problem when they receive a report of protected class harassment/discrimination, or when they are otherwise aware a problem exists
4. Immediately report all allegations or incidents of protected class harassment/discrimination to human resources or the agency Affirmative Action Officer

5. Comply with their agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan

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

III. Human Resources Responsibilities

Agency human resources must:

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

IV. Affirmative Action Officer or Designees Responsibilities

Agency Affirmative Action Officer/designee must:

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

Investigation and Discipline

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

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

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

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

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

Non-Retaliation

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

RESPONSIBILITIES

Agency Responsibility

Agencies are responsible for the following:

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

MMB Responsibility

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

FORMS AND SUPPLEMENTS

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 Sexual Harassment Prohibited Policy 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.

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

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

Signed: _____ Date: _____

Employee Name: _____

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

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

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.

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

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

The following are the procedures for filing a complaint:

1. The individual may, but is not required to, complete the “Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form” provided by the Affirmative Action Officer or designee. Individuals are encouraged to file a complaint within a reasonable


period of time after the individual becomes aware that a situation may involve conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. The Affirmative Action Officer or designee will, if requested, provide assistance in filling out the form.

2. The Affirmative Action Officer or designee determines if the complainant is alleging conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy; or if the complaint instead is of a general personnel concern or a general concern of respect in the workplace.
 - If it is determined that the complaint is not related to conduct that would violate the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy, but rather involves general personnel concerns or general concerns of respect in the workplace, the Affirmative Action Officer or designee will inform the complainant, in writing, within ten (10) business days.
 - If it is determined that the complaint is related to conduct that would violate the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy, the Affirmative Action Officer or designee will determine whether corrective action may be taken without an investigation. If it is determined that an investigation is necessary, the Affirmative Action Officer or designee shall investigate the complaint.
3. The Affirmative Action Officer or designee shall create a written investigation report of every investigation conducted. If the investigation shows sufficient evidence to substantiate the complaint, appropriate corrective action will be taken.
4. Within (60) days after the complaint is filed, the Affirmative Action Officer or designee shall provide a written answer to the complainant, unless reasonable cause for delay exists. The complainant will be notified if the written answer is not expected to be issued within the sixty (60) day period. The written answer to the complainant must comply with the data privacy restrictions of the Minnesota Government Data Practices Act.
5. Disposition of the complaint will be filed with the Commissioner of Minnesota Management and Budget within thirty (30) days after the final determination.
6. The status of the complaint may be shared with the complainant(s) and respondent(s). All data related to the complaint are subject to the provisions of the Minnesota Government Data Practices Act.
7. The Affirmative Action Officer or designee shall maintain records of all complaints, investigation reports, and any other data or information the Affirmative Action Officer or designee deems pertinent for seven (7) years after the complaint is closed.

8. In extenuating circumstances, the employee or applicant may contact the State Affirmative Action Officer in the Office of Equal Opportunity at Minnesota Management and Budget for information regarding the filing of a complaint (for example, if the complaint is against the agency head or the agency Affirmative Action Officer).


D. MN Department of Human Services' Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form Template

- The Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Compliant Form shown below can be found at [DHS Discrimination/Harassment Form \(DOC\)](#)



**DEPARTMENT OF
HUMAN SERVICES**

DHS - Central Office



DHS-7982-ENG 3/19

Discrimination Harassment Complaint Form

Please read before completing this form

TENNESSEN WARNING NOTICE: This form asks you to give some information about yourself that is considered private or confidential under the Minnesota Government Data Practices Act (Minnesota Statutes Chapter 13). The Minnesota Department of Human Services (DHS) is collecting this information to understand and investigate your complaint of discrimination or harassment. The law does not require you to give this information. If you don't provide this information, DHS may not be able to investigate your complaint, or get all of the information needed to complete the investigation. The information that you give may be used to take disciplinary or other remedial action, and you may be required to testify at a hearing about that information. Other people who are involved in decision-making, human resources, employment grievances, prosecution, or litigation may have the right to see the information that you give. Those people include supervisors and managers, persons or organizations to whom you give permission to see the information, staff of Minnesota Management and Budget, labor union representatives, the employee(s) who is being investigated, legal counsel, arbitrators, hearing examiners, judges, state or federal enforcement agencies and unemployment agencies.

Complainant (You)

NAME		JOB TITLE OR POSITION APPLIED FOR			
WORK/HOME ADDRESS	CITY	STATE	ZIP CODE	TELEPHONE	
WORK UNIT/AREA	MAIL CODE	SUPERVISOR			

Respondent (the person who you believe discriminated against or harassed you or another individual)

NAME		JOB TITLE OR POSITION APPLIED FOR			
WORK/HOME ADDRESS	CITY	STATE	ZIP CODE	TELEPHONE	
AGENCY	DIVISION	SUPERVISOR			
UNION	LOCAL				

The Complaint – Check any of the following that you feel may be the basis for the complaint:

<input type="checkbox"/> Age	<input type="checkbox"/> Genetic information	<input type="checkbox"/> Race
<input type="checkbox"/> Color	<input type="checkbox"/> Marital status	<input type="checkbox"/> Religion
<input type="checkbox"/> Creed	<input type="checkbox"/> Membership or activity in a local human rights commission	<input type="checkbox"/> Retaliation/reprisal
<input type="checkbox"/> Disability	<input type="checkbox"/> National origin	<input type="checkbox"/> Sex
<input type="checkbox"/> Familial status	<input type="checkbox"/> Pregnancy or childbirth	<input type="checkbox"/> Sexual harassment
<input type="checkbox"/> Gender expression	<input type="checkbox"/> Public assistance status	<input type="checkbox"/> Sexual orientation
<input type="checkbox"/> Gender identity		<input type="checkbox"/> Veteran status
<input type="checkbox"/> Respectful workplace policy		

Page 1 of 2

Date most recent act of harassment/discrimination took place	If you filed this complaint with another agency, give the name of that agency	
Describe the situation(s) that makes you feel that you or another individual have been discriminated against or harassed. Be specific. Include the name(s) of the individual(s) who you feel have discriminated against or harassed you or another individual; a detailed description of the incident(s); and names of any witnesses and the name(s) of anyone with whom you discussed the incident(s). <i>Use additional paper if necessary.</i>		
Give the following information on all witnesses. Use additional paper if necessary.		
Address/Work Location	Name	Telephone
How do you think this situation can be resolved?		
This complaint is being filed based on my honest belief that the named person(s) has discriminated against or harassed me or another individual. I hereby certify that the information I have provided in this complaint is true, correct and complete, to the best of my knowledge and belief. I hereby affirm that I am not using this complaint procedure for reasons of personal malice, abuse or retaliation toward another employee.		
SIGNATURE	DATE	
RECEIVED BY	DATE	
Please hand deliver, mail, email or fax this completed form to the Minnesota Department of Human Services, Equal Opportunity and Access, Mail Code-0997, P.O. Box 64997, St. Paul, MN 55164-0997 Email: dhs.equalopportunity@state.mn.us Fax: 651-431-7444		
For accessible formats of this publication or assistance with additional equal access to human services, write to dhs.equalopportunity@state.mn.us , call 651-431-3040 or use your preferred relay service.		

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Statewide ADA Reasonable Accommodation Policy 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

E. MN Department of Human Services’ 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 https://dhs.intranet.mn.gov/assets/accommodation-request-employee-form_tcm1127-381248.docx

Equal Opportunity and Access Division
Employee Reasonable Accommodation Request Form

The Minnesota Department of Human Services (DHS) is committed to complying with the Americans with Disabilities Act (ADA). If you think you have a disability and need a reasonable accommodation to do your job, please complete and return this form. If you need assistance with your request or have questions about the process, please contact us.

Employee Name:	Employee Number:
Position:	Division:
Work Phone:	Work Email:
Work Location:	Union & Local:
Supervisor Name:	Work Phone:

Data Privacy Statement: Your information may be used by ADA staff, Human Resources, legal counsel, or any other individual whom DHS authorizes to receive medical information to comply with the ADA. This information is necessary to determine whether you have a disability and whether you may receive any reasonable accommodation under the ADA. Your provision of the information is strictly voluntary; however, if you do not provide it, DHS may not have sufficient information to make a reasonable accommodation for you.

1. Describe your impairment(s) that needs reasonable accommodation(s).

2. Describe your difficulty with any application process, job function(s), or employment benefit(s) because of your impairment(s).

3. Describe any reasonable accommodation(s) that may lessen that difficulty.

4. Add any other information that may assist in processing your request.

Medical Information Notice: In processing your request for reasonable accommodation, the ADA staff may ask you to provide medical information to determine your bodily limitations and any reasonable accommodation. If necessary, you may either complete a medical information release authorization and provide medical documentation supporting your request or have your medical professional complete a medical information request. The return of these forms is your responsibility.

This request 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

Date

Equal Opportunity and Access Division

Minnesota Department of Human Services

Phone: 651-431-4945

Email: DHS_ADA@state.mn.us

Fax: 651-431-7444

Address: Box 64997, St. Paul, Minnesota 55164-0997

F. Notice Under the Americans with Disabilities Act

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

Employment: MN Department of Human Services 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: MN Department of Human Services will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in MN Department of Human Services’ 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: MN Department of Human Services 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 MN Department of Human Services 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 MN Department of Human Services should contact the office of Andy Christensen at 651-431-3039 as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the MN Department of Human Services 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 MN Department of Human Services is not accessible to persons with disabilities should be directed to Andy Christensen at 651-431-3039.

MN Department of Human Services 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.

G. MN Department of Human Services' 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 MN Department of Human Services. The Statewide ADA Reasonable Accommodation policy governs employment-related complaints of disability discrimination.

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

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

Andy Christensen
ADA Coordinator
P.O. Box 64997
St. Paul, MN 55164-0997

Within 15 calendar days after receipt of the complaint, Andy Christensen or his 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, Andy Christensen or his designee will respond in writing, and where appropriate, in a format accessible to the complainant. The response will explain the position of the MN Department of Human Services and offer options for substantive resolution of the complaint.

If the response by Andy Christensen or his designee does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision within 15 calendar days after receipt of the response to the Commissioner, Jodi Harpstead or her designee.

Within 15 calendar days after receipt of the appeal, the Commissioner, Jodi Harpstead or her designee will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the Commissioner, Jodi Harpstead 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 Andy Christensen or his designee, appeals to the Commissioner, Jodi Harpstead or her designee, and responses from these two offices will be retained by the MN Department of Human Services for at least three years.

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

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

<p>mi 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 (“MHRRA”). 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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I. Evacuation Procedure for Individuals with Disabilities or Otherwise in Need of Assistance

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

<https://dhs.intranet.mn.gov/buildings-facilities/buildings/index.jsp>

Knowledge and preparation by both individuals needing assistance and those who don’t 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. The Americans with Disabilities Act Coordinator or designee in each agency will work to develop a plan and consult the appropriate building and safety personnel.

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

Name: Michelle Lakso _____

Title: Emergency Manager _____

Email: michelle.lasko@state.mn.us _____

Phone: 651-431-3011 _____

Evacuation Options:

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

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

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

Individuals with disabilities should follow the following procedures:

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

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

Severe Weather Evacuation Options:

Individuals in need of assistance during an evacuation have three evacuation options based on their location in their building:

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

Appendices

Appendix A: Progress Report

Females (note: Promo = promotion)

Job Category	Prior AAP Total Employee #	Prior AAP Total Females #	Prior AAP Total Females %	Prior AAP Availability Female %	Total Hires & Promo #	Total Hired #	Female Hired #	Females Hired %	Un-known Hired #	Females Hired %	Total Promo #	Male Promo #	Females Promo #	Un-known Promo #	Female Promo %	Actual Female Hiring (%)	Female Had Goals in Prior AAP?	Female Goal Met?
Officials/ Administrators	329	209	63.53%	70.60%	55	14	<10	<10	<10	**.**%*	41	<10	33	<10	80.49%	76.36%	Yes	Yes
Professionals	3462	2547	73.57%	79.88%	1304	831	190	628	13	75.57%	473	131	342	<10	72.30%	74.39%	Yes	No
Technicians/Paraprofessionals	3157	1944	61.58%	72.90%	1432	1215	361	816	38	67.16%	217	82	135	<10	62.21%	66.41%	Yes	No
Office Clerical	310	270	87.10%	80.65%	104	83	13	70	<10	84.34%	21	<10	18	<10	85.71%	84.62%	-	-
Skilled Craft	58	<10	**.**%*	8.15%	12	12	11	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	**.**%*	Yes	No
Service Maintenance	172	80	46.51%	9.12%	82	66	33	31	<10	46.97%	16	10	<10	<10	**.**%*	45.12%	-	-
Total	7488	5051	67.45%		2997	2221	613	1554	54	69.97%	776	242	534	<10	68.81%			

Racial/Ethnic Minorities (not: Promo = promotion; Mino = Racial/Ethnic Minorities)

Job Category	Prior AAP Total Employee #	Prior AAP Total Mino #	Prior AAP Total Mino %	Prior AAP Availability Mino %	Total Hires & Promo #	Total Hire #	Non-Mino Hire #	Mino Hire #	Un-known Hire #	Mino Hire %	Total Promo #	Non-Mino Promo #	Mino Promo #	Un-known Promo #	Mino Promo %	Actual Mino Hiring (%)	Mino Had Goals in Prior AAP?	Mino Goal Met?
Officials/ Administrators	329	47	14.29%	24.95%	55	14	<10	<10	<10	**.***%	41	28	13	<10	31.71%	32.73%	Yes	Yes
Professionals	3462	637	18.40%	27.09%	1304	831	587	185	59	22.26%	473	339	111	23	23.47%	22.70%	Yes	No
Technicians/ Paraprofessionals	3157	585	18.53%	28.36%	1432	1215	753	285	177	23.46%	217	139	66	12	30.41%	24.51%	Yes	No
Office Clerical	310	52	16.77%	14.14%	104	83	51	29	<10	34.94%	21	17	<10	<10	**.***%	31.73%	-	-
Skilled Craft	58	<10	**.***%	18.12%	12	12	11	<10	<10	**.***%	<10	<10	<10	<10	**.***%	**.***%	Yes	No
Service Maintenance	172	16	9.30%	9.65%	82	66	44	<10	14	**.***%	16	11	<10	<10	**.***%	13.41%	-	-
Total	7488	1342	17.92%		2997	2221	1454	512	255	23.05%	776	541	198	37	25.52%			

Individuals with Disabilities (not: Promo = promotion; IwD = Individuals with disabilities)

Job Category	Prior AAP Total Employee #	Prior AAP Total IwD #	Prior AAP Total IwD %	Prior AAP Availability IwD %	Total Hires & Promo #	Total Hires #	IwD Hired #	Non-IwD Hired #	Un-known Hired #	IwD Hired %	Total Promo #	Non-IwD Promo #	IwD Promo #	Un-known Promo #	IwD Promo %	Actual IwD Hiring (%)	IwD Had Goals in Prior AAP?	IwD Goal Met?
Officials/ Administrators	329	27	8.21%	7.02%	55	14	12	<10	<10	**.***%	41	30	<10	<10	**.***%	**.***%	-	-
Professionals	3462	312	9.01%	6.91%	1304	831	667	115	49	13.84%	473	397	54	22	11.42%	12.96%	-	-
Technicians/ Paraprofessionals	3157	213	6.75%	6.73%	1432	1215	897	173	145	14.24%	217	179	25	13	11.52%	13.83%	-	-
Office Clerical	310	49	15.81%	5.43%	104	83	77	<10	<10	**.***%	21	16	<10	<10	**.***%	**.***%	-	-
Skilled Craft	58	<10	**.***%	10.06%	12	12	<10	<10	<10	**.***%	<10	<10	<10	<10	**.***%	**.***%	-	-
Service Maintenance	172	<10	**.***%	7.93%	82	66	47	<10	12	**.***%	16	16	<10	<10	**.***%	**.***%	Yes	Yes
Total	7488	617	8.24%		2997	2221	1709	302	210	13.60%	776	646	92	38	11.86%			

Appendix B: Separation Analysis

Total Separations (note: Sep = Separation; Minority = Racial/Ethnic Minority; lwd = Individuals with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Female % within Sep Type	Sep Type ² Sep Type % within Total Female Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ lwd % within Sep Type	Sep Type ² Sep Type % within Total lwd Sep
Dismissal or Non-Certification	7.16%	59.15%	6.32%	26.76%	10.08%	18.31%	12.62%
Resignation	66.11%	66.51%	65.61%	21.36%	74.27%	10.14%	64.56%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	19.87%	71.57%	21.22%	8.38%	8.75%	7.61%	14.56%
Death	1.01%	75.00%	1.13%	**.*%*	**.*%*	**.*%*	**.*%*
Lay-off	0.76%	73.33%	0.83%	**.*%*	**.*%*	**.*%*	**.*%*
Termination without Rights	5.09%	64.36%	4.89%	22.77%	6.10%	10.89%	5.34%
Total Separations	100.00%	67.02%	100.00%	19.01%	100.00%	10.39%	100.00%

Officials/Administrators (note: Sep = Separation; Minority = Racial/Ethnic Minority; lwd = Individuals with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Female % within Sep Type	Sep Type ² Sep Type % within Total Female Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ lwd % within Sep Type	Sep Type ² Sep Type % within Total lwd Sep
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation	27.66%	**.*%*	**.*%*	**.*%*	**.*%*	**.*%*	**.*%*
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	59.57%	57.14%	55.17%	**.*%*	**.*%*	**.*%*	**.*%*
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%
Total Separations	100.00%	61.70%	100.00%	**.*%*	100.00%	**.*%*	100.00%

Professionals (note: Sep = Separation; Minority = Racial/Ethnic Minority; lwd = Individuals with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Female % within Sep Type	Sep Type ² Sep Type % within Total Female Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ lwd % within Sep Type	Sep Type ² Sep Type % within Total lwd Sep
Dismissal or Non-Certification	2.92%	47.62%	1.93%	**.**%*	**.**%*	**.**%*	**.**%*
Resignation	59.05%	73.82%	60.31%	21.70%	69.17%	9.20%	57.35%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	25.07%	76.11%	26.40%	9.44%	12.78%	9.44%	25.00%
Death	*.**%*	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*
Lay-off	1.39%	**.**%*	**.**%*	0.00%	0.00%	**.**%*	**.**%*
Termination without Rights	10.72%	58.44%	8.67%	19.48%	11.28%	**.**%*	**.**%*
Total Separations	100.00%	72.28%	100.00%	18.52%	100.00%	9.47%	100.00%

Technicians/Paraprofessionals (note: Sep = Separation; Minority = Racial/Ethnic Minority; lwd = Individuals with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Female % within Sep Type	Sep Type ² Sep Type % within Total Female Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ lwd % within Sep Type	Sep Type ² Sep Type % within Total lwd Sep
Dismissal or Non-Certification	6.76%	80.00%	6.52%	**.**%*	**.**%*	**.**%*	**.**%*
Resignation	68.02%	82.78%	67.93%	24.50%	90.24%	10.60%	66.67%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	22.97%	82.35%	22.83%	**.**%*	**.**%*	**.**%*	**.**%*
Death	**.**%*	**.**%*	**.**%*	0.00%	0.00%	**.**%*	**.**%*
Lay-off	**.**%*	**.**%*	**.**%*	0.00%	0.00%	0.00%	0.00%
Termination without Rights	**.**%*	**.**%*	**.**%*	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	82.88%	100.00%	18.47%	100.00%	10.81%	100.00%

Office Clerical (note: Sep = Separation; Minority = Racial/Ethnic Minority; lwd = Individuals with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Female % within Sep Type	Sep Type ² Sep Type % within Total Female Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ lwd % within Sep Type	Sep Type ² Sep Type % within Total lwd Sep
Dismissal or Non-Certification	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*	0.00%	0.00%
Resignation	51.67%	83.87%	52.00%	**.**%*	**.**%*	**.**%*	**.**%*
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	26.67%	81.25%	26.00%	**.**%*	**.**%*	**.**%*	**.**%*
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	20.00%	83.33%	20.00%	**.**%*	**.**%*	**.**%*	**.**%*
Total Separations	100.00%	83.33%	100.00%	28.33%	100.00%	**.**%*	100.00%

Skilled Craft (note: Sep = Separation; Minority = Racial/Ethnic Minority; lwd = Individuals with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Female % within Sep Type	Sep Type ² Sep Type % within Total Female Sep	Sep Type ¹ Minority % within Sep Type	Sep Type ² Sep Type % within Total Minority Sep	Sep Type ¹ lwd % within Sep Type	Sep Type ² Sep Type % within Total lwd 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%	**.**%*	**.**%*
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%	**.**%*	100.00%

Service Maintenance (note: Sep = Separation; Minority = Racial/Ethnic Minority; IwD = Individuals with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Female % within Sep Type	Sep Type ² Sep Type % within Total Female 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	62.75%	53.13%	51.52%	**.**%*	**.**%*	**.**%*	**.**%*
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	31.37%	81.25%	39.39%	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%	64.71%	100.00%	**.**%*	100.00%	**.**%*	100.00%

Appendix C: Job Category Analysis

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

Job Code	Job Title
001424	Human Resources Director 4
002147	Human Resources Director 2
003639	State Prog Admin Manager
003679	State Prog Admin Manager Sr
003719	State Prog Admin Manager Prin
008606	Senior Admin Officer
008879	Exec Aide
000237	Dir Nursing

Job Code	Job Title
003451	Behavioral Med Practitioner Sr
000501	Human Resources Director 5
002916	Institutional Supp Svcs Dir

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

Job Code	Job Title
000006	Management Analyst 1
000141	Buyer 2
000498	Human Resources Specialist 1
000510	Planner Principal State
000577	Information Officer 3
000633	Accounting Officer Senior
000634	Management Analyst 4
000647	Information Officer 2
000652	Human Resources Consultant 1
000812	Planning Dir State
000892	Research Analysis Spec
000893	Management Analyst 3
000979	Accounting Officer Inter
001304	Grants Specialist Sr
001409	Training & Development Spec 1
001410	Training & Development Spec 2
001528	Management Analyst 2
002241	Grants Specialist Coord
002687	Safety Administrator
003017	Human Resources Specialist 3

Job Code	Job Title
003171	Agency Policy Specialist
003176	Investigation Specialist
003604	State Prog Admin
003605	State Prog Admin Intermediate
003606	State Prog Admin Sr
003607	State Prog Admin Prin
003608	State Prog Admin Coordinator
003609	State Prog Admin Director
003689	State Prog Admin Supervisor Sr
003690	State Prog Admin Supervisor
003712	State Prog Admin Supv Prin
003730	Management Analyst Staff Spec
003533	Medical Specialist 4
000500	Human Resources Director 1
002390	Accounting Officer Principal
002572	Investigation Supv
000228	Dentist
002154	Registered Nurse Supervisor
000683	Special Teacher:Ba/Bs+Lic
001880	Registered Nurse Senior
000776	Physical Plant Director
002172	Registered Nurse Admin-Supv
003867	Clinical Program Therapist 4
001423	Human Resources Specialist 2
000684	Special Teacher:Ba/Bs+Lic+20
003683	Sign Language Interpreter Spec
000685	Special Teacher: Ma/Ms/5yr+Lic
003545	Clinical Program Therapist 3
000004	Accounting Officer
003701	Special Teacher:MA/MS+Lic+30gr
000996	Training & Development Spec 3
000499	Human Resources Supervisor 4
003544	Clinical Program Therapist 2

Job Code	Job Title
003882	Human Resources Consultant 2
002085	Recreation Therapist Senior
002084	Recreation Therapist
002138	Psychological Services Dir
002707	Special Teacher:Ba/Bs+Lic+40
000562	Psychologist 3
003864	Chaplain
003610	Registered Nurse Advanced Prac
002383	Special Teacher:Ba/Bs+Lic+30
002115	Management Analyst Supv 2
000659	Research Analysis Spec Sr
003825	Behavioral Med Practitioner
001878	Registered Nurse
002254	Research Analyst Supervisor Sr
001005	Social Work Spec
000755	Volunteer Services Coordinator
000234	Dietitian 1
000686	Special Teacher:Ma/Ms+Lic+20gr
003543	Clinical Program Therapist 1
003914	Human Services Supervisor 3
002003	Speech Pathology Clinician
003264	Human Svcs Prog Coordinator
002461	Human Svcs Prog Rep 2
000609	Research Scientist 3
002525	Vocational Rehab Placmnt Coord
000511	Planner
003884	Psych Adv Practice Reg Nurse
001431	Human Services Judge
002843	Skills Development Specialist
000235	Dietitian 2
003322	Human Svcs Prog Consultant
002459	Human Svcs Prog Spec 2
000856	Rehabilitation Therapist Supv

Job Code	Job Title
002715	Human Svcs Prog Rep 1
003913	Human Services Supervisor 2
000330	Group Supervisor
002458	Human Svcs Prog Spec 1
003105	Community Residential Supv
003887	Psychiatrist 1
002842	Behavior Analyst 2
002083	Occup Therapist Senior
001881	Registered Nurse Principal
003915	Human Services Supervisor 4
000070	Group Supervisor Asst
001493	Behavior Analyst 1
000658	Rehabilitation Couns Sr
001411	Training & Development Spec 4
001684	Physical Therapist
000274	Employment Counselor
003499	Mn Care Enrollment Supv
003096	Reimbursement Specialist
003912	Human Services Supervisor 1
003866	Human Svcs Investigator
001495	Behavior Analyst 3
000367	Pharmacist
003888	Psychiatrist 2
002914	Childrens Services Prog Supv
001977	Training & Development Supv 2
002462	Income Mntc Prog Supervisor
003464	Physical Plant Supervisor
003532	Medical Specialist 3
001883	Pharmacist Senior
000101	Audit Director
002846	Recreation Therapist Lead
003927	Special Care Dentist
003889	Psychiatrist 3

Job Code	Job Title
003931	Accounting Officer Coordinator
001399	Safety & Health Officer 1
002130	Psychologist Supervisor
002393	Nurse Specialist
003890	Psychiatrist 4
003891	Psychiatrist 5
002114	Management Analyst Supv 3
002081	Music Therapist
003928	Child and Adole Psychiatrist
008933	Trainee - Psychiatrist Fellow
000608	Research Scientist 2
003947	Staff Attorney 2
003948	Staff Attorney 3
001800	Investigator
003946	Staff Attorney 1
002633	Client Advocate

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

Job Code	Job Title
000774	Accounting Technician
001486	Human Resources Technician 2
003709	State Prog Admin Tech Spec
001659	Licensed Practical Nurse
001623	Dental Assistant
003834	Electronic Systems Specialist
000308	Library Technician
003611	Paralegal
000227	Dental Hygienist
000881	Human Resources Technician 1

Job Code	Job Title
001564	Human Svcs Technician
002567	Work Therapy Asst
003661	Residential Prog Lead
002556	Chemical Depend Program Asst
000093	Security Counselor
001475	Medical Records Tech 2
002559	Mental Health Prog Asst
002566	Work Therapy Technician
002555	Behavior Modification Asst
003696	Child Support Payment Speclist
002564	Structured Program Assistant
002561	Certified Occup Therapy Asst 2
000094	Security Counselor Lead
003468	Health Care Claim Spec
003892	MN Health Insurance Prog Rep 2
002580	Special Education Program Asst
003618	Human Svcs Support Specialist
000875	Medical Records Tech 1
003498	MN Health Insurance Prog Rep 1
000409	Laboratory Services Supervisor
001020	Pharmacy Technician
000031	Architectural Drafting Tech 2
001390	EDP Operations Technician 3
000716	EDP Operations Supervisor 2
002191	Medical Records Tech Supv 2
002565	Recreation Program Asst
003885	Certified Peer Specialist
003902	Peer Specialist
000886	EDP Operations Technician 2
000864	Medical Laboratory Tech 2
002560	Certified Occup Therapy Asst 1
003941	Hair Stylist

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

Job Code	Job Title
000293	Exec 2
000294	Office Services Supervisor 3
000632	Account Clerk Senior
002028	Security/Comm Systems Monitor
002192	Office Services Supervisor 1
003626	Office Specialist
003627	Office & Admin Specialist
003628	Office & Admin Specialist Int
003629	Office & Admin Specialist Sr
003630	Office & Admin Specialist Prin
003632	Central Svcs Admin Spec Inter
003633	Central Svcs Admin Spec Senior
003635	Customer Svcs Specialist
003636	Customer Svcs Specialist Int
003637	Customer Svcs Specialist Sr
003638	Customer Svcs Specialist Princ
003631	Central Svcs Admin Spec
003112	Control Center Clerk
000427	Legal Secretary
000001	Account Clerk

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

Job Code	Job Title
000146	Carpenter
000132	Building Maintenance Supv
000525	Plant Mntc Engineer
002108	Electrician Lead
002270	Building Maintenance Lead Wrkr
000530	Plumber
002101	Carpenter Lead
000135	Building Utilities Mechanic
003452	Electrician Master Record
000490	Painter
000131	Building Maintenance Foreman
001019	Refrigeration Mechanic
000266	Electrician
003453	Plumber Master In Charge
001075	Pwr Plt Chief Engineer
000267	Electrician Supervisor
002214	Building Maintenance Coord
002214	Building Maintenance Coord
002100	Automotive Mechanic Lead
000761	Welder
003431	Plant Mntc Engineer Chief
002214	Building Maintenance Coord
002100	Automotive Mechanic Lead
000761	Welder
003431	Plant Mntc Engineer Chief

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

Job Code	Job Title
001357	General Repair Worker
001725	General Maintenance Wrkr

Job Code	Job Title
000779	Food Service Supervisor
000198	Cook Coordinator
001728	General Maintenance Wrkr Lead
000329	Groundskeeper Senior
000197	Cook
000305	Food Service Worker
000800	Dining Hall Coordinator
000861	Building Svcs Manager
002238	Building Svcs Lead
001555	Inserting Machine Operator
001556	Inserting Machine Operator Lea
000860	Building Svcs Supervisor
000157	Chief Cook
000113	Baker
003623	Facility Grds/Transp Svcs Supv
000328	Groundskeeper

Appendix D: Feeder Jobs

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

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IwD %
001841	Officials and Administrators	Admin Officer	0.54%	0.09%	0.18%
002594	Officials and Administrators	Health Care Program Mgr Sr	0.54%	0.00%	0.09%
002899	Officials and Administrators	Dir Care and Treatment Mgr 2	1.08%	0.27%	0.27%
002900	Officials and Administrators	Residential Prog Svcs Dir 1	0.18%	0.09%	0.00%
002916	Officials and Administrators	Institutional Supp Svcs Dir	0.00%	0.00%	0.00%
003451	Officials and Administrators	Behavioral Med Practitioner Sr	0.18%	0.09%	0.00%

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
003644	Officials and Administrators	Dir Care and Treatment Mgr 3	0.36%	0.18%	0.00%
003679	Officials and Administrators	State Prog Admin Manager Sr	0.54%	0.00%	0.00%
003719	Officials and Administrators	State Prog Admin Manager Prin	0.18%	0.00%	0.18%
003832	Officials and Administrators	Nurse Executive	0.36%	0.09%	0.00%
003916	Officials and Administrators	Human Services Manager 1	2.61%	0.72%	0.36%
003917	Officials and Administrators	Human Services Manager 2	5.05%	0.90%	0.54%
003918	Officials and Administrators	Human Services Manager 3	0.99%	0.54%	0.18%
003919	Officials and Administrators	Human Services Manager 4	2.52%	0.72%	0.27%
003920	Officials and Administrators	Human Services Manager 5	0.72%	0.36%	0.27%
008216	Officials and Administrators	Deputy Commr Human Services	0.09%	0.09%	0.00%
008323	Officials and Administrators	Asst Commr Human Services	0.63%	0.45%	0.00%
008593	Officials and Administrators	Dir Care and Treatment Mgr 4	0.27%	0.09%	0.18%
008606	Officials and Administrators	Senior Admin Officer	0.18%	0.00%	0.09%
008913	Officials and Administrators	Dir Care and Treatment Mgr 5	0.00%	0.00%	0.00%
008914	Officials and Administrators	MSOP Clinical Director	0.09%	0.00%	0.00%
008918	Officials and Administrators	DHS Direct Care Executive Dir	0.18%	0.00%	0.00%
000634	Professionals	Management Analyst 4	3.69%	1.08%	0.54%
002461	Professionals	Human Svcs Prog Rep 2	40.63%	12.70%	6.49%
003105	Professionals	Community Residential Supv	3.87%	0.27%	0.27%
003176	Professionals	Investigation Specialist	0.36%	0.18%	0.36%
003608	Professionals	State Prog Admin Coordinator	2.70%	0.63%	0.45%

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
003609	Professionals	State Prog Admin Director	2.07%	0.18%	0.00%
003825	Professionals	Behavioral Med Practitioner	2.88%	0.54%	0.09%

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

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
000293	Administrative Support	Exec 2	0.18%	0.03%	0.03%
002192	Administrative Support	Office Services Supervisor 1	0.03%	0.00%	0.02%
003628	Administrative Support	Office & Admin Specialist Int	1.50%	0.23%	0.38%
003629	Administrative Support	Office & Admin Specialist Sr	1.04%	0.26%	0.17%
003630	Administrative Support	Office & Admin Specialist Prin	0.26%	0.05%	0.02%
000004	Professionals	Accounting Officer	0.10%	0.00%	0.02%
000006	Professionals	Management Analyst 1	0.21%	0.07%	0.03%
000070	Professionals	Group Supervisor Asst	0.15%	0.05%	0.10%
000101	Professionals	Audit Director	0.02%	0.00%	0.00%
000235	Professionals	Dietitian 2	0.03%	0.00%	0.00%
000330	Professionals	Group Supervisor	0.40%	0.05%	0.10%
000367	Professionals	Pharmacist	0.20%	0.02%	0.00%
000510	Professionals	Planner Principal State	0.03%	0.02%	0.02%
000562	Professionals	Psychologist 3	0.18%	0.00%	0.02%
000577	Professionals	Information Officer 3	0.23%	0.02%	0.13%
000609	Professionals	Research Scientist 3	0.23%	0.10%	0.03%
000633	Professionals	Accounting Officer Senior	0.15%	0.07%	0.05%
000634	Professionals	Management Analyst 4	0.68%	0.20%	0.10%
000652	Professionals	Human Resources Consultant 1	0.28%	0.07%	0.07%
000658	Professionals	Rehabilitation Couns Sr	0.15%	0.02%	0.02%
000659	Professionals	Research Analysis Spec Sr	0.03%	0.05%	0.03%
000755	Professionals	Volunteer Services Coordinator	0.03%	0.00%	0.00%
000812	Professionals	Planning Dir State	0.31%	0.10%	0.15%
000856	Professionals	Rehabilitation Therapist Supv	0.17%	0.03%	0.03%

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
000892	Professionals	Research Analysis Spec	0.07%	0.05%	0.03%
000893	Professionals	Management Analyst 3	0.23%	0.03%	0.05%
000979	Professionals	Accounting Officer Inter	0.12%	0.03%	0.03%
000996	Professionals	Training & Development Spec 3	0.07%	0.03%	0.02%
001304	Professionals	Grants Specialist Sr	0.00%	0.00%	0.02%
001410	Professionals	Training & Development Spec 2	0.03%	0.02%	0.03%
001411	Professionals	Training & Development Spec 4	0.15%	0.07%	0.03%
001423	Professionals	Human Resources Specialist 2	0.15%	0.02%	0.02%
001431	Professionals	Human Services Judge	0.25%	0.10%	0.05%
001528	Professionals	Management Analyst 2	0.40%	0.03%	0.08%
001878	Professionals	Registered Nurse	4.37%	1.57%	0.33%
001880	Professionals	Registered Nurse Senior	0.98%	0.13%	0.12%
001881	Professionals	Registered Nurse Principal	0.21%	0.03%	0.03%
001883	Professionals	Pharmacist Senior	0.05%	0.00%	0.00%
001977	Professionals	Training & Development Supv 2	0.02%	0.00%	0.02%
002085	Professionals	Recreation Therapist Senior	0.26%	0.00%	0.00%
002114	Professionals	Management Analyst Supv 3	0.02%	0.00%	0.02%
002130	Professionals	Psychologist Supervisor	0.02%	0.00%	0.00%
002138	Professionals	Psychological Services Dir	0.03%	0.00%	0.02%
002154	Professionals	Registered Nurse Supervisor	0.60%	0.10%	0.02%
002172	Professionals	Registered Nurse Admin-Supv	0.17%	0.00%	0.00%
002241	Professionals	Grants Specialist Coord	0.07%	0.03%	0.03%
002254	Professionals	Research Analyst Supervisor Sr	0.00%	0.00%	0.02%
002390	Professionals	Accounting Officer Principal	0.18%	0.05%	0.03%
002458	Professionals	Human Svcs Prog Spec 1	0.91%	0.48%	0.28%
002459	Professionals	Human Svcs Prog Spec 2	0.78%	0.23%	0.20%
002461	Professionals	Human Svcs Prog Rep 2	7.46%	2.33%	1.19%
002462	Professionals	Income Mntc Prog Supervisor	0.05%	0.03%	0.00%
002572	Professionals	Investigation Supv	0.00%	0.00%	0.00%
002633	Professionals	Client Advocate	0.02%	0.00%	0.00%
002687	Professionals	Safety Administrator	0.05%	0.02%	0.03%
002707	Professionals	Special Teacher:Ba/Bs+Lic+40	0.03%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
002715	Professionals	Human Svcs Prog Rep 1	3.57%	1.22%	0.69%
002843	Professionals	Skills Development Specialist	1.34%	0.20%	0.15%
002846	Professionals	Recreation Therapist Lead	0.02%	0.00%	0.00%
002914	Professionals	Childrens Services Prog Supv	0.10%	0.02%	0.00%
003017	Professionals	Human Resources Specialist 3	0.12%	0.02%	0.02%
003105	Professionals	Community Residential Supv	0.71%	0.05%	0.05%
003171	Professionals	Agency Policy Specialist	0.83%	0.21%	0.17%
003176	Professionals	Investigation Specialist	0.07%	0.03%	0.07%
003264	Professionals	Human Svcs Prog Coordinator	0.38%	0.10%	0.08%
003322	Professionals	Human Svcs Prog Consultant	2.56%	0.66%	0.43%
003499	Professionals	Mn Care Enrollment Supv	0.13%	0.05%	0.02%
003533	Professionals	Medical Specialist 4	0.05%	0.02%	0.02%
003543	Professionals	Clinical Program Therapist 1	0.58%	0.13%	0.12%
003544	Professionals	Clinical Program Therapist 2	0.66%	0.08%	0.12%
003545	Professionals	Clinical Program Therapist 3	1.79%	0.18%	0.28%
003604	Professionals	State Prog Admin	0.07%	0.02%	0.00%
003605	Professionals	State Prog Admin Intermediate	0.10%	0.00%	0.05%
003606	Professionals	State Prog Admin Sr	0.25%	0.03%	0.03%
003607	Professionals	State Prog Admin Prin	0.31%	0.05%	0.10%
003604	Professionals	State Prog Admin	0.50%	0.12%	0.00%
003605	Professionals	State Prog Admin Intermediate	0.38%	0.03%	0.05%
003606	Professionals	State Prog Admin Sr	0.21%	0.05%	0.03%
003607	Professionals	State Prog Admin Prin	0.12%	0.00%	0.10%
003608	Professionals	State Prog Admin Coordinator	0.07%	0.02%	0.08%
003609	Professionals	State Prog Admin Director	0.05%	0.03%	0.00%
003610	Professionals	Registered Nurse Advanced Prac	0.53%	0.10%	0.00%
003689	Professionals	State Prog Admin Supervisor Sr	0.05%	0.03%	0.02%
003712	Professionals	State Prog Admin Supv Prin	1.17%	0.12%	0.02%
003730	Professionals	Management Analyst Staff Spec	0.41%	0.18%	0.02%
003825	Professionals	Behavioral Med Practitioner	0.05%	0.05%	0.02%
003866	Professionals	Human Svcs Investigator	0.00%	0.03%	0.02%

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
003867	Professionals	Clinical Program Therapist 4	0.03%	0.02%	0.10%
003884	Professionals	Psych Adv Practice Reg Nurse	0.02%	0.00%	0.02%
003887	Professionals	Psychiatrist 1	0.25%	0.00%	0.00%
003889	Professionals	Psychiatrist 3	0.36%	0.10%	0.00%
003890	Professionals	Psychiatrist 4	1.44%	0.02%	0.00%
003891	Professionals	Psychiatrist 5	0.05%	0.13%	0.00%
003912	Professionals	Human Services Supervisor 1	0.58%	0.08%	0.02%
003913	Professionals	Human Services Supervisor 2	0.66%	0.18%	0.05%
003914	Professionals	Human Services Supervisor 3	1.79%	0.38%	0.20%
003915	Professionals	Human Services Supervisor 4	0.28%	0.12%	0.03%
003927	Professionals	Special Care Dentist	0.03%	0.02%	0.00%
003931	Professionals	Accounting Officer Coordinator	0.00%	0.03%	0.00%
000093	Technicians	Security Counselor	2.91%	1.14%	1.01%
001475	Technicians	Medical Records Tech 2	0.18%	0.07%	0.07%
001564	Technicians	Human Svcs Technician	8.17%	2.91%	1.07%
001659	Technicians	Licensed Practical Nurse	3.16%	0.46%	0.41%
002555	Technicians	Behavior Modification Asst	4.43%	2.25%	0.91%
002556	Technicians	Chemical Depend Program Asst	0.86%	0.17%	0.17%
002559	Technicians	Mental Health Prog Asst	1.31%	0.69%	0.25%
002565	Technicians	Recreation Program Asst	0.05%	0.00%	0.02%
002566	Technicians	Work Therapy Technician	1.36%	0.45%	0.17%
003498	Technicians	MN Health Insurance Prog Rep 1	0.64%	0.26%	0.10%
003661	Technicians	Residential Prog Lead	0.33%	0.07%	0.07%
003709	Technicians	State Prog Admin Tech Spec	0.45%	0.12%	0.07%
003892	Technicians	MN Health Insurance Prog Rep 2	1.97%	0.28%	0.31%

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

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
000001	Administrative Support	Account Clerk	0.06%	0.03%	0.00%
002028	Administrative Support	Security/Comm Systems Monitor	0.13%	0.03%	0.00%
003627	Administrative Support	Office & Admin Specialist	0.26%	0.03%	0.03%
003628	Administrative Support	Office & Admin Specialist Int	2.92%	0.45%	0.74%
003629	Administrative Support	Office & Admin Specialist Sr	2.02%	0.51%	0.32%
003631	Administrative Support	Central Svcs Admin Spec	0.03%	0.00%	0.03%
003632	Administrative Support	Central Svcs Admin Spec Inter	0.26%	0.06%	0.00%
003633	Administrative Support	Central Svcs Admin Spec Senior	0.38%	0.03%	0.10%
003635	Administrative Support	Customer Svcs Specialist	0.03%	0.00%	0.03%
003638	Administrative Support	Customer Svcs Specialist Princ	0.13%	0.03%	0.03%
000305	Service Maintenance	Food Service Worker	0.67%	0.10%	0.13%
000779	Service Maintenance	Food Service Supervisor	0.10%	0.00%	0.00%
001357	Service Maintenance	General Repair Worker	0.00%	0.06%	0.03%
001555	Service Maintenance	Inserting Machine Operator	0.03%	0.10%	0.03%
001725	Service Maintenance	General Maintenance Wrkr	0.93%	0.13%	0.16%
002238	Service Maintenance	Building Svcs Lead	0.10%	0.03%	0.00%
000135	Skilled Craft	Building Utilities Mechanic	0.00%	0.00%	0.03%
002270	Skilled Craft	Building Maintenance Lead Wrkr	0.00%	0.00%	0.06%
000093	Technicians	Security Counselor	5.65%	2.21%	1.96%
000094	Technicians	Security Counselor Lead	0.90%	0.45%	0.16%
000716	Technicians	EDP Operations Supervisor 2	0.00%	0.00%	0.00%
001475	Technicians	Medical Records Tech 2	0.35%	0.13%	0.13%
001486	Technicians	Human Resources Technician 2	0.32%	0.06%	0.03%
001564	Technicians	Human Svcs Technician	15.85%	5.65%	2.09%
001659	Technicians	Licensed Practical Nurse	6.13%	0.90%	0.80%
002191	Technicians	Medical Records Tech Supv 2	0.03%	0.00%	0.00%
002555	Technicians	Behavior Modification Asst	8.60%	4.36%	1.76%
002556	Technicians	Chemical Depend Program Asst	1.67%	0.32%	0.32%
002559	Technicians	Mental Health Prog Asst	2.53%	1.35%	0.48%
002560	Technicians	Certified Occup Therapy Asst 1	0.03%	0.00%	0.00%
002561	Technicians	Certified Occup Therapy Asst 2	0.26%	0.03%	0.03%
002564	Technicians	Structured Program Assistant	0.06%	0.00%	0.03%

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
002566	Technicians	Work Therapy Technician	2.63%	0.87%	0.32%
002567	Technicians	Work Therapy Asst	1.15%	0.32%	0.06%
002580	Technicians	Special Education Program Asst	0.00%	0.00%	0.00%
003468	Technicians	Health Care Claim Spec	0.38%	0.19%	0.00%
003618	Technicians	Human Svcs Support Specialist	1.92%	0.48%	0.10%
003661	Technicians	Residential Prog Lead	0.64%	0.13%	0.13%
003696	Technicians	Child Support Payment Speclist	0.19%	0.10%	0.06%
003885	Technicians	Certified Peer Specialist	0.03%	0.00%	0.06%
003892	Technicians	MN Health Insurance Prog Rep 2	3.82%	0.55%	0.61%
003902	Technicians	Peer Specialist	0.06%	0.00%	0.06%

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

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
000001	Administrative Support	Account Clerk	0.09%	0.04%	0.00%
000293	Administrative Support	Exec 2	0.48%	0.09%	0.09%
000632	Administrative Support	Account Clerk Senior	0.44%	0.00%	0.00%
002028	Administrative Support	Security/Comm Systems Monitor	0.17%	0.04%	0.00%
002192	Administrative Support	Office Services Supervisor 1	0.09%	0.00%	0.04%
003627	Administrative Support	Office & Admin Specialist	0.35%	0.04%	0.04%
003628	Administrative Support	Office & Admin Specialist Int	3.98%	0.61%	1.01%
003629	Administrative Support	Office & Admin Specialist Sr	2.75%	0.70%	0.44%
003630	Administrative Support	Office & Admin Specialist Prin	0.70%	0.13%	0.04%
003632	Administrative Support	Central Svcs Admin Spec Inter	0.35%	0.09%	0.00%
003633	Administrative Support	Central Svcs Admin Spec Senior	0.52%	0.04%	0.13%
003637	Administrative Support	Customer Svcs Specialist Sr	0.09%	0.04%	0.04%
003638	Administrative Support	Customer Svcs Specialist Princ	0.17%	0.04%	0.04%
008879	Officials and Administrators	Exec Aide	0.04%	0.00%	0.00%
008880	Officials and Administrators	Exec Assistant	0.04%	0.00%	0.00%
001357	Service Maintenance	General Repair Worker	0.00%	0.09%	0.04%
000093	Technicians	Security Counselor	7.70%	3.02%	2.67%

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
000774	Technicians	Accounting Technician	0.35%	0.04%	0.04%
000875	Technicians	Medical Records Tech 1	0.09%	0.00%	0.00%
000881	Technicians	Human Resources Technician 1	0.13%	0.00%	0.04%
001486	Technicians	Human Resources Technician 2	0.44%	0.09%	0.04%
001564	Technicians	Human Svcs Technician	21.60%	7.70%	0.04%
002555	Technicians	Behavior Modification Asst	11.72%	5.95%	2.84%
003468	Technicians	Health Care Claim Spec	0.52%	0.26%	2.40%
003498	Technicians	MN Health Insurance Prog Rep 1	1.71%	0.70%	0.26%
003611	Technicians	Paralegal	0.22%	0.00%	0.04%
003696	Technicians	Child Support Payment Speclist	0.26%	0.13%	0.09%
003709	Technicians	State Prog Admin Tech Spec	1.18%	0.31%	0.17%
003892	Technicians	MN Health Insurance Prog Rep 2	5.20%	0.74%	0.83%

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

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
000132	Skilled Craft	Building Maintenance Supv	0.16%	0.00%	0.00%
000146	Skilled Craft	Carpenter	0.00%	0.00%	0.00%
000525	Skilled Craft	Plant Mntc Engineer	0.00%	0.00%	0.32%
001075	Skilled Craft	Pwr Plt Chief Engineer	0.00%	0.00%	0.16%
002214	Skilled Craft	Building Maintenance Coord	0.00%	0.16%	0.00%
002270	Skilled Craft	Building Maintenance Lead Wrkr	0.00%	0.00%	0.32%
003452	Skilled Craft	Electrician Master Record	0.00%	0.16%	0.00%
003453	Skilled Craft	Plumber Master In Charge	0.00%	0.00%	0.00%
000093	Technicians	Security Counselor	28.25%	11.08%	9.79%

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

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
003628	Administrative Support	Office & Admin Specialist Int	4.76%	0.73%	1.20%
003629	Administrative Support	Office & Admin Specialist Sr	3.30%	0.84%	0.52%
003632	Administrative Support	Central Svcs Admin Spec Inter	0.42%	0.10%	0.00%
003638	Administrative Support	Customer Svcs Specialist Princ	0.21%	0.05%	0.05%
002843	Professionals	Skills Development Specialist	4.24%	0.63%	0.47%
000157	Service Maintenance	Chief Cook	0.00%	0.00%	0.00%
000197	Service Maintenance	Cook	0.31%	0.10%	0.05%
000198	Service Maintenance	Cook Coordinator	0.21%	0.05%	0.00%
000305	Service Maintenance	Food Service Worker	1.10%	0.16%	0.21%
000329	Service Maintenance	Groundskeeper Senior	0.00%	0.05%	0.00%
000779	Service Maintenance	Food Service Supervisor	0.16%	0.00%	0.00%
000800	Service Maintenance	Dining Hall Coordinator	0.10%	0.00%	0.00%
000860	Service Maintenance	Building Svcs Supervisor	0.05%	0.05%	0.00%
001357	Service Maintenance	General Repair Worker	0.00%	0.10%	0.05%
001555	Service Maintenance	Inserting Machine Operator	0.05%	0.16%	0.05%
001556	Service Maintenance	Inserting Machine Operator Lea	0.00%	0.00%	0.00%
001725	Service Maintenance	General Maintenance Wrkr	1.52%	0.21%	0.26%

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted lwd %
001728	Service Maintenance	General Maintenance Wrkr Lead	0.00%	0.00%	0.00%
002238	Service Maintenance	Building Svcs Lead	0.16%	0.05%	0.00%
000132	Skilled Craft	Building Maintenance Supv	0.05%	0.00%	0.00%
000135	Skilled Craft	Building Utilities Mechanic	0.00%	0.00%	0.05%
000146	Skilled Craft	Carpenter	0.00%	0.00%	0.00%
000525	Skilled Craft	Plant Mntc Engineer	0.00%	0.00%	0.10%
000761	Skilled Craft	Welder	0.00%	0.00%	0.00%
002101	Skilled Craft	Carpenter Lead	0.00%	0.00%	0.00%
002270	Skilled Craft	Building Maintenance Lead Wrkr	0.00%	0.00%	0.10%
000093	Technicians	Security Counselor	9.21%	3.61%	3.19%
000886	Technicians	EDP Operations Technician 2	0.10%	0.05%	0.00%
001020	Technicians	Pharmacy Technician	0.47%	0.00%	0.05%
001564	Technicians	Human Svcs Technician	25.85%	9.21%	3.40%
002567	Technicians	Work Therapy Asst	1.88%	0.52%	0.10%
003618	Technicians	Human Svcs Support Specialist	3.14%	0.78%	0.16%

Appendix E: Determining Availability

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

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics Minority	Raw Statistics IwD	Weighted Statistics Female	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.	7.00%	53.43%	28.59%	4.62%	3.74%	2.00%	0.32%	US	Our two-year historical appointments in this job category shows 7% from external and 93% from internal movements.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your agency.	93.00%	73.51%	20.27%	10.81%	68.37%	18.85%	10.05%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	blank	blank	Final Avail %	72.11%	20.85%	10.38%		

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

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics Minority	Raw Statistics lWd	Weighted Statistics Female	Weighted Statistics Minority	Weighted Statistics lWd	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.	36.00%	74.27%	20.09%	4.91%	26.74%	7.23%	1.77%	State MN	Our two-year historical appointments in this job category shows 36% from external and 64% from internal movements.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your agency.	64.00%	69.71%	20.17%	11.77%	44.61%	12.91%	7.53%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	blank	blank	Final Avail %	71.35%	20.14%	9.30%		

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

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics Minority	Raw Statistics lWd	Weighted Statistics Female	Weighted Statistics Minority	Weighted Statistics lWd	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%	61.85%	24.47%	6.20%	37.11%	14.68%	0.00%	State MN	Our two-year historical appointments in this job category shows 60% from external and 40% from internal movements.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your agency.	40.00%	61.28%	19.70%	10.94%	24.51%	7.88%	4.38%	Employee workforce for the job groups that constitute feeders to this job group.	

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics Minority	Raw Statistics lwD	Weighted Statistics Female	Weighted Statistics Minority	Weighted Statistics lwD	Source of Statistics	Reasons for External and Internal Weight Ratio
The value of weight must equal to 100.00% →	100.00%	blank	blank	Final Avail %	61.62%	22.56%	4.38%		

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

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics Minority	Raw Statistics lwD	Weighted Statistics Female	Weighted Statistics Minority	Weighted Statistics lwD	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.	45.00%	68.87%	17.40%	4.58%	30.99%	7.83%	2.06%	State MN	Our two-year historical appointments in this job category shows 45% from external and 55% from internal movements.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your agency.	55.00%	61.39%	20.90%	11.37%	33.76%	11.50%	6.25%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	blank	blank	Final Avail %	64.75%	19.32%	8.31%		

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

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics Minority	Raw Statistics lwD	Weighted Statistics Female	Weighted Statistics Minority	Weighted Statistics lwD	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%	3.37%	12.90%	5.67%	1.35%	5.16%	2.27%	State MN	Our two-year historical appointments in this job category shows 40% from external and 60% from internal movements.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your agency.	60.00%	28.41%	11.40%	10.59%	17.05%	6.84%	6.36%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	blank	blank	Final Avail %	18.40%	12.00%	8.62%		

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

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics Minority	Raw Statistics lwD	Weighted Statistics Female	Weighted Statistics Minority	Weighted Statistics lwD	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.	51.00%	28.26%	24.54%	8.67%	14.41%	12.52%	4.42%	State MN	Our two-year historical appointments in this job category shows 51% from external and 49% from internal movements.
2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your agency.	49.00%	57.30%	17.48%	10.05%	28.08%	8.56%	4.92%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	blank	blank	Final Avail %	42.49%	21.08%	9.35%		

Appendix F: Utilization-Goal Analysis

Female

Job Categories	Total Number of Employee in Job Category	Total Number of Female Employee in the Job Category	% of Female Employee in the Job Category	Female Availability %	Female Establish Goals?	If Yes, Goals for FY 2022-2024
Officials/Administrators	313	212	67.73%	72.11%	Yes	72.11%
Professionals	3522	2596	73.71%	71.35%		
Technicians/Paraprofessionals	2903	1788	61.59%	61.62%	Monitor	
Office Clerical	293	255	87.03%	64.75%		
Skilled Craft	58	<10	**. **%	18.40%	Yes	18.40%
Service Maintenance	165	70	42.42%	42.49%	Monitor	
Totals	7254	4922	67.85%	Blank	Blank	Blank

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	313	53	16.93%	20.85%	Yes	20.85%
Professionals	3522	675	19.17%	20.14%	Yes	20.14%
Technicians/Paraprofessionals	2903	590	20.32%	22.56%	Yes	22.56%
Office Clerical	293	51	17.41%	19.32%	Yes	19.32%
Skilled Craft	58	<10	**. **%	12.00%	Yes	12.00%
Service Maintenance	165	20	12.12%	21.08%	Yes	21.08%
Totals	7254	1394	19.22%	Blank	Blank	Blank

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	313	31	9.90%	10.38%	Yes	10.38%
Professionals	3522	419	11.90%	9.30%		
Technicians	2903	303	10.44%	4.38%		
Office Clerical	293	46	15.70%	8.31%		
Skilled Craft	58	<10	**.**%*	8.62%		
Service Maintenance	165	12	7.27%	9.35%	Yes	9.35%
Totals	7254	819	11.29%	Blank	Blank	Blank

Definitions of Terms Used in This Affirmative Action Plan

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

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

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 promoted and/or transferred into other EEO job categories.

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

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

Labor market area/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](#)).

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 females 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.