

METROPOLITAN COUNCIL

AFFIRMATIVE ACTION PLAN - 1988

Adopted by the Metropolitan Council on January 28, 1988

Metropolitan Council of the Twin Cities Area
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AFFIRMATIVE ACTION PLAN

CONTENTS

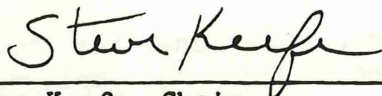
	<u>Page</u>
STATEMENT OF POLICY.....	1
PLAN DISSEMINATION.....	2
DESIGNATION OF RESPONSIBILITIES.....	4
PLAN DEVELOPMENT AND EXECUTION.....	8
MONITORING AND REPORTING.....	13
AVAILABILITY ANALYSIS; STAFF UTILITIZATION ANALYSIS; GOALS AND TIMETABLES.....	16
PROBLEM AREAS/DEFICIENCY IDENTIFICATION AND ANALYSIS.....	24
ACTION STEPS - 1988.....	29
EQUAL ECONOMIC OPPORTUNITIES.....	31
EQUAL ECONOMIC OPPORTUNITY GOALS.....	33
SEXUAL HARASSMENT POLICY.....	34
EQUAL OPPORTUNITY GRIEVANCE PROCEDURE.....	35
EQUAL OPPORTUNITIES FOR CITIZEN PARTICIPATION IN PROGRAM PLANNING.....	37
AFFIRMATIVE ACTION PLAN FOR DISABLED INDIVIDUALS.....	38
<u>APPENDICES</u>	
A. METROPOLITAN COUNCIL WORK FORCE UTILIZATION ANALYSIS.....	A-1
B. WORK FORCE UTILITIZATION ANALYSIS BY DEPARTMENT.....	B-1
C. DATA USED IN AVAILABILITY ANALYSIS.....	C-1
D. DEFINITIONS.....	D-1

STATEMENT OF POLICY

It is the policy of the Metropolitan Council to provide equal opportunity to all persons and organizations in employment, Council business opportunities, access to Council programs, and citizen participation in the Council's policy decision-making process. The Council shall provide equal opportunity in all areas of employment including, but not limited to, recruitment, hiring, compensation, benefits, promotion, disciplinary action, demotion, transfer, layoff, termination and training. The Council shall not discriminate against any employee or job applicant on the basis of race, color, creed, religion, national origin, sex, Vietnam era veteran status, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, age, sexual or affectional preference, or political affiliation. It is the policy of the Council to maintain a work atmosphere and to provide public services in a manner free of sexual or racial harassment, or harassment on the basis of religion, color, national origin, age, or on any other basis prohibited by law. The Council shall conduct its employment practices in accordance with all applicable federal, state and local equal opportunity/affirmative action laws, regulations and rules.

It is also the policy of the Council to take affirmative action to ensure that women, minorities, disabled individuals and Vietnam era veterans are adequately represented at all levels of Council employment. The Council is committed to acting affirmatively to identify and remedy the effects of past and present discrimination that have acted as barriers to the full employment of these individuals. In this plan the Council has identified disparity areas by job group where minorities and women are underrepresented. As job openings and promotional opportunities occur the Council shall take affirmative action to recruit and select minorities and women to correct these disparities. The Council has also identified specific action steps to be taken during 1988 to ensure equal opportunity and increase the numbers of women, minorities, disabled people and Vietnam era veterans on staff.

The Council has appointed Elizabeth Newberry, equal opportunity coordinator, to develop, implement and maintain the Council's equal opportunity/affirmative action program. Her responsibilities include developing equal opportunity policies, goals and implementation strategies, monitoring program activities, and reporting on the program's effectiveness as required by federal, state and local agencies. The Council chair, Council members, senior management, and staff Equal Opportunity Advisory Committee receive and review regular quarterly reports on the progress of the equal opportunity program. If any employee or job applicant believes they have been discriminated against by the Council, they should contact Ms. Newberry at the Metropolitan Council, 300 Metro Square Building, St. Paul, Minnesota 55101; phone: 291-6575.



Steve Keefe, Chair
Metropolitan Council

2-23-88

Date

PLAN DISSEMINATION

Dissemination of the Council's equal opportunity policy is essential to implementation of the program. The policy will be communicated both internally and externally as follows.

INTERNAL

1. The policy statement will be prominently placed on all common employee bulletin boards.
2. Copies of the Affirmative Action Plan will be available to all employees at any time from the equal opportunity and personnel offices.
3. The Affirmative Action Plan will be kept on file in the Council library.
4. Personnel policy documents will include the plan.
5. The employee newsletter will announce the adoption by the Council of the plan.
6. The equal opportunity coordinator will meet with department directors to explain and discuss the plan at least annually.
7. Department directors will review the plan with division directors and management personnel reporting to them.
8. Each manager and supervisor will be responsible for reviewing the plan with employees under their supervision.
9. New employee orientation sessions conducted by the Personnel Department will include information about the policy and plan.
10. The equal opportunity coordinator will serve as an information resource on the plan to all employees.
11. The Council will maintain a position that a nondiscrimination clause will be included in any labor agreement.
12. News items pertaining to equal opportunity and affirmative action will be included in employee newsletters, posted on bulletin boards and circulated to department directors, as appropriate.
13. Quarterly progress reports will be provided to the Metropolitan Council.

EXTERNAL

1. The Council's annual report to the State Legislature will include a report on the revised plan.
2. Citizen action groups, government agencies, educational institutions and organizations that serve as sources for recruitment for employment of protected-class members will be notified of the Council's equal opportunity policy and may obtain a copy of the plan upon request.

3. Information regarding Council adoption of the revised plan will be included in appropriate Council publications.
4. All advertisements, announcements of job openings, application forms, letters acknowledging receipt of applications or resumes, purchase orders and contracts will include an equal opportunity clause.
5. All contractors, vendors and suppliers who currently supply goods and services to the Council will be informed of the Council's policy and plan, and of their equal opportunity obligations thereunder.

DESIGNATION OF RESPONSIBILITIES

1. RESPONSIBILITIES OF THE CHAIR

The chair of the Council has final responsibility for the success of the Affirmative Action Plan. The chair may delegate such authority, duties and responsibilities as needed to achieve the objectives in the plan.

2. RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR

The executive director is responsible for the overall administration of the plan, enforcing its policy and making recommendations as necessary to the Council to promote programs for the achievement of equal opportunity.

3. RESPONSIBILITIES OF THE DIRECTOR OF ADMINISTRATION

The director of the Department of Administration is responsible for overseeing and providing administrative support in developing, implementing, and maintaining the plan.

4. RESPONSIBILITIES OF THE MANAGEMENT STAFF (department directors, division directors, program managers and supervisors)

The management staff is responsible for ensuring that the Council meets its equal opportunity and affirmative action responsibilities by implementing equal opportunity policies and procedures within the work unit. Management staff will be evaluated on performance of equal opportunity responsibilities as they would any other program-related area. Specific responsibilities include:

- a. Help the Council meet affirmative action goals by identifying problem areas, estimating staffing needs and projected vacancies, and setting annual employment goals for the work unit consistent with the Council's long-range goals and timetables.
- b. Answer inquiries about the plan from employees under their supervision.
- c. Communicate the policy and spirit of the plan to current employees and when interviewing candidates for job openings.
- d. Work closely with the Personnel and Equal Opportunity Offices to ensure fair and consistent application of employment policies.
- e. Encourage employees, particularly members of protected classes, to obtain additional training and education as needed for career advancement and encourage them to apply for job openings for advancement within the Council.
- f. Consider, investigate and take appropriate action on equal opportunity grievances.

- g. Help the personnel manager and equal opportunity coordinator, as requested, to develop and implement procedures to increase the employment and career-advancement opportunities of protected-class members.
- h. Annually reports on progress toward meeting equal opportunity goals and objectives within the department.

5. RESPONSIBILITIES OF THE EQUAL OPPORTUNITY COORDINATOR

The equal opportunity coordinator is responsible for the ongoing development, implementation and maintenance of the Council's affirmative action plan. The duties of the coordinator are as follows:

- a. Develop and maintain data, including utilization analysis, to monitor and report results of the Council's equal opportunity and affirmative action efforts in employment.
- b. Help the management staff set short- and long-range goals and timetables.
- c. Provide information and recommendations, as necessary, to the executive director and department directors regarding Council compliance requirements.
- d. Develop equal opportunity program policies, goals and implementation strategies, in conjunction with the executive director and department directors, for recommendation to the Council.
- e. Maintain communication with management staff to increase understanding of and build commitment to the Affirmative Action Plan; provide advice on matters pertaining to equal opportunity and affirmative action, including helping resolve grievances.
- f. Serve as an information resource to all employees regarding the equal opportunity policy and Affirmative Action Plan, and employee rights and obligations under current applicable federal and state statutes and regulations, local ordinances and the Council's plan.
- g. Develop and maintain communication with community resources, educational institutions, agencies and organizations to promote the Council's equal opportunity policy and identify additional sources of recruitment.
- h. Coordinate the establishment and implementation of affirmative action procedures and necessary recordkeeping with the personnel manager.
- i. Serve as liaison between the Council and government enforcement agencies; gather information and prepare reports as required by such agencies.
- j. Obtain preliminary facts surrounding internal or external complaints of unlawful discrimination, refer grievances to proper appeal channel, and assist staff attorneys in any actions involving compliance agencies.

- k. Provide technical assistance to staff members as they prepare information regarding the Council's equal opportunity compliance efforts for inclusion in grant applications; help internal grant coordinators develop procedures to monitor grantees on equal opportunity compliance.
- l. Provide direction to and coordinate activities of the staff Equal Opportunity Advisory Committee.

6. RESPONSIBILITIES OF THE PERSONNEL MANAGER

The personnel manager is responsible for administering all personnel programs of the Metropolitan Council in a manner consistent with its commitment to equal employment opportunity and affirmative action. The duties of the personnel manager include the following:

- a. Develop and recommend for Council consideration personnel policies and programs needed to facilitate the Council's equal employment opportunity and affirmative action efforts.
- b. Administer personnel policies and procedures in accordance with current applicable federal and state statutes and regulations and local ordinances.
- c. Periodically review personnel policies and procedures to ensure legal compliance.
- d. Provide the equal opportunity coordinator with personnel system information as needed to monitor the effectiveness of the Council's equal employment opportunity and affirmative action efforts.
- e. Coordinate equal employment opportunity efforts with the equal opportunity coordinator.

7. RESPONSIBILITIES OF ALL EMPLOYEES

Employees are responsible for being aware of the Council's equal opportunity policies and program. The Council requires the cooperation of all employees in implementing its Affirmative Action Plan and adhering to its policies. Employees are encouraged to submit suggestions for facilitating the Council's equal opportunity and affirmative action efforts and to participate in equal opportunity activities.

8. RESPONSIBILITIES OF THE EQUAL OPPORTUNITY ADVISORY COMMITTEE

The Equal Opportunity Advisory Committee, composed of Council employees, is responsible for providing advice and assistance in the implementation of the Council's Affirmative Action Plan.

As directed by the equal opportunity coordinator (EOC), the committee will perform the following functions and duties:

- a. Make recommendations to the EOC concerning the Council's equal opportunity policy and implementation of the Affirmative Action Plan.

- b. Serve as communication liaison with other employees to convey information and promote the Council's Affirmative Action Plan and activities.
- c. Help the EOC gather information, conduct projects and develop specific procedures and programs to meet the Council's equal opportunity objectives.
- d. Monitor the accomplishment of affirmative action programs and objectives; report results to the EOC.
- e. Determine committee objectives and priorities on a yearly basis.

9. RESPONSIBILITIES OF LEGAL COUNSEL

- a. Provide advice and review documents submitted by the EOC for legal sufficiency, to ensure that the Council's Affirmative Action Plan is consistent with current statutory and regulatory law.
- b. Provide assistance in determining whether a given situation will give rise to a discrimination complaint.
- c. Help management investigate alleged discriminatory acts by the Council and its staff in the performance of their Council-related duties.
- d. Keep abreast of current case law in the area of equal employment opportunity and minority business enterprise, and provide ongoing legal assistance to the EOC in assuring that the Council complies with applicable federal, state, and regulatory law.

PLAN DEVELOPMENT AND EXECUTION

In order to meet the Council's affirmative action goals, the following personnel actions will be taken.

1. RECRUITMENT

The equal opportunity coordinator (EOC) will advise managers of the goals for various occupational categories under their supervision.

a. External

In order to increase the number of protected-class members applying for employment, recruitment resource lists have been developed. These lists are periodically updated by the equal opportunity coordinator and include organizations and educational institutions which are normally prepared to refer applicants in protected classes.

All job announcements will be sent to the appropriate recruitment resources as well as advertised in media with a high audience among protected classes. Such notification will contain pertinent job information, including: job title, department, location, work schedule requirements, a brief description of major duties and responsibilities, minimal job-relevant requirements, starting salary or salary range, close of application date and name of person to contact. All notices or advertisements of job openings will include the statement: "An Equal Opportunity Employer."

The Council may also participate in various other programs at the local, regional or national levels for recruitment in job classifications where the annual utilization analysis has identified an underutilization of protected class members. The personnel manager, who is responsible for all recruitment programs, may request that the EOC and management staff help develop recruitment strategies and identify additional recruitment resources. Applications and resumes will be retained for one year to maintain a sufficient applicant pool.

b. Internal

Notices of job openings for all positions will be posted prominently on all bulletin boards to encourage employees to apply for positions for which they meet the minimal job-relevant requirements and which would provide them with job advancement and career opportunities. The posting period shall be not less than 10 working days. The EOC will also be provided with notices of all job openings and will be available to provide information and encouragement to employees seeking job advancement and career opportunities.

2. APPLICATION BLANKS AND EQUAL OPPORTUNITY INFORMATION FORMS

Application blanks will request only that information which is relevant for employment consideration. The application blanks currently in use have been reviewed and revised in accordance with guidelines established by the Equal Employment Opportunity Commission. In addition to completing an application form, applicants will be asked to voluntarily complete an Equal

Opportunity Information Form which requests information needed to monitor and evaluate the Council's affirmative action efforts. This information will not be used to discriminate against persons in the selection process or in subsequent personnel decisions, but may be used for affirmative action purposes. The Equal Employment Opportunity Forms will be maintained in a confidential file by the personnel manager. Application blanks and the Equal Employment Opportunity Form will prominently display the statement: "An Equal Opportunity Employer" and will be revised periodically as needed to comply with current applicable federal and state statutes, and regulations and local ordinances. Falsification or misrepresentation of information on the application blank will be grounds for rejection or dismissal.

3. JOB REQUIREMENTS

Specific objective criteria relating to the activities, duties and responsibilities of a position shall be established before any recruiting is done.

Minimal job requirements established by the personnel manager and management staff will be based on an analysis of the job and will be job-relevant. All management personnel who participate in selection procedures and in making selection decisions will receive from the equal opportunity coordinator and personnel manager periodic information and training as necessary concerning the Council's equal employment opportunity obligations and current policy and practices.

4. EXAMINATIONS

Written, oral and job performance examinations, when required, will be job relevant. Eligibility of an applicant to take an examination will be determined solely on job-relevant qualifications. Standards for grading examinations will be uniformly applied.

5. INTERVIEWS

Interviews serve a dual purpose: they are a means of providing the applicant with information regarding the job and also of obtaining job-relevant information which will be considered in the selection process. Referrals of applicants for interviews will be based on considerations of applicants' job-relevant qualifications and the Council's affirmative action goals. Interviews will be structured and inquiries will be confined to areas relevant to employment and job performance considerations. The equal opportunity coordinator will provide guidelines for conducting interviews in compliance with equal employment opportunity statutes. The personnel manager will provide training in structured interviewing as necessary to ensure that interviews are conducted in accordance with established personnel procedures.

6. ARREST AND CONVICTION RECORDS

Arrest records will not be considered by the Council in making employment decisions. Conviction records may be considered. An applicant will not be rejected solely on the basis of a conviction record, unless the nature, recency and number of offenses would make the applicant unfit for employment in the position open.

7. PREVIOUS-EMPLOYMENT REFERENCE CHECKS

Conducting previous-employment reference checks is a means of obtaining job-relevant information concerning an individual's past and/or present employment history and job performance. Previous-employment reference checks will be made with the written permission of the applicant and questions will be confined to job-relevant areas of inquiry.

8. PROMOTION AND TRANSFER

Promotion and transfer decisions will be based on considerations of applicant's job-relevant qualifications and the Council's affirmative action goals. Internal applicants will be considered and interviewed for job openings for which they meet the minimal job-relevant requirements. Employees are informed of promotion and transfer opportunities through the posting of notices.

9. RETAINING PROTECTED-CLASS MEMBERS

The following efforts will be made to encourage the successful and continued employment of protected-class members:

- a. Follow-up meetings may be conducted by the equal opportunity coordinator at the request of employees who are members of protected classes. The purpose of such interviews is to discuss any employment problems which may have developed. The equal opportunity coordinator will make recommendations to the management staff to remedy such problems.
- b. Exit interviews will be conducted, at the option of the terminating employee, by the Personnel Office to explore reasons for leaving and as a means of identifying, for subsequent investigation and remedy, any discriminatory treatment alleged to exist.

10. TRAINING/CAREER DEVELOPMENT

Training opportunities provided at the expense of the Council, including on-the-job training and programs, seminars or conferences offered by other organizations, will be made available to employees based on job-performance needs and other job-relevant considerations, including affirmative-action goals. Management personnel will encourage their subordinates to enroll on their own time in course work and other learning opportunities which would provide them with knowledge and skills needed for job growth and career advancement. Information regarding the Council's Employee Education Plan will be made available to all employees by the personnel manager.

A knowledge and skills update questionnaire will be developed by the personnel manager and made available to all employees who wish to have included in their personnel records information regarding knowledge and skills acquired through education, job experience or volunteer experience since their employment with the Council. The personnel manager may use such information in providing employees, at their request, with information regarding career advancement opportunities within the Council. Management personnel will encourage their employees to complete these questionnaires and to seek information about career planning.

11. COMPENSATION--SALARY AND FRINGE BENEFITS

Salaries, fringe benefits and other forms of remuneration will be provided on the basis of Council compensation policies that are in conformance with the legal obligations of employers to provide "equal pay for equal work." The Council Compensation Plan has established a hierarchy of salary ranges for classes of positions that are similar with respect to duties, responsibilities and employment conditions.

Guidelines for determining rate of compensation upon hire or promotion based on job-relevant considerations will be prepared and communicated to the management staff as part of the administration of the Council Compensation Plan. Salary increases based on performance also must be justified based on criteria relevant to performance and applied on a nondiscriminatory basis.

In accordance with the Council's leave-of-absence policy as contained in the Personnel Code, the Council will consider pregnancy-related disabilities as temporary disabilities and will provide the same benefits to employees with pregnancy-related disabilities as those with other temporary disabilities. Requests for child-rearing leave may be made by female or male employees and will be considered in accordance with Council policies and practices regarding unpaid leaves of absences.

12. DISCIPLINARY ACTION

Disciplinary action and discharge will be for just cause and will not be based on race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, disability, age, or political affiliation. Records of disciplinary action will be maintained annually by the personnel manager and reviewed as necessary with the management staff and equal opportunity coordinator to ensure compliance with the Council's policy of nondiscrimination.

13. LAY OFF AND RECALL

Lay off, where necessary, and recall will be made consistent with Council policy and based on consideration of job-relevant employee qualifications, business necessity, and the Council's affirmative-action goals.

14. LABOR AGREEMENT

The provisions of any collective bargaining agreement will be reviewed by the equal opportunity coordinator, prior to Council approval, to ensure compliance with applicable nondiscrimination laws.

15. PROPER CONSIDERATION OF QUALIFICATIONS

The Council will provide for voluntary self-identification of applicants and employees who are handicapped, disabled veterans or veterans of the Vietnam era and wish to be included in the affirmative action program.

Careful consideration will be given to the job qualifications of these individuals and reasonable accommodations will be made in the workplace, as necessary to facilitate the employment and advancement of qualified disabled persons or veterans.

The Council is located in a building that has facilities for the handicapped.

16. OTHER TERMS AND CONDITIONS OF EMPLOYMENT

The establishment and administration of departmental work rules and practices will be nondiscriminatory. The Council may offer, where consistent with business needs, opportunities to work on a shared- or flexible-time basis. Council-sponsored recreation and social events will be available to all employees. Policies and practices regarding leave without pay will be nondiscriminatory. All other terms and conditions of employment not mentioned in preceding sections will be administered on a nondiscriminatory basis, and are subject to audit and review to ensure compliance with the Council's equal employment opportunity policy. Reasonable accommodation will be made to scheduled work to allow employees to observe religious holidays.

17. PROGRAM EVALUATION

A utilization analysis will be conducted annually (as of June 30 each year) by the equal opportunity coordinator to identify areas of under-utilization of minorities and women and assess progress toward employment goals.

This information will be reported to the management staff by July 31 of each year so that it can be taken into consideration by them during the budget planning process for the coming year.

The management staff, with the assistance of the equal opportunity coordinator and the personnel manager, will forecast anticipated job openings for the coming year by job classification and occupational category. Short-term employment goals and timetables will be established annually by Oct. 31 in a good-faith effort to attempt to remedy underutilization, where identified by the utilization analysis, of qualified minorities and women. Data collected for the utilization analysis, a brief report of program results and annual goals and timetables will be included yearly as appendices to the Council's Affirmative Action Plan.

In addition to establishing short-term employment goals and timetables, the management staff, with the assistance of the personnel manager and equal opportunity coordinator, will forecast human resource needs on a long-range basis (three to five years, whenever it is feasible). Forecasts of human resource needs, projected estimates of the availability of qualified minorities and women and long-term employment goals will also be included as appendices to the Council's Affirmative Action Plan.

MONITORING AND REPORTING

Data and information will be developed and maintained that will provide for periodic analysis and evaluation of the implementation and results of the Council's Affirmative Action Plan. The management staff and personnel manager will cooperate with the equal opportunity coordinator in collecting and compiling necessary data and information. Meetings between the management staff, the equal opportunity coordinator and the personnel manager will be conducted periodically to review evaluations of such information and to develop suggestions for the revision of programs and procedures as may be indicated. Data and information collected will include the following:

1. RECRUITMENT SOURCES AND REFERRAL RECORDS

Information will be maintained by the equal opportunity coordinator on all organizations, institutions of higher learning and media resources that may be useful for recruiting qualified applicants from protected classes. Annual records will be kept by the personnel manager on the number of applicants subsequently hired that were referred by each resource. This information will be used in planning of recruitment strategies that have the greatest potential for increasing the number of qualified applicants from protected classes, particularly in areas of underutilization.

2. APPLICANT FLOW

Data will be developed semi-annually and maintained by the equal opportunity coordinator to indicate, by category of protected-class membership and occupation applied for, the total number of applicants (internal and external), those interviewed and/or tested, those offered positions, those hired and those rejected, in order to determine the effectiveness of the Council's good-faith efforts to increase the employment opportunities of qualified protected-class members.

3. APPLICANT POOL

Applications and resumes will be retained by the Personnel Department for one year in order to maintain a sufficient applicant pool (particularly for those job classifications where there is an underutilization of protected-class members). Records will be maintained by the equal opportunity coordinator to determine the effectiveness of this procedure in increasing the employment of qualified protected-class members, particularly in areas of underutilization.

4. CURRENT EMPLOYEE DISTRIBUTION

Data on the distribution of current employees by category of protected-class membership, occupational category, department and salary range will be developed and maintained on a quarterly basis by the equal opportunity coordinator. This information will be used in analyzing the utilization of protected-class members, in setting goals and timetables to remedy underutilization, and in reporting to government agencies.

5. PROMOTIONS/TRANSFERS

Data regarding promotions and transfers by category of protected-class membership will be maintained quarterly by the equal opportunity coordinator. This information will also be used in analyzing the utilization of protected-class members and in monitoring promotion and transfer decision-making procedures to ensure nondiscrimination.

6. TRAINING/CAREER DEVELOPMENT

Records (by category of protected class) will be maintained by the personnel manager annually on the disbursement of tuition refunds, expenses paid by the Council for employee participation in training seminars and conferences, and employee requests for training or tuition refund which have been denied. These records will be reviewed annually by the equal opportunity coordinator to ensure the consistent and nondiscriminatory application of Council policies.

7. COMPENSATION AUDIT

The personnel manager will conduct an annual salary audit by category of protected class and will review results with the management staff and equal opportunity coordinator to ensure that the Council's pay practices are in conformance with the Council's Compensation Plan and nondiscrimination policies and with legal obligations to provide "equal pay for equal work." The annual salary audit will also include an analysis of starting salaries and performance increases by protected class.

All fringe-benefit programs will also be audited annually by the personnel manager and reviewed with the management staff and equal opportunity coordinator to ensure that such programs are not discriminatory. Included in the audit of fringe benefits will be a review of benefits provided for employees with pregnancy-related disabilities.

8. DISCIPLINARY ACTION/DISCHARGE

Records (by category of protected class) of disciplinary action, including discharge, will be kept by the Personnel Manager and reviewed with the management staff and equal opportunity coordinator to ensure nondiscrimination.

9. TERMINATION RECORDS

The personnel manager will provide the equal opportunity coordinator with information on employee terminations by category of protected class on an annual basis in order to identify problems in retaining protected-class members. Exit-interview information will also be reviewed to provide information on potential employment problems.

10. PROGRAM EVALUATION

A utilization analysis will be conducted annually (by June 30 each year) by the equal opportunity coordinator to identify areas of underutilization of minorities and women and assess progress toward employment goals.

The results of the Council's good-faith efforts to increase the employment of qualified protected-class members will be monitored by the equal opportunity coordinator, who will prepare an annual report on the Council's accomplishment of annual employment goals within projected timetables. In addition to employment statistics and documentation of the Council's good-faith efforts to meet such goals, this report will include a narrative outline of the Council's affirmative action efforts, and if goals have not been achieved an analysis of potential problems and suggestions for future action. This report will be distributed to the management staff and personnel manager by July 31 each year and will be used in evaluating and revising, as necessary, long-term employment goals.

The equal opportunity coordinator will also provide quarterly progress reports to management including data on employee distribution, hiring, promotions and terminations by protected-class membership.

11. GRIEVANCES ALLEGING DISCRIMINATION

The equal opportunity coordinator will maintain files on all grievances filed under Section V, "Equal Opportunity Grievance Procedures." These files will be considered confidential and information from these files will not be included in application files or personnel records.

The nature and number of grievances alleging discrimination and action taken to dispose of the grievances will be recorded and analyzed by the equal opportunity coordinator to identify problem areas. Such information may serve as the basis for recommended changes in Council policies or practices.

12. SUBMISSION OF COMPLIANCE REPORTS TO THE MINNESOTA DEPARTMENT OF HUMAN RIGHTS

The equal opportunity coordinator shall submit semi-annual compliance reports on the Council's equal opportunity/affirmative action program to the Minnesota Department of Human Rights, pursuant to Minnesota Statutes 365.073-4.

AVAILABILITY ANALYSIS, COUNCIL STAFF UTILIZATION ANALYSIS
GOALS AND TIMETABLES

The Council's availability analysis for women and minorities was updated based primarily on 1980 census data reported in the "Special Equal Employment Opportunity File." This file was developed by the Minnesota Department of Economic Security in collaboration with the U.S. Census Bureau. The steps in the affirmative action goal-setting process were:

1. Conduct a utilization analysis of Council staff by race and sex, both agency-wide and at the departmental level, and assign Council job classes to job groups.
2. Develop an availability analysis for women and minorities for each job group.
3. Set short-range (one-year) and long-range (three-year) hiring goals for women and minorities, for each job category on an agency-wide basis. Set one-year overall hiring goals for women and minorities by department.

WORKFORCE AND JOB GROUP ANALYSIS

All Council job classes were assigned to four job categories based on Equal Employment Opportunity Commission (EEOC) guidelines: (1) managers/supervisors; (2) professionals; (3) paraprofessionals/technicians; and (4) office/clerical. The professional category was then split into two job groups--planning professionals and administrative professionals--to provide for grouping of job classes with similar job content and promotional opportunities. The split among professionals into two groups also enables the Council to better target those areas in which women and minorities are underutilized. Job titles were then listed, agency-wide, by job group and salary range, and the total number of incumbents identified by race and sex for each salary range (Appendix A). The number of incumbents by race and sex were also listed by job group for each of the departments (Appendix B). EEOC definitions of each racial group were used in identifying the race of each Council staff member.

AVAILABILITY ANALYSIS

Availability of minorities and women by job group was determined based on the eight factors required by federal regulation:

1. Percentage of minority population and availability of women seeking employment in the seven-county area.
2. Percentage of minority and female unemployment in the seven-county area.
3. The minority workforce and female workforce as percentages of the total seven-county workforce.
4. Percentage availability of minorities or females with the requisite skills in the city of St. Paul and the seven-county area.
5. Percentage availability of minorities or females with requisite skills in an area in which the Council can reasonably recruit.

6. Availability of promotable and transferable minority and female employees on the Council staff.
7. The existence of local training institutions which can provide training for Council jobs.
8. The degree of training the Council can reasonably provide to make a job group available to minorities or women.

Separate availability analyses were conducted for each of the five job groups.

The following data sources were used for the factors required for the utilization analysis:

Population Data:

Population data for minorities was obtained from the 1980 census for the seven-county area (Appendix C, Table 10). According to the census, minorities constituted 5.3 percent of the Metropolitan Area population. Blacks constituted 2.5 percent of the total population. Federal regulations (Executive Order 11246) require that separate availability and utilization analyses be conducted for any minority group which composes two percent or more of the population, but separate hiring goals are not required. An availability and utilization analyses for blacks appears in Table 1 on page 9. No other racial group constituted at least two percent of the population.

Labor Force Data:

Data on the availability of women seeking employment in the seven-county area; the percentage of minority and female unemployment in the seven-county area; and the minority workforce and female workforce as percentages of the total seven-county workforce, were obtained from the 1980 U.S. Census (Appendix C, Table 10). In 1980, 45.2 percent of those employed or seeking work were women. The unemployment rate among women was 3.1 percent; among total minorities was 9.8 percent; and among blacks was 10.4 percent. Women composed 45.2 percent of the total seven-county workforce; total minorities were 3.5 percent; and blacks were 1.8 percent.

Requisite Skills:

Occupational availability by race and sex was obtained from the Minnesota Department of Economic Security's 1980 "Special Equal Employment Opportunity File" (Appendix C, Tables 1-9). For each Council job group, occupational availability was calculated by selecting those occupations which correlated to Council job classes, and factoring the availability statistic by the actual number of Council staff positions in that occupation.

Occupational availability data were analyzed for the city of St. Paul and the seven-county area for administrative professionals, paraprofessionals/technicians and office/clerical. City of St. Paul, seven-county area and national occupational availability data were analyzed for managers/supervisors and planning professionals. National data gathered by the American Planning Association in 1981 and 1983 surveys on the race and sex of member planners was also reviewed (Appendix C, Table 12).

Education and Training:

Within the Metropolitan Area, numerous institutions provide education and training for the types of occupations and job categories prevalent at the Council. Among these are colleges and universities, business schools and technical/vocational institutions. In addition, clerical and technical/vocational preparation is readily available in secondary schools in the area.

The Council has an Employee Education Program which provides tuition reimbursement to employees for study related to their current job, or to other jobs at the Council. In January 1985, the Council established a five-year Protected Group Employee Training and Development Fund which is available to protected group employees (women, minorities, disabled persons and Vietnam era veterans.) This fund provides tuition reimbursement and scholarship assistance for study and career development activities related to Council jobs other than the employee's own, or to jobs outside of the Council.

UTILIZATION ANALYSIS

Council-Wide--Minorities

As of Dec. 31, 1987, racial minorities are under-represented in two of the five Council job groups: planning professionals and office/clerical (see Table 1, page 6). The largest disparity exists in the planning professional job group where the availability data indicates that minority representation should be seven percent. Seventy-three full-time and part-time planning professional positions are authorized for 1988. A staff of planning professionals with no disparity for minorities would include six minority planners. The Council currently has two minority planners--one in a temporary position. The Council currently has three minority clerical staff (8.1 percent) and needs to add one more to attain parity. The highest concentration of minorities is in the paraprofessional/technical job group where minorities represent 20.9 percent of all staff in that job group.

Minorities are represented on the staffs of four of the five departments. There are no minorities in the Research and Long-Range Planning Department, nor in the Chair's Office.

The utilization analysis of black employees indicates that they are adequately represented among administrative professionals, and compose a high proportion of paraprofessionals/technicians (14 percent among Council staff; their labor market availability is 5.3 percent). More than any other minority group, blacks are concentrated in lower paid classifications at the Council. There are no black employees among managers and supervisors, and planning professionals. Blacks are also under-represented among clerical staff.

Council-Wide--Women

Currently women compose a majority of the Council staff (58.2 percent). Women are represented among managers/supervisors in the Chair's Office and in all of the departments except Metro Systems. Women hold jobs in at least one of the two professional job groups in each of the departments and the Chair's Office. There are small disparities for women among planning and administrative professionals. Concentrations of female employees exist in the paraprofessional/technician and clerical categories.

Chair's Office

There is an absence of minority employees in the Chair's Office. Women are under-represented among managers and supervisors.

Administration Department

The actual total percentage of minorities in the Administration Department exceeds their labor market availability. There are minority employees in four of the five job groups in the department; they are absent only among managers and supervisors. Racial minorities are somewhat under-represented in the paraprofessional and clerical categories. Half of the paraprofessional/technical and administrative professional positions in the department are in the information systems division (including one vacant position and a new one); none are held by minorities.

Women are significantly under-represented among managers and supervisors (currently they compose 28.6 percent of that group). Although the department as a whole does not have a disparity for women in the administrative professional category, there is only one woman among the five systems analyst/programmers currently on staff.

Community Services Department

The overall percentages of minorities and women in the Community Services Department exceed the labor market availability of each population. There are minority employees in two job groups: managers/supervisors and paraprofessional/technicians. They are absent from both professional job categories. Women are well-represented among managers/supervisors and planning professionals. However, there is a disparity for women among editor-writers on staff.

Human Services Department

Minorities are well-represented among managers/supervisors, paraprofessionals/technicians and clerical staff in the Council's largest department—Human Services. Six of the department's eight minority staff work in the Council's housing programs. There are no minorities among the planning professionals.

Over 75 percent of the department's staff are women. Women hold managerial/supervisory and planning professional jobs in the department at rates that are substantially higher than their labor market availability.

Metro Systems Department

The percentage of minority employees in managerial/supervisory and paraprofessional/technical positions in the Metro Systems Department meets their labor market availability, but minorities are under-represented in the department as a whole. Planning professional and clerical positions are particular problem areas.

Women are most critically under-represented in this department, in managerial/supervisory jobs (where there are no women) and planning professional jobs (where women compose 21.4 percent of the staff).

Research and Long-Range Planning Department

There are currently no minority staff in the Research and Long-Range Planning Department. The percentage of women among planning professionals in the department also falls below their labor market availability.

1988 (SHORT-RANGE) GOALS

Agency-wide numerical hiring goals are established to correct under-representation of women and minorities by job group. Goals are not set for each department. However, where minorities or women are significantly under-represented in a department, agency goals are targeted to that department. For purposes of the utilization and availability analysis and goal setting, each part-time position is counted individually because each opening presents a separate opportunity to recruit and hire affirmatively. Hiring goals are based on: (1) a current work force analysis; (2) an availability analysis; (3) estimated turnover among minority and female staff during the program period; and (4) estimated number of job openings. With comprehensive recruitment efforts and a commitment from management staff, the goals are considered reasonable and attainable. The goals are also flexible. Should more openings occur than anticipated or should attrition of women and minorities be disproportionate, efforts will be made to achieve a representational work force that is consistent with availability estimates.

Hiring goals for the program period of Jan. 1, 1988 - Dec. 31, 1988, appear in Table 1 on page 6.

Managers/Supervisors

Five openings are projected in the managerial/supervisory job group for the program period. Four of them have already been identified: the department director for the Metro Systems Department; and managerial/supervisory positions in the natural resources, transportation and solid waste divisions. Minorities are not currently under-represented among managers/supervisors, and will not be when all vacant positions are filled as long as current minority managers and supervisors remain on staff. Therefore, no hiring goal is set for minorities for this job group. Women are not currently under-represented among managers and supervisors. However, in order to maintain a representative Council staff that is consistent with the labor force availability of women for those jobs, two of the five vacancies should be filled by women. When the agency-wide goals are met for women, affirmative efforts will continue to hire women into managerial and supervisory positions in the Metro Systems and Administration Departments, and the Chair's Office where women are under-represented.

Planning Professionals

Goals of hiring three minorities and four women are set for the planning professional job group. Women are only slightly under-represented among planning professionals. When their number reaches parity, the focus for affirmative hiring of women planners will be the Metro Systems and Research and Long-Range Planning Departments where significant disparities exist.

Administrative Professionals

Three openings are anticipated in the administrative professionals category; a goal of hiring two women is established.

Paraprofessionals/Technicians

Though no disparity exists for minorities in this job group, in 1985 the U.S. Department of Housing and Urban Development (HUD) recommended that the Council's Housing and Redevelopment Authority (HRA) act affirmatively to add a Southeast Asian and a Native American to its staff. HUD made this recommendation because the Council's HRA program serves a significant number of clients from these two minority communities. Because the majority of HRA jobs are in the paraprofessional/technician job group, the Council set a goal in 1986 and again in 1987 to recruit and hire a Native American and Southeast Asian into HRA positions in this job group. Although the Council has vigorously recruited in those minority communities when HRA positions have been opened to external applicants, the Council has been unsuccessful in meeting these goals. HUD reiterated its recommendation in a subsequent fair housing audit of the HRA conducted in September 1987.

As noted in the utilization analysis, minorities are significantly under-represented among planning professionals. Employees in some of the Council's planning and grants assistant positions have the opportunity to develop skills in their jobs that better qualify them for professional planning positions. By increasing the number of minority staff in the assistant positions, the Council can increase the size of its future internal minority applicant pool for planning professional positions. This is particularly critical because recruitment for many planning positions is restricted to internal applicants in order to provide promotional opportunities to current employees.

It is also noted in the staff analysis of the Administration Department that the information systems division lacks minority representation among its systems analyst/programmers and other paraprofessional/technical staff. Among the division's five analyst/programmers, one is a woman.

Given the objectives--to include Southeast Asians and Native Americans on the HRA staff, to increase the internal pool of minority candidates for planning jobs, and to add minority representation to the technical and professional information systems division staff--a goal of hiring one minority in this job group is set. If this goal is met in one work unit and subsequent openings occur in the other work units, affirmative action will be taken to meet the objectives described above where they have not been met. A goal of hiring a woman into a systems analyst/programmer I position is also set for this job group.

Office/Clerical

Five openings are forecasted for the program period. A goal of hiring one minority candidate is set. If the goal is met and the Council retains current minority clerical staff, the Council will have corrected the disparity for minorities in this job group.

LONG-RANGE GOALS (TWO YEARS)

The Council expects that a period of two years will be needed to fully correct its more significant areas of underutilization of minorities and women. The following long-range (two-year) goals are set:

Planning Professionals

Increase minority representation to seven percent. (A hiring goal of two minority planners is expected for 1989 if the 1988 goal is met.) Maintain female representation among planning professionals agency-wide at at least 40 percent.

Increase the number of women in the Metro Systems and Research and Long-Range Planning Departments to meet 40 percent availability.

Paraprofessionals/
Technicians

Add a Native American and Southeast Asian to the HRA staff. (If the goal of hiring one staff person from one of these communities is met in 1988, a goal of one is projected for 1989.)

Table 1
WORK FORCE ANALYSIS AND AFFIRMATIVE ACTION HIRING GOALS

(Work Force Analysis as of: Dec. 31, 1987¹)

Program Period -
01/01/88 - 12/31/88

Job Group	Salary Range	All Employees			Minority Employees								Current Percentage			Percent Availability			Antic. Job Openings Total	Numerical Goals	
		Total	Male	Female	Male				Female				Min.	Blk.	Fem.	Min.	Blk.	Fem.		Min.	Fem.
Managers/ Supervisors	Ex. Dir. - G	34	20	14	0	1	0	0	0	1	0	1	8.8%	0%	41.2%	7.0%	4.2%	41.0%	5	—	2
Planning Professionals	1-4,6,C	65	39	26	0	1	1	0	0	0	0	0	3.1	0	40.0	8.0	4.2	40.0	10	3	4 ²
Administrative Professionals	B,D-G,2-5	22	13	9	0	0	1	0	1	0	0	0	9.1	4.5	40.9	8.2	2.7	41.7	3	—	2
Paraprofessionals/ Technicians	G,I,J,5-9	43	9	34	2	1	1	0	4	1	0	0	20.9	14.0	79.1	10.5	5.3	47.7	5	1 ³	1 ⁴
Office/Clerical	7-11,I,K	37	3	34	0	0	0	0	1	2	0	0	8.1	2.7	91.9	10.0	5.3	91.4	5	1	--
TOTALS		201	84	117	2	3	3	0	6	4	0	1	9.5%	4.0%	58.2%	8.8%	4.6%	51.2%	28	5	9

¹Current work force analysis includes part-time employees and temporary employees.

²When agency-wide parity is reached for women, planning professional positions in the Metro Systems and Research and Long-Range Planning Departments where women are under-represented, will be targeted.

³Goal is to add a Southeast Asian or Native American to the HRA staff; and/or to hire a minority into a planning assistant or grants assistant position.

⁴Goal is targeted to a systems analyst/programmer position.

PROBLEM AREAS/DEFICIENCY IDENTIFICATION AND ANALYSIS

WORKFORCE COMPOSITION

The utilization analysis of Council staff conducted as of January 2, 1986, reveals that minorities and women are underrepresented in the Manager/Supervisor and Administrative Professional job groups. Minorities are also underrepresented in the Planning Professional and Office/Clerical job groups. A detailed staff utilization analysis and hiring goals for correcting underutilization appear in pages 16-23, Availability Analysis; Staff Utilization Analysis; Goals and Timetables.

APPLICANT FLOW COMPOSITION

Recent applicant flow data indicates that the Council needs to strengthen its recruitment of qualified minority and female applicants for managerial/supervisory and professional jobs; and disabled applicants for all jobs. The Council will undertake the following measures, in addition to those outlined in Plan Development and Execution (page 8), to recruit more protected group applicants:

1. Mail job openings to an expanded list of protected group recruitment contacts. The Council's Minority Issues Advisory Committee has compiled a list of minority organizations, identified by race and type of organization, which will enable the Council to target organizations that may be able to assist the Council in recruitment for specific jobs.
2. Attend protected group job fairs.
3. Maintain a file of resumes from protected group people who have contacted the equal opportunity office about possible employment with the Council, and notify them of Council job openings that occur within one year of the date of the initial contact.
4. Notify the Council's own minority staff of Council job openings for which external candidates are being recruited.

SELECTION PROCESS

The minimum qualifications required for all Council jobs were reviewed in the Council's comparable worth/job evaluation study in 1985. The line manager, personnel manager and equal opportunity coordinator review the minimum qualifications each time a position description is developed for recruitment.

In May 1986, the Council's executive director issued an administrative memorandum on hiring procedures. The procedures require managers to act affirmatively in the recruitment and selection for all job openings. Where a hiring goal or a disparity exists for a specific job opening, primary emphasis is placed on acting affirmatively to meet the goal or correct the disparity. The procedures identify the affirmative action responsibilities of all managers, the personnel manager, equal opportunity coordinator and executive director. The equal opportunity coordinator has the following responsibilities in the hiring process:

1. Review job relevance of selection criteria and qualifications required for entry to a job.
2. Notify the manager when a hiring goal exists for the job opening.
3. Assist the manager in developing an affirmative action recruitment plan; recruit protected group applicants.
4. Review interview questions.
5. Monitor the status of protected group applicants recommended by the personnel office for an interview.
6. Review hiring decisions and make a recommendation to the personnel manager and executive director on whether the decision meets the Council's affirmative action policies.

A training session on the new hiring procedures was held for managers and supervisors in May, 1986 and included an affirmative action component. Additional training will be provided by the personnel manager and equal opportunity coordinator directly to managers as they engage in the hiring process.

Until this administrative memorandum was issued, the Council did not have written step-by-step hiring procedures. These procedures will assist Council staff to administer a nondiscriminatory selection process that promotes affirmative action. The procedures also provide guidance on issues that have arisen in the past, such as when the Council should hire affirmatively, and what the respective equal opportunity and affirmative action responsibilities of its staff are.

APPLICATIONS

No major problems have been identified with the Council's application process. However, during 1986 the application form itself as well as the applicant flow record will be reviewed and updated for clarity and ease of completion. In addition, as part of the Council's revised hiring procedures, job ads will be worded in such a way as to require all applicants to call or come in to obtain an application. The desired result of this change will be that new applicants will complete flow data for better tracking of affirmative action efforts.

During 1986, the Council instituted a system of job interest cards, whereby an interested applicant completes a card indicating their area of interest. When an opening occurs in that area, the job notice is automatically mailed to the applicant. If a resume is on file, the applicant need only call the personnel office and request that it be included for consideration. The personnel office keeps resumes and applications on file for six months. After the six-month period, applications/resumes are retained in long-term storage for a minimum of six years.

TRANSFERS AND PROMOTIONS

During 1985, the Council underwent a major staff reorganization. During the reorganization, the Council instituted a practice of posting transfer opportunities for competition among staff. An affirmative effort was made to meet the transfer preferences of women and minorities. The Council has continued a practice of posting transfer opportunities for competition among

staff. The reorganization also generated a number of promotional opportunities. Seventy percent of those promoted in 1985 were women, and 7.5 percent were minorities. Twenty-eight percent of women and 20 percent of minorities who were permanent Council employees for at least part of 1985, and who had worked at the Council for at least six months, were promoted.

Promotions at the Council are attained in two ways: (1) through application and competition for job openings; and (2) through reclassification when an employee is performing the job duties of a higher classification. The Council's new hiring procedures include affirmative action enforcement mechanisms that apply to internal as well as external hiring. The Council currently does not have written procedures for reclassifications. Under the terms of a letter of agreement with its bargaining unit, the Council will develop standard written reclassification policies and procedures by September 1986. These procedures will incorporate equal opportunity and affirmative action principles.

COUNCIL FACILITIES AND COUNCIL-SPONSORED ACTIVITIES

Council facilities meet state and federal requirements for accessibility to the handicapped. The Council has a telecommunications device for the deaf (TDD) in its public information office. All Council facilities are accessible to minorities and women with the exception of restrooms, which are sex-segregated. All Council business and social activities are open to all protected groups.

SENIORITY PRACTICES AND CONTRACT SENIORITY PROVISIONS

Neither the Council's collective bargaining agreement nor its personnel code contain a seniority preference for promotions.

Under the collective bargaining agreement, seniority is a factor in layoffs only when the job relevant qualification factors between employees are equal. The personnel code states that length of service will be one of several factors, including the work program requirements, type of employment, and employee's performance records.

APPRENTICESHIP PROGRAMS

The Council's only apprenticeship program is its student internship program. The Council undertook a successful major effort to recruit minority students for its summer internships in 1983 and again in 1985. A similar effort was initiated in 1986, but a significant budget shortfall required the Council to eliminate most paid summer internships. Minority students have not been consistently recruited for internships during the school year, when managers often recruit and hire interns without the involvement of the personnel and equal opportunity offices. Procedures that centralize the internship program in personnel and require adequate time to recruit minority and disabled students are being developed, and will be implemented when the Council budget again includes a paid internship program. Women have been well represented among student interns year round throughout the Council.

TRAINING PROGRAMS

The Council's Employee Education Program (EEP) provides support for educational activities in four categories:

1. Activities related to the employee's current job or progression from the employee's current job within the work program.
2. Activities related to a career change within the Council.
3. Activities that increase the employee's knowledge of the Council's mission and work program.
4. Management/supervisory training.

The Council through departmental budgets also provides funding for conferences related to the employee's current job.

The EEP is used consistently by minorities and women; particularly by women who for each of the last four years participated in well over half of the activities funded and used over half of the funds. Employees who are not supervisors or managers are not eligible for assistance from the EEP for management/supervisory training. The impact of this policy on minorities and women will be assessed when the guidelines for the program are revised at the end of 1986.

In January 1985, the Council established a Protected Group Employee Training and Development fund. This fund will be in existence for a minimum of five years, and provides funds to protected group employees for career development activities that are not eligible for support under other Council programs. The fund provides tuition reimbursement. Two scholarships are also awarded annually.

WORKFORCE ATTITUDES

The Council's staff Equal Opportunity Advisory Committee--composed of representatives of protected groups, management and nonmanagement, and the Council's job groups--advises the equal opportunity coordinator and Council managers on equal opportunity and affirmative action issues among staff. Committee members serve as communication liaisons with Council staff on equal employment opportunity (EEO) and affirmative action issues. There is a high level of awareness about EEO and affirmative action issues among Council staff.

Training on EEO and affirmative action is provided periodically and has included training on hiring for managers in May 1986, sexual harassment training for all staff and managers in 1985, and disability awareness training for upper management and members of the Equal Opportunity Advisory Committee in 1984.

POSTERS

Equal opportunity posters and the Council's sexual harassment policy are posted on personnel bulletin boards on all three floors of the building in which the Council has offices.

PURCHASE ORDERS

The Council's purchase order form bears the clause "an equal opportunity employer."

Action Steps - 1988

1. OBJECTIVE: Strengthen affirmative action for disabled individuals and Vietnam era veterans.

ACTIONS: Conduct survey of staff, inviting disabled individuals and Vietnam era veterans to voluntarily identify themselves.

Implement procedure for disabled employees, interns and job applicants to request reasonable accommodations.

PERSONS RESPONSIBLE: Equal opportunity coordinator, employee relations manager, Equal Opportunity Advisory Committee, legal staff, executive director, management staff.
2. OBJECTIVE: Maintain work environment which is free of racial and sexual harassment.

ACTIONS: Provide information to staff on the Council's new racial harassment policy in an all-staff meeting.

Conduct staff training on sexual harassment.

PERSONS RESPONSIBLE: Equal opportunity coordinator, employee relations manager, executive director, Metropolitan Council chair, Equal Opportunity Advisory Committee.
3. OBJECTIVE: Provide internal process for employees and nonemployees to bring discrimination complaints.

ACTIONS: Develop and implement an administrative memorandum establishing an internal discrimination complaint process.

PERSONS RESPONSIBLE: Equal opportunity coordinator, employee relations manager, Equal Opportunity Advisory Committee, legal staff, executive director.
4. OBJECTIVE: Maintain an affirmative action plan which addresses the agency's current problem areas, accurately reflects organizational responsibilities for affirmative action, and recognizes current personnel policies and procedures.

ACTION: Revise affirmative action plan.

PERSONS RESPONSIBLE: Equal opportunity coordinator, executive director, Equal Opportunity Advisory Committee, employee relations manager, department directors, legal staff, department directors, Minority Issues Advisory Committee, Metropolitan Council

5. OBJECTIVE: Improve ability to assess effectiveness of affirmative action recruitment sources.

ACTION: Computerize applicant flow data collected with Council applications.

PERSONS

RESPONSIBLE: Employee relations manager, employee relations division, equal opportunity coordinator.

EQUAL ECONOMIC OPPORTUNITIES

It is Council policy to provide equal economic opportunity in the procurement of all goods and services. Purchases by the Council will be made without discrimination on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, disability, age or political affiliation. In addition the Council will take affirmative action to increase the participation of minority business enterprises in the procurement of goods and services, the bidding process and in the receipt of contracts. This will be accomplished through the implementation of its Minority Business Enterprise Plan.

A minority business enterprise (MBE) is a business of which at least 50 percent is owned and controlled by minority group persons, women, or disabled persons. In the case of publicly owned businesses, ownership must be 51 percent.

The Minority Business Enterprise Plan is found in a separate document and conforms to federal regulations at 49 C.F.R. 23.41(3)(iii). The plan consists of nine major subsections. Following is a brief narrative of those subsections:

1. Statement of Policy. This statement of policy reaffirms the Council's commitment to equal economic opportunities and is signed by the chair of the Council as evidence of its commitment for minority business recruitment and utilization.
2. Liaison Officer. The Metropolitan Council has designated a liaison officer who is primarily responsible for implementing and managing the MBE program on a day-to-day basis in an effort to recruit and utilize MBEs.
3. Procedures to Ensure MBEs Will Have an Equitable Opportunity to Provide Goods and Services and Compete for Contracts and Sub-Contracts. These procedures are designed to minimize bidding procedures and to maximize affirmative action efforts to recruit MBEs to participate in the procurement and contract-letting processes.
4. MBE Directory. The Council has compiled a directory of potential MBE contractors which the Council may use in its attempt to recruit and use MBEs.
5. Opportunities for Use of Banks Owned and Controlled by Minorities or Women. The Council will investigate the full extent of services offered by banks owned and controlled by minorities or women in the Metropolitan Region and make the greatest feasible use of those banks.
6. Procedures to Ascertain the Eligibility of MBEs in Joint Ventures Involving MBEs. This procedure is primarily designed to certify individuals who submit bids as MBEs. It also allows joint ventures to be permitted between minority businesses.

7. Percentage Goals for the Dollar Value of Work to be Awarded to MBEs. The Metropolitan Council shall set overall goals for its entire MBE program annually. The establishment of these goals is based on a review of contracting activities and consideration of the following factors: 1) the number and types of contracts to be awarded; and 2) the number and types of MBEs likely to be available to compete for contracts to provide the necessary services.

Separate goals have been established for firms owned and controlled by minorities and firms owned and controlled by women. A listing of those goals is found in Appendix B.

8. Contractor Identification of MBEs. The MBE plan also requires contractors when MBEs are utilized to identify in their proposals all efforts made to recruit and utilize MBEs.
9. Reporting. The Council will prepare and submit quarterly reports describing activities taken toward progress in attaining its MBE participation goals.

EQUAL ECONOMIC OPPORTUNITY GOALS

An overall minority business enterprise (MBE) goal of eight percent and an overall women business enterprise (WBE) goal of six percent are established for 1987 contracting and purchasing. To enable the achievement of these goals, the following subgoals are set:

<u>Expense Item</u>	<u>MBE Goal</u>	<u>WBE Goal</u>
Consultants	7%	3%
Employment Agencies	8	50
Printing	5	5
Travel	25	40
Other Procurements	10	4

The executive director may adjust the subgoals in order to meet the overall MBE goal of eight percent and overall WBE goal of six percent in response to events such as budget revisions and changes in the availability of W/MBEs.

The following nonlabor expenses from the 1987 Council budget shall be covered by these goals:

- Staff and members' nonlocal travel (airline tickets and travel arrangements made through travel agents only)
- Fixed assets (excluding major equipment purchases)
- External printing
- Office supplies
- External auditing services (except for audits conducted by the state auditor as required by statute)
- Miscellaneous expenses (excluding items such as parking costs, meeting room rentals, etc.)
- External legal services
- Consultant services (excluding items such as fees paid to the University of Minnesota to include questions on various University administered surveys)
- Contractual services - others (excluding items such as honorarium, mailing services provided by Midway Training Services*)

In addition, a WBE goal of two percent and a disadvantaged business enterprise (DBE) goal of 10 percent is set for Urban Mass Transportation Administration (UMTA) and Federal Aid Highway (FHWA) assisted projects. Contracts and procurements made with UMTA or FHWA funds shall be reported to UMTA and FHWA as required under U.S. Department of Transportation regulations 49 CFR 23.

The purpose of these goals is to assure that W/M/DBEs receive full and equal opportunity to be included in Council contracting and purchasing activities.

*An adult training program for persons with severe developmental disabilities. Mailing services are performed by developmentally disabled adults.

SEXUAL HARASSMENT POLICY

FROM: Personnel Code - Section 3.3

Adopted by Metropolitan Council - April 9, 1987

It is the policy of the Council to provide its employees a work atmosphere free of sexual harassment, intimidation or coercion by other employees and by nonemployees. The Council and Council management are committed to promoting such an atmosphere. Employees are prohibited from engaging in the sexual harassment of other employees and nonemployees in the course of carrying out their job duties.

Sexual harassment is defined as, but is not limited to:

- Sexually motivated physical contacts, sexually derogatory statements and verbal sexual advances; or
- Unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

Such conduct is prohibited in the workplace when:

1. Submission to conduct is made either explicably or implicitly a term or condition of the individual's employment. This is the classic example of the male boss and female employee, whereby the employer requests a female employee to submit to his sexual advances in order to gain favorable employment conditions.
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individuals; or
3. Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Any employee who feels that he or she has been subjected to sexual harassment in any form, or who believes he or she has witnessed sexual harassment, is encouraged to report such information in accordance with administrative procedures.

All complaints of sexual harassment shall be investigated in a timely, thorough and impartial manner. Information obtained through an investigation will be kept confidential to the degree possible and in accordance with Minn. Stat. Ch. 13, Government Data Practices. Employees shall be protected from retaliation of any kind because of reporting a suspected incident of sexual harassment.

An employee found through an investigation to have engaged in sexual harassment of another employee or a nonemployee in the course of carrying out the jobs shall be subject to disciplinary action up to and including discharge.

EQUAL OPPORTUNITY GRIEVANCE PROCEDURE

PURPOSE AND AUTHORITY

It is the purpose of this grievance procedure to provide an orderly, timely and equitable means of investigating and resolving internally, whenever feasible, complaints alleging unlawful discrimination. The chair of the Council shall be responsible for the supervision of Council employees in accordance with this procedure and applicable law.

SCOPE

This grievance procedure shall apply only to complaints by nonemployees alleging unlawful discriminatory action by the Council or Council employees. Complaints by employees alleging unlawful discrimination shall be governed by the Metropolitan Council Personnel Code, Section X, or Article VII of the Labor Agreement, as applicable. The use of this grievance procedure or the procedures specified in the Personnel Code or Labor Agreement shall not limit the right of an aggrieved party to file a complaint with the appropriate federal, state or local enforcement agency.

DEFINITIONS

Equal Opportunity Grievance - a complaint alleging that the Metropolitan Council has been or is engaged in action which is discriminatory under current applicable federal or state statutes and regulations, local ordinances, or the Council's Affirmative Action Plan.

Grievant - the aggrieved party, which may be an individual, a group or an organization.

GRIEVANCE PROCEDURE FOR NONEMPLOYEES (Approximately 40 working days)

Step 1:

The grievant shall discuss the grievance with the equal opportunity coordinator not later than 90 days after the date of the occurrence of the alleged discriminatory action. Grievances filed after this filing date shall not be processed under the procedures set forth herein.

Step 2: (20 working days)

After discussing the grievance with the grievant, the equal opportunity coordinator will conduct any investigation or initiate discussions or meetings deemed necessary to gather relevant information and recommend action to the appropriate department director. The department director's decision will be discussed with the grievant within 15 working days from the date of the initial meeting between the equal opportunity coordinator and the grievant. If the grievance is not satisfactorily resolved, the grievant has five working days from the date of receipt of the department director's decision to put the grievance in writing and submit it to Step 3.

Step 3: (20 working days)

The grievant may submit the grievance in writing to the chair, who will consider the grievance and the written recommendations of the department director and the equal opportunity coordinator. Any discussions or investigations deemed necessary to gather additional relevant information may be directed by the chair, who may then elect to decide the grievance or to request the Council to select a hearing panel of Council members to reach a decision.

The decision of the chair or panel of Council members will be submitted in writing to the grievant, the department head, and the equal opportunity coordinator within 20 working days after receipt of the written grievance. This decision shall also be placed in the equal opportunity coordinator's grievance file.

The Step 3 decision constitutes the final step of the grievance procedure for nonemployees. If this decision is satisfactory to the grievant, the grievant shall sign a statement to that effect which will be included in the grievance file retained by the equal opportunity coordinator. If this decision is not satisfactory to the grievant, the grievant shall sign a statement to that effect and may contact a government enforcement agency.

EXTENSION OF TIME

All parties may agree in writing to an extension of time at any stage of this grievance procedure.

RETALIATION PROHIBITED

Any retaliatory action of any kind taken by an employee of the Council against the grievant(s) or any person(s) involved in the grievance procedure is prohibited, and such action shall be subject to disciplinary action.

GRIEVANCE FILES

Grievance files or copies thereof will not be placed in the personnel files of any person(s) involved in processing the grievance.

EQUAL OPPORTUNITIES FOR CITIZEN
PARTICIPATION IN PROGRAM PLANNING

It is the Council's policy to provide equal opportunity for citizen participation in program planning. The Council has citizen advisory committees that assist in the development of plans and the review of grant applications in specialized planning areas such as aging, criminal justice, health, water quality, transportation and housing. These advisory committees are composed of local and regional elected officials, representatives of state or regional agencies, and private citizens. The latter are selected in accordance with "open appointment" procedures adopted by the Metropolitan Council. The "open appointment" policy provides for the recruitment of interested citizens through notification of committee openings to the public in appropriate Council publications and advertisements placed in local newspapers, including those owned by minorities. An important objective of the "open appointment" policy is to include effective representation of all segments of the Seven-County Metropolitan Area which the Council serves, including minorities, females, the handicapped, low-income persons and the aged.

In 1985, the Council formed a 25-member Minority Issues Advisory Committee. The committee's role is to identify and study major issues and trends occurring within minority communities, and regional issues affecting these communities. It reviews Council policies and plans to determine their impact on minority communities, and develops recommendations on how the Council can be more responsive to minority issues. The committee also attempts to identify barriers within minority communities to involvement in regional programs, services and decision making.

AFFIRMATIVE ACTION PLAN FOR DISABLED INDIVIDUALS

DISABLED INDIVIDUALS AFFIRMATIVE ACTION CLAUSE

The Council shall not discriminate against any employee or applicant for employment because of physical or mental disability in regard to any position for which the employee or applicant for employment is qualified. The Council agrees to take affirmative action to employ, advance in employment, and otherwise treat qualified disabled individuals without discrimination based upon their physical or mental disability in all employment practices including the following: employment, promotion, demotion, transfer, recruitment, advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeships.

The Council shall comply with the Minnesota Human Rights Act (Minnesota Statutes, Chapter 363), and all applicable rules and orders issued by the Minnesota Department of Human Rights pursuant to the act.

The Council agrees to post in conspicuous places, available to employees and applicants for employment, notices provided by the Minnesota Department of Human Rights of the Council's legal obligation to take affirmative action to employ and advance in employment physically and mentally disabled individuals.

The Council shall notify the labor union with which it has a collective bargaining agreement, that the Council is bound by the terms of Minnesota Statutes, section 363.073 of the Minnesota Human Rights Act and is committed to take affirmative action to employ and advance in employment physically and mentally disabled individuals.

REVIEW OF PHYSICAL AND MENTAL JOB QUALIFICATION REQUIREMENTS

In 1985, the Council conducted a comparable worth job evaluation study in order to comply with Minnesota Statutes 471.991-471.999. In the study, a job evaluation standard consisting of seven factors was developed to evaluate all Council job classes. The seven factors were:

- Knowledge, skills and abilities
- Contacts and communication
- Freedom of action
- Supervision/management/responsibility for others
- Decision making
- Mental/visual demand
- Environmental/physical demand

Before each job class was evaluated the job requirements, including all physical and mental requirements, were reviewed and revised for all job classes.

Since the comparable worth study, the physical and mental job requirements are reviewed and re-evaluated by the line manager, personnel manager and equal opportunity coordinator (EOC) when positions become open and a position description is developed for recruitment.

PRE-EMPLOYMENT MEDICAL EXAMS

The Council does not require a comprehensive medical exam prior to employment for any Council job.

ACCOMMODATIONS TO PHYSICAL AND MENTAL LIMITATIONS OF EMPLOYEES

The Council shall make a reasonable accommodation to the physical and mental limitations of an employee or applicant unless such an accommodation would impose an undue hardship on the conduct of Council business.

COMPENSATION

In offering employment or promotions to disabled individuals, the Council shall not reduce the amount of compensation offered because of any disability income, pension or other benefit the applicant or employee receives from another source.

OUTREACH, RECRUITMENT AND DISSEMINATION OF POLICY

The Council shall periodically review employment practices to determine whether its personnel programs provide the required affirmative action for employment and advancement of qualified disabled individuals. The Council shall undertake the following activities and identify other appropriate outreach and recruitment activities based on the findings of such review to employ, retain and advance disabled individuals.

1. Communicate internally the Council's obligation to engage in affirmative action efforts to employ qualified disabled individuals in such a manner as to foster understanding, acceptance and support among executive, management, supervisory and all other employees; and to encourage such persons to take the necessary action to aid the Council in meeting this obligation.
2. Integrate measures in the Council's administrative procedures that provide for affirmative action in the employment and promotion of qualified disabled individuals.
3. Periodically inform all employees and prospective employees of the commitment to engage in affirmative action to increase employment opportunities for qualified disabled individuals.
4. Enlist the assistance and support of recruiting sources (including state employment security agencies, state vocational rehabilitation agencies or facilities, educational institutions, college placement offices, state education agencies, and organizations of or for disabled individuals) which are able to refer qualified disabled applicants to Council job openings.
5. Establish contacts with appropriate social service agencies, organizations of and for disabled individuals, vocational rehabilitation agencies or facilities for such purposes as advice, technical assistance and referral to potential employees.
6. Include photographs of disabled individuals in Council publications.

- . Send notification of the Council's affirmative action policy to all contractors, vendors and suppliers with written requests for bids requesting that they act in a manner consistent with the Council's policy on affirmative action.
- 8. Conduct a survey of staff in 1987 inviting disabled employees to voluntarily identify themselves.

INTERNAL DISSEMINATION OF POLICY

In order to foster internal support among supervisory and management personnel and to assure employee cooperation and participation, the Council shall disseminate this policy internally as follows:

1. Include it in the Council's personnel code.
2. Publicize it in the employee newsletter and all written requests for bids to provide products and services.
3. Include a report on the equal opportunity/affirmative action program in the Council's annual report.
4. Include training on the Council's obligation and commitment to act affirmatively to employ, retain, and promote disabled individuals in management and staff training sessions on personnel practices and affirmative action.
5. Provide copies of the affirmative action plan for disabled individuals in all Council departments.
6. Discuss the policy in employee orientation programs.
7. Transmit the policy to union officials and request their cooperation.
8. Include nondiscrimination clauses in all union agreements, and review all contractual provisions to ensure they are nondiscriminatory.
9. Include articles on accomplishments of disabled individuals in publications.
10. Post the policy on Council bulletin boards, including a statement that employees and applicants are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under the Minnesota Human Rights Act.
11. Include disabled employees when employees are featured in employee handbooks or similar publications

RESPONSIBILITY FOR IMPLEMENTATION

The equal opportunity coordinator is responsible for the ongoing development, implementation and maintenance of the Council's affirmative action program. The equal opportunity coordinator's identity shall appear on all internal and external communications regarding the Council's affirmative action programs. The coordinator has been given necessary top management support to administer the implementation of this program, which includes the following activities:

1. Develop policy statements, affirmative action programs, and internal and external communication techniques, including regular discussions with local managers, supervisors and employees, to be certain the Council's policies are being followed.
2. Identify problem areas in conjunction with line management and known disabled employees in the implementation of the affirmative action plan, and develop solutions.
3. Design and implement audit and reporting systems that will:
 - a. Measure the effectiveness of the Council's plan;
 - b. Indicate need for remedial action;
 - c. Determine the degree to which objectives have been attained;
 - d. Determine whether known disabled employees have had the opportunity to participate in all company-sponsored educational, training, recreational and social activities; and
 - e. Ensure that all Council offices are in compliance with the Minnesota Human Rights Act.
4. Serve as liaison between the Council and the Minnesota Department of Human Rights.
5. Serve as liaison between the Council and organizations of and for disabled persons.
6. Inform management of the latest developments in the affirmative action area.
7. Provide information or referral to known disabled employees regarding Council-sponsored educational and career counseling programs.
8. Obtain preliminary facts surrounding internal or external complaints of unlawful discrimination, and refer grievances to proper appeal channel.

DEVELOPMENT AND EXECUTION OF AFFIRMATIVE ACTION PROGRAMS

The affirmative action plan for the Council shall be developed and executed as follows:

1. Job qualification requirements shall be made available to all members of management involved in the recruitment, screening, selection and promotion process.
2. The Council's personnel manager and equal opportunity coordinator shall conduct an ongoing evaluation of the total selection process, including training and promotion, to ensure freedom from stereotyping disabled persons in a manner that limits their access to all jobs for which they are qualified.

3. All personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes shall be carefully selected and trained to ensure that the commitments in the Council's affirmative action program are implemented. Supervisors and managers have been informed that their work performance will be evaluated on the basis of their affirmative action efforts and results as well as other criteria. Supervisors and managers will act to prevent harassment of employees placed through affirmative action efforts.
4. Recruiting sources such as state employment security agencies, vocational rehabilitation agencies, academic institutions and organizations of or for the disabled shall be routinely notified of Council job openings and asked to refer disabled applicants.
5. Recruiting efforts at all schools, for both permanent positions and Council student internships, shall include special efforts to reach disabled students.
6. The personnel manager and equal opportunity coordinator shall act affirmatively to ensure that disabled employees are knowledgeable about the Council's employee education programs, and to counsel disabled employees about academic study and career opportunities at the Council.

Steve Keefe
Chair, Metropolitan Council

9-1-87
Date

Elizabeth M. Newberry
Equal Opportunity Coordinator,
Metropolitan Council

9-1-87
Date

APPENDIX A

METROPOLITAN COUNCIL WORK FORCE UTILIZATION ANALYSIS

METROPOLITAN COUNCIL WORK FORCE UTILIZATION ANALYSIS
(DEC. 31, 1987)
(Includes temporary and part-time employees)

1987 Salary Range [#]		Class Titles	Total	Male	Female	Male					Female				
						C	B	H	A	AI	C	B	H	A	AI
<u>MANAGERS/SUPERVISORS</u>															
Ex. Dr.	\$52,458 - \$71,240	Executive Director	1	1		1									
A	45,614 - 65,083	Department Director	4	2	2	2					2				
		Chief Counsel	1	1		1									
		TOTAL	5	3	2	3					2				
B	40,373 - 59,613	Division Manager II	12	9	3	8		1			3				
C	35,714 - 52,728	Unit Supervisor II	7	5	2	5					1		1		
		Division Manager I	2		2						1				
		TOTAL	21	14	7	13		1			5		1		
D	31,616 - 46,696	Unit Supervisor I	7	2	5	2					5				
TOTAL - MANAGERS/SUPERVISORS			34	20	14	19		1			12		1		
<u>PLANNING PROFESSIONALS</u>															
1	\$39,998 - \$59,072	Principal Planner	3	3		3									
C	35,714 - 52,728	Transportation Coord.	1	1		1									
2	31,304 - 46,238	Senior Planner	27	19	8	18		1			8				
3	27,706 - 40,914	Grants Program Adm.	1		1						1				
4	24,128 - 35,610	Planner	27	12	15	11			1		15				
		Referrals Coord.	1	1		1									
		TOTAL	28	13	15	12			1		15				
5	20,946 - 30,930	Associate Planner	5	3	2	3					2				
TOTAL - PLANNING PROFESSIONALS			65	39	26	37		1	1		26				

METROPOLITAN COUNCIL WORK FORCE UTILIZATION ANALYSIS (cont.)
(DEC. 31, 1987)

1987 Salary Range*		Class Titles	Total	Male	Female	Male					Female				
						C	B	H	A	AI	C	B	H	A	AI
ADMINISTRATIVE PROFESSIONALS															
B	\$40,373 - \$59,613	Spec. Asst. to Chair II	1	1		1									
C	35,714 - 52,728	Assistant Counsel III	2	1	1	1					1				
D	31,616 - 46,696	Spec. Asst. to Chair I	1		1						1				
		Chief Internal Auditor	1	1		1									
		TOTAL	2	1	1	1					1				
2	31,304 - 46,238	Editor-Writer III	2	2		2									
		Sr. Systems Analyst/Prog.	1		1						1				
		TOTAL	3	2	1	2					1				
3	27,706 - 40,914	Editor-Writer II	1	1		1									
		Principal Accountant	1	1		1									
		Systems Analyst/Prog. II	2	2		2									
		TOTAL	4	4		4									
F	24,315 - 35,942	Equal Opportunity Coord.	1		1						1				
		Employee Relations Rep.	1		1							1			
		TOTAL	2		2						1	1			
4	24,128 - 35,610	Accountant-Finance	1		1						1				
		Librarian	1		1						1				
		Sr. Accountant-Operations	2	2		1			1						
		Facilities Coordinator	1	1		1									
		TOTAL	5	3	2	2			1		2				
5	20,946 - 30,930	Editor-Writer	1		1						1				
		Accountant-Operations	1		1						1				
		HRA Specialist III	1	1		1									
		TOTAL	3	1	2	1					2				
TOTAL - ADMINISTRATIVE PROFESSIONALS			22	13	9	12			1		8	1			

METROPOLITAN COUNCIL WORK FORCE UTILIZATION ANALYSIS (cont.)
(DEC. 31, 1987)

1987 Salary Range#		Class Titles	Total	Male	Female	Male					Female				
						C	B	H	A	AI	C	B	H	A	AI
PARAPROFESSIONALS/TECHNICIANS															
4	\$24,128 - \$35,610	Systems Analyst/Prog. I	2	2		2									
5	20,946 - 30,930	Sr. Graphic Arts Spec.	2	1	1			1				1			
		HRA Client Services Adv. II	6		6							6			
		Printing Buyer/Composer	1		1							1			
		Planning Assistant III	2	1	1	1						1			
		TOTAL	11	2	9	1	1					9			
H	19,243 - 28,408	Personnel Assistant	3		3							2	1		
6	18,720 - 27,664	Grants Program Assistant	2	1	1			1				1			
		HRA Specialist II	1	1		1									
		TOTAL	3	2	1	1	1					1			
7	18,200 - 25,731	HRA Specialist I	7	2	5	1		1				5			
		Planning Assistant II	3	1	2					1		2			
		Word Processing Coord.	1		1							1			
		HRA Client Servs Adv. I	2		2							1	1		
		Referral Assistant II	1		1							1			
		Public Info Asst. II	1		1							1			
		TOTAL	15	3	12	1		1	1			11	1		
8	16,533 - 23,371	HRA Assistant	3		3							1	1	1	
		Lead Computer Operator	1		1							1			
		Mailing List Coord.	1		1								1		
		Public Info. Asst. I	1		1							1			
		TOTAL	6		6							3	2	1	
9	14,690 - 20,765	Planning Assistant I	1		1							1			
		GBF Group Leader	1		1							1			
		Computer Oper./Data Entry	1		1							1			
		TOTAL	3		3							3			
TOTAL - PARAPROFESSIONALS/TECHNICIANS			43	9	34	5	2	1	1			29	4	1	

METROPOLITAN COUNCIL WORK FORCE UTILIZATION ANALYSIS (cont.)
(DEC. 31, 1987)

1987 Salary Range*		Class Titles	Total	Male	Female	Male					Female				
						C	B	H	A	AI	C	B	H	A	AI
OFFICE/CLERICAL															
H	\$19,243 - \$28,408	Sec. to Chair/Ex. Dir.	3		3						3				
I	18,329 - 25,904	Department Secretary (conf)	1		1						1				
7	18,200 - 25,731	Principal Account Clerk	1		1						1				
		Department Secretary	4		4						4				
		Central Services Coord.	1		1						1				
		TOTAL	6		6						6				
8	16,533 - 23,371	Secretary III	7		7						7				
		Referral Assistant I	1		1						1				
		Supply Clerk	1	1		1									
		TOTAL	9	1	8	1					8				
K	14,802 - 20,967	Secretary II, A & B (conf)	2		2						2				
9	14,690 - 20,765	Secretary II, A & B	10		10						8	1	1		
		Senior Account Clerk	2	1	1	1					1				
		Office Clerk II	1	1		1									
		TOTAL	13	2	11	2					9	1	1		
10	12,757 - 18,043	Receptionist/Switchboard Opr.	1		1						1				
		Acct. Clk. Typist/Data Entry	1		1						1				
		Central Services Clerk II	1		1								1		
		Office Clerk I	1		1						1				
		TOTAL	4		4						3		1		
TOTAL - OFFICE/CLERICAL			38	3	35	3					32	1	2		
GRAND TOTAL			202	84	118	76	2	3	3		107	6	4		

C = Caucasian; B = Black; H = Hispanic; A = Asian; AI = American Indian

* Salary ranges have not yet been established for 1988.

APPENDIX B

METROPOLITAN COUNCIL WORK FORCE UTILIZATION ANALYSIS

Table 1
WORK FORCE ANALYSIS
CHAIR'S OFFICE

AS OF: DEC. 31, 1987

(Includes temporary and part-time employees.)

Job Group	Salary Range*	All Employees				Minority Employees								Minc (%)
		Total	Male	Female	(%)	Male				Female				
						B	H	A	AI	B	H	A	AI	
Managers/ Supervisors	Ex. Dir., A,	6	4	2	(33.3%)	0	0	0	0	0	0	0	0	(0
Planning Professionals	C, 4	2	1	1	(50.0)	0	0	0	0	0	0	0	0	(0
Administrative Professionals	B-D, F,	6	3	3	(50.0)	0	0	0	0	0	0	0	0	(0
Office/Clerical	H, 9	4	0	4	(100.0)	0	0	0	0	0	0	0	0	(0
TOTALS		18	8	10	(55.6%)	0	0	0	0	0	0	0	0	(0

Overall Minority Availability: 8.1%

Overall Availability of Women: 51.7%

Total 1988 Authorized Complement = 19:

7 Managers/Supervisors
2 Planning Professionals
6 Administrative Professionals
4 Office/Clerical

* Salary ranges have not yet been established for 1988.

Table 2
WORK FORCE ANALYSIS
ADMINISTRATION DEPARTMENT

AS OF: DEC. 31, 1987

(Includes temporary and part-time employees.)

Job Group	Salary Range*	All Employees				Minority Employees								Minc (%)
		Total	Male	Female	(%)	Male				Female				
						B	H	A	AI	B	H	A	AI	
Managers/ Supervisors	B-D	7	5	2	(28.6%)	0	0	0	0	0	0	0	0	
Planning Professionals	2, 4	2	2	0	(0)	0	1	0	0	0	0	0	0	(5)
Administrative Professionals	2-5, F	10	6	4	(40.0)	0	0	1	0	1	0	0	0	(2)
Paraprofessionals/ Technicians	4, 7-9, H	10	2	8	(80.0)	0	0	0	0	1	0	0	0	(8)
Office/Clerical	7-10, I, K	13	3	10	(76.9)	0	0	0	0	0	1	0	0	
TOTALS		42	18	24	(57.1%)	0	1	1	0	2	1	0	0	(9.5)

Overall Minority Availability: 9.5%

Overall Availability of Women: 58.6%

Total 1988 Authorized Staff Complement = 45:

7 Managers/Supervisors
2 Planning Professionals
10 Administrative Professionals
11 Paraprofessionals/Technicians
15 Office/Clerical

* Salary ranges have not yet been established for 1988.

Table 3
WORK FORCE ANALYSIS
COMMUNITY SERVICES DEPARTMENT

AS OF: DEC. 31, 1987

(Includes temporary and part-time employees.*)

Job Group	Salary Range*	All Employees				Minority Employees								Minority (%)
		Total	Male	Female	(%)	Male				Female				
						B	H	A	AI	B	H	A	AI	
Managers/ Supervisors	B-C	3	1	2	(66.7%)	0	0	0	0	0	0	0	1	(33.3%)
Planning Professionals	2, 4, 5	6	2	4	(66.7%)	0	0	0	0	0	0	0	0	
Administrative Professionals	2-5	5	3	2	(40.0%)	0	0	0	0	0	0	0	0	
Paraprofessionals/ Technicians	5, 7-9	7	1	6	(85.7%)	1	0	0	0	1	0	0	0	(14.3%)
Office/Clerical	7, 9	2	0	2	(100.0%)	0	0	0	0	0	0	0	0	
TOTALS		23	7	16	(69.6%)	1	0	0	0	1	0	0	1	(9.1%)

Overall Minority Availability: 9.0%

Overall Availability of Women: 47.0%

Total 1988 Authorized Staff Complement = 24:

3 Managers/Supervisors
7 Planning Professionals
5 Administrative Professionals
7 Paraprofessionals/Technicians
2 Office/Clerical

* Salary ranges have not yet been established for 1988.

Table 4
WORK FORCE ANALYSIS
HUMAN SERVICES DEPARTMENT

AS OF: DEC. 31, 1987

(Includes temporary and part-time employees.)

Job Group	Salary Range*	All Employees				Minority Employees								Minc (%)
		Total	Male	Female	(%)	Male				Female				
						B	H	A	AI	B	H	A	AI	
Managers/ Supervisors	B-D	10	3	7	(70.0%)	0	0	0	0	0	1	0	0	(1
Planning Professionals	2, 4	13	3	10	(76.9)	0	0	0	0	0	0	0	0	
Administrative Professionals	5	1	1	0	(0)	0	0	0	0	0	0	0	0	
Paraprofessionals/ Technicians*	5-8	20	4	16	(80.0)	1	1	0	0	2	1	0	0	(2
Office/Clerical	7-9	8	0	8	(100.0)	0	0	0	0	1	1	0	0	(2
TOTALS		52	11	41	(78.8%)	1	1	0	0	3	3	0	0	(2

Overall Minority Availability: 9.1%

Overall Availability of Women: 51.4%

Total 1988 Authorized Staff Complement = 55:

10 Managers/Supervisors
15 Planning Professionals
1 Administrative Professional
20 Paraprofessionals/Technicians
9 Office/Clerical

*Salary ranges have not yet been established for 1988.

Table 5
WORK FORCE ANALYSIS
METRO SYSTEMS DEPARTMENT

AS OF: DEC. 31, 1987

(Includes temporary and part-time employees.)

Job Group	Salary Range*	All Employees				Minority Employees								Mino (%)
		Total	Male	Female	(%)	Male				Female				
						B	H	A	AI	B	H	A	AI	
Managers/ Supervisors	B, C	5	5	0	(0%)	0	1	0	0	0	0	0	0	(2
Planning Professionals	1-5	28	22	6	(21.4)	0	0	1	0	0	0	0	0	(
Paraprofessionals/ Technicians	5-7	4	2	2	(50.0)	0	0	1	0	0	0	0	0	(2
Office/Clerical	7-9	8	0	8	(100.0)	0	0	0	0	0	0	0	0	
TOTALS		45	29	15	(33.3%)	0	1	2	0	0	0	0	0	(

Overall Minority Availability: 8.4%

Overall Availability of Women: 49.0%

Total 1988 Authorized Staff Complement = 50:

8 Managers/Supervisors
30 Planning Professionals
4 Paraprofessionals/Technicians
8 Office/Clerical

* Salary ranges have not yet been established for 1988.

Table 6
WORK FORCE ANALYSIS
RESEARCH & LONG-RANGE PLANNING DEPARTMENT

AS OF: DEC. 31, 1987

(Includes temporary and part-time employees.)

Job Group	Salary Range*	All Employees				Minority Employees								Minority (%)
		Total	Male	Female	(%)	Male				Female				
						B	H	A	AI	B	H	A	AI	
Managers/ Supervisors	B-C	3	2	1	(33.3%)	0	0	0	0	0	0	0	0	0
Planning Professionals	1, 2, 4, 5	14	9	5	(35.7)	0	0	0	0	0	0	0	0	0
Paraprofessionals/ Technicians	5, 7	2	0	2	(100.0)	0	0	0	0	0	0	0	0	0
Office/Clerical	7, 8	2	0	2	(100.0)	0	0	0	0	0	0	0	0	0
TOTALS		21	11	10	(47.6%)	0	0	0	0	0	0	0	0	0

Overall Minority Availability: 8.3%

Overall Availability of Women: 45.1%

Total 1988 Authorized Staff Composition = 24:

3 Managers/Supervisors
17 Planning Professionals
2 Paraprofessionals/Technicians
2 Office/Clerical

* Salary ranges have not yet been established for 1988.

APPENDIX C

DATA USED IN AVAILABILITY ANALYSIS

Appendix C contains over 100 pages of data, primarily from the 1980 Census, which was used to develop the availability figures for women and minorities as discussed on pages 18-23. Copies of this Appendix may be obtained by contacting:

Equal Opportunity Coordinator
Metropolitan Council
300 Metro Square Building
St. Paul, Minnesota 55101
(612) 291-6575

DEFINITIONS

Affirmative Action - Action taken by the Metropolitan Council to increase the participation of protected class members in employment, citizen involvement in program planning, Council services, and business opportunities afforded by the provision of goods or services to the Council.

Bidder - An individual, partnership, joint venture or firm submitting a proposal, directly or through an authorized representative, for a contract to provide goods or services to the Council.

Equal Opportunity Grievance - A complaint alleging that the Council has been or is engaged in action that is discriminatory under current applicable federal or state statutes and regulations, local ordinances, or the Council's equal opportunity policy.

Goods and Services - All products and services, including consulting services, purchasing by the Council.

Grievant - The aggrieved party in the Equal Opportunity Grievance Procedure, which may be an individual, a group or an organization.

Handicapped or Disabled - Any person who (1) has a physical or mental impairment that substantially limits one or more of such person's major life activities; (2) has a record of such an impairment; or (3) is regarded as having such an impairment.

Minority Business Enterprise (MBE) - A business of which at least 50 percent, or 51 percent in the case of publicly owned businesses, is owned by minority group members, women or disabled persons.

Minority Group Members - Persons belonging to the following racial groups: Alaskan natives (Eskimos), American Indians, Blacks, Hispanics, and Asian and Pacific Islanders.

Prime Contractor - An individual, partnership, joint venture or firm with whom the Council contracts for the provision of goods or services.

Protected Class Members - Groups of persons (including females, minorities, the handicapped and Vietnam era veterans, especially those who are disabled) who for whatever reason may not have had equal access to employment opportunities.

Subcontractor - An individual, partnership, joint venture or firm with whom the prime contractor contracts for the provision of goods or services.