

METROPOLITAN COUNCIL

2000-2002 AFFIRMATIVE ACTION PLAN

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2000/
2002

Minn. Stat. 473.143

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RECEIVED

**AFFIRMATIVE ACTION PLAN
Transmittal Form**

MAY 1 2001

Global Metropolitan Council 2000

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ST. PAUL, MN 55155

EEO Code	EEO Job Categories/Groups	Protected Class Needs		
		Minority	Female	Disability
1A	Officials/Administrators (Executives)	X	X	
1B	Directors, Mgrs, Supv (Middle Mgr Administration)		X	
1C	Directors, Mgrs, Supv (Middle Mgr Technical)	X	X	X
1D	Directors, Mgrs, Supv (First Line Middle Mgr)	X	X	X
2A	Professionals (Administration)	X	X	X
2B	Professionals (Technical)	X	X	X
3A	Technician/Para-Professional (Administration)		X	X
3B	Technical/Para-Professional (Technical)		X	X
4	Protective Service Worker		X	X
5A	Administrative Support			X
5B	Administrative Support (Clerks)		X	X
6E	Skilled Craft (Electricians)		X	X
6I	Skilled Craft (Interceptor Serviceworker)	X	X	X
6M	Skilled Craft (Machinists/Mechanics)		X	X
6O	Skilled Craft (Operators)		X	X
6P	Skilled Craft (Pipefitters)		X	X
6S	Skilled Craft (Stationary Engineers)		X	X
6X	Skilled Craft (Bricklayers & Painters)	X	X	
8A	Service Maintenance (Interceptor Serviceworkers/aborers)		X	
8B	Service Maintenance (Transportation)		X	X

X - Need Exists

Velma Korbel

5-1-00

Velma Korbel, Manager, Diversity & Equal Opportunity Date

Marcey Lewis
Director, Office of Diversity and Equal Opportunity
7-5-00

DESIGNATION OF RESPONSIBILITIES

A. COUNCIL

Responsibilities: Set policy on affirmative action and equal opportunity.

Duties:

1. Adopt equal opportunity, affirmative action and human resources policies that are consistent with equal opportunity and affirmative action laws and regulations.
2. Adopt Affirmative Action Plan.
3. Hold Regional Administrator accountable for organizational achievement of equal opportunity and affirmative action goals.
4. Approve discrimination complaint settlements requiring board authorization.

Reports to: Governor.

B. CHAIR

Responsibilities and Duties: Provide leadership to the Council in the discussion and adoption of Council equal opportunity, affirmative action and human resources policies, and Affirmative Action Plan.

Reports to: Governor.

C. REGIONAL ADMINISTRATOR

Responsibilities: Provide executive leadership of the Council's diversity, equal opportunity and affirmative action programs.

Duties:

1. Recommend & submit equal opportunity, affirmative action and human resources policies, and an Affirmative Action Plan to the Metropolitan Council.
2. Issue administrative procedures that implement Council affirmative action/equal opportunity policies.
3. Ensure that the Council's work atmosphere and delivery of public services are free of discriminatory harassment and inappropriate behavior.

4. Establish management/supervisory accountability, assess manager performance for engaging in nondiscriminatory employment practices and achieving affirmative action objectives in their work units.
5. Authorize hiring in accordance with affirmative action goals and equal employment opportunity principles.
6. Ensure organization-wide consistency of corrective action when discrimination complaints are substantiated. Approve corrective action requiring Regional Administrator authorization; obtain Council approval when board authorization is needed.
7. Review and decide appeals of complaint investigations relating to discriminatory reprisal.
8. Appoint the chair and members of the Diversity Committee, in consultation with the Executive Management Team.
9. Appoint Diversity Manager.

Reports to: Metropolitan Council.

D. ASSOCIATE REGIONAL ADMINISTRATOR

Responsibilities and Duties: Perform responsibilities and duties of Regional Administrator in his/her absence.

Reports to: Regional Administrator.

E. COUNCIL DIVISION DIRECTORS, GENERAL MANAGERS

Responsibilities: Manage the division/operating unit in accordance with diversity, equal opportunity, and affirmative action principles, policies and procedures.

Duties:

1. Direct strategies for meeting diversity, affirmative action, and equal opportunity objectives within the division/operating unit.
2. Recommend diversity, equal opportunity and affirmative action strategies to the Regional Administrator.
3. Identify barriers to equal opportunity/affirmative action within the division/operating unit, and take or recommend corrective action.

4. Establish management/supervisory accountability, assess manager performance within the division/operating unit for meeting affirmative action/equal opportunity objectives.
5. Approve hiring recommendations in accordance with affirmative action goals and equal employment opportunity principles.
6. Ensure division/operating unit consistency of corrective action when discrimination complaints are substantiated. Approve corrective action requiring division director/general manager authorization.
7. Provide support and resources to Diversity Manager and management/supervisory staff to facilitate success of the equal opportunity program.

Reports to: Regional Administrator.

F. MANAGER, DIVERSITY/EQUAL OPPORTUNITY (AFFIRMATIVE ACTION OFFICER)

Responsibilities: Manage the Council's diversity, affirmative action and equal opportunity programs.

Duties:

1. Develop and implement the Affirmative Action/Equal Opportunity Plan.
2. Develop and recommend EEO/Diversity Policies and Procedures.
3. Ensure Council compliance with equal opportunity and affirmative action laws, regulations and agency policies.
4. Develop strategies, in collaboration with Human Resources and management staff, for the recruitment of women, people of color and person's with disabilities and disabled and Vietnam era Veterans.
5. Review the selection criteria used in the staffing process including minimum qualifications, interview questions and written tests to ensure a nondiscriminatory hiring process. Concur on all job hiring recommendations having an affirmative action goal.
6. Investigate and manage the investigation of discrimination complaints and assist management in developing corrective actions when discrimination complaints are substantiated.

7. Facilitate resolution of conflicts relating to diversity, including informal discrimination complaints.
8. Design and manage the equal opportunity and affirmative action auditing and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed.
9. Assist management in collecting and analyzing employment data, identifying problem areas and setting goals, timetables and programs to achieve these goals.
10. Meet periodically with the Regional Administrator, Executive Management Team members and management/supervisory staff to report on organizational and work unit performance related to the agency's affirmative action/equal opportunity goals.
11. Consult with and support all levels of management regarding issues and concerns related to diversity.
12. Identify, design and provide diversity, affirmative action and equal opportunity training.
13. Serve as the agency's ADA Coordinator and manage the reasonable accommodation/workplace adjustment process. Coordinate the ADA Title II grievance procedure.
14. Provide leadership to employee-based diversity committee and sub-committees and task forces.
15. Serve as the agency liaison to State, Federal and local governments, regulatory agencies and community organizations that serve women, people of color, person's with disabilities and veterans.
16. Recommend and help implement mechanisms for communicating the Council's Affirmative Action/Equal Opportunity Plan, policies and procedures and progress reports.
17. In concert with the Legal Department, disseminate legal updates related to equal opportunity and affirmative action to the agency managers and supervisors.
18. Manage the work of the Office of Diversity staff.

Reports to: Regional Administrator
(Metropolitan Council Senior Operating Officer)

G. HUMAN RESOURCES DIRECTOR/HUMAN RESOURCES MANAGERS

Responsibilities: Develop, recommend and administer a human resources system that is consistent with and promotes diversity, equal opportunity and affirmative action objectives.

Duties:

1. Develop and recommend Council human resources policies, procedures and programs that integrate diversity, equal opportunity and affirmative action principles and objectives.
2. Administer human resources programs, policies and procedures in accordance with current applicable federal, state and local statutes and regulations, and the Council's AAP.
3. Advise managers and supervisors to ensure that personnel actions taken are consistent with equal opportunity/affirmative action principles.
4. Develop and implement HRIS system. Provide data for equal employment opportunity and affirmative action reports and audits.
5. In concert with the Diversity Manager, advise management staff on appropriate corrective action when discrimination complaints are substantiated through investigations.
6. Collaborate with Office of Diversity to identify, develop and conduct training relating to diversity issues.

Reports to: Human Resources Director to the Regional Administrator and Associate Regional Administrator; MCES Human Resources Manager to Division Director; Metro Transit Human Resources Manager to General Manager.

H. MANAGEMENT/SUPERVISORY STAFF

Responsibilities: Manage work unit in accord with diversity, equal opportunity and affirmative action policies and plan.

Duties:

1. Actively support the Council in developing, implementing and achieving its affirmative action/equal opportunity goals, including the prevention of harassment and discrimination in the workplace.
2. Take prompt and appropriate action upon learning of a possible violation of the agency's Discriminatory Harassment and Inappropriate Behavior Policy in accordance with the agency procedures.

3. Cooperate in discrimination complaint investigations and take remedial actions as needed to address problems identified in the complaint process.
4. Address conflicts related to diversity issues including initiating and participating in the informal complaint process.
5. In collaboration with the Office of Diversity & Equal Opportunity, represent the Council on outreach initiatives with community organizations serving women, people of color, persons with disabilities and veterans.
6. Participate in agency audits including employment practices, facility ADA compliance and display of EEO poster and agency diversity policies and procedures.
7. Assist the Diversity office and senior management staff in identifying agency and work unit problem areas and establishing agency and work unit goals and objectives.
8. Participate in regular meetings with other managers, supervisors and employees to assure that the agency's diversity policies and procedures are communicated and being followed.
9. As needed, review the qualifications of all unit employees to assure that persons of color, women, people with disabilities and disabled and Vietnam era veterans are given full opportunities in all terms and conditions of employment, e.g. transfers, promotion and training.
10. Ensure all unit employees have access to career counseling and career development opportunities.
11. Assist the Office of Diversity in developing and implementing diversity training.

Reports to: Through chain of command to Council General Managers, Division Directors, Regional Administrator.

I. LEGAL COUNSEL

Responsibilities: Provide legal advice to management, Diversity and Human Resources staff on legal compliance with equal opportunity/affirmative action requirements; federal and state laws and regulations.

Duties:

1. Provide ongoing legal advice to the Regional Administrator, all management staff, Diversity and Human Resources Offices, on equal opportunity and affirmative action legal requirements and case law.

2. Advise Diversity and management/supervisory staff during the handling of discrimination complaints on laws, regulations, Council policy, court cases and administrative decisions by enforcement agencies, and standards for determining whether a claim of discrimination is substantiated.
3. Prepare responses to discrimination charges filed with enforcement agencies.

Reports to: Council.

J. DIVERSITY COMMITTEE

Responsibilities: Provide assistance and feedback to the Diversity Office on the development and implementation of diversity initiatives including the Affirmative Action Plan.

Duties:

- 1) Assist the manager and staff of the Office of Diversity & Equal Opportunity in the development, review and evaluation of the Diversity Program, including the Affirmative Action Plan.
- 2) Promote an understanding of the concepts, principles, objectives and goals of the Diversity Program.
- 3) Encourage communication between employees and management (i.e. Division Directors, General Managers and the Regional Administrator).
- 4) Advise the Manager, Office of Diversity and Equal Opportunity on all diversity areas of concern.
- 5) Participate in community outreach, recruiting and retention and other special events.
- 6) Be knowledgeable of and support the Office of Diversity and Equal Opportunity goals and performance objectives.
- 7) Assist the Office of Diversity and Equal Opportunity and Human Resources staff with identifying training and development in areas related to diversity awareness.
- 8) Serve as a change agent in promoting the Council's goals of achieving a work environment free of harassment and discrimination and becoming an employer of choice.
- 9) Perform other duties as assigned.

Reports to: Manager, Diversity & Equal Opportunity

K. EMPLOYEES

Responsibilities and Duties: To support the affirmative action program and to apply the principles of equal opportunity and diversity in their day-to-day work.

Reports to: Management/supervisory staff.

COMMUNICATION/DISSEMINATION PLAN

The dissemination of the AAP is essential to the implementation of the program. This will be accomplished by the Office of Diversity as follows:

A. INTERNAL

1. All employees will receive a copy of the full plan.
2. A copy of the AAP will be posted on the Council's intranet Diversity webpage.
3. Copies of the AAP will be available to all employees from the Office of Diversity, their manager, the Regional Data Center and the Council Library.
4. The Diversity Manager will meet with the Executive Management Team to discuss the plan at least semi-annually.
5. The Council Division Directors will review the plan with their respective senior managers.
6. Managers and supervisors will be responsible for distributing the plan to their employees.
7. Managers and supervisors will receive training on the implementation of the AA plan which will include training in how to handle alleged acts of discrimination in the workplace.

B. EXTERNAL

1. Information regarding Council adoption of the revised plan will be included in appropriate Council publications.
2. All advertisement, job opening announcements, stationery, invoices, contracts, leases, and purchase orders include the "Equal Opportunity/Affirmative Action Employer" legend.
3. An EO policy statement is included in all Council written contracts.
4. Community resources and recruitment resources are notified of the agency's EO/AA policy and plan. They shall also receive on an ongoing basis, information regarding job opportunities.
5. A copy of the AAP will be posted on the Council's internet webpage (www.metrocouncil.org).

RECRUITMENT/RETENTION AND PROMOTION PLAN

OBJECTIVE: To plan and implement aggressive recruitment, retention and promotion strategies.

PHILOSOPHY

This plan supports the Metropolitan Council's policy of providing a work atmosphere and delivering public services in a manner that is free of discriminatory harassment and inappropriate behavior. The Council's ability to fulfill its mission hinges on the competency, motivation and commitment of staff who work in the organization. Recruitment and retention of the staff are key processes, the quality of which directly determines the business outcome. As a service organization, our people drive all functions of the organization.

All Council staff must share the mission of the organization. Staff must be equipped with educational and training credentials, experience, personal skills, and values to work in their assigned capacity so cooperation, creativity and the opportunity to contribute are enhanced. As an organization, the Council respects each individual's ability to contribute. By creating a culture with respect for those with whom we work and interact, where learning is reinforced and values shared, we believe that feelings of personal and professional fulfillment and job security are enhanced.

RECRUITMENT

Under the recruitment plan, an important consideration is whether external recruitment will be necessary in order to generate protected group applicants to assist the Council in meeting an Affirmative Action (AA) need. The Council's staffing plan drives its recruitment efforts. The identified hiring needs are derived from the variance between staffing levels approved during the budgeting process, business necessity, and actual levels of staff in the organization. The number and skill mix of personnel reflect the Council's management assessment of human resource needs reached after evaluation of

services to be provided based on feedback from customers, analysis of operating realities and fiscal goals.

The Human Resources (HR) Department coordinates all recruitment efforts. HR generalists work with hiring managers and Office of Diversity and Equal Opportunity (ODEO) staff throughout the recruitment process. The Council believes that competent, qualified staff, who reflect a strong work ethic and desire to contribute to our mission, are critical to our success. Recruitment efforts are implemented both internally (through job transfer and promotion), as well as, externally (through the hiring of staff new to the organization). These efforts are carried out in accordance with Council administrative policies and procedures.

The hiring process begins when the hiring manager and HR representative initiate a personnel requisition for a job opening. During the pre-advertisement period, the Diversity staff reviews, signs, and annotates on the requisition whether there are any under-represented groups as reflected in the current AA plan.

External

An affirmative, proactive recruitment strategy will be developed for each externally recruited job opening. The strategy will include the following measures:

The Diversity Staff will develop and maintain a mailing list of recruitment sources capable of referring protected group applicants. When a job opening is announced notice will be sent to those recruitment sources that have been identified as providing the most qualified and diverse applicant pool. The Diversity and HR staff and the hiring manager will jointly develop an AA recruitment strategy tailored to each specific job opening. Job openings will be advertised in media with large audiences among protected classes. Job openings will include the job title, brief job description, essential qualifications, starting

salary or salary range, application deadline, and instructions on how to apply. All job openings will include the statement, "An Equal Opportunity Employer."

The Diversity staff and HR staff will periodically attend local job fairs that have a protected group focus. The Diversity staff, HR staff, and Council managers and supervisors may also engage in other affirmative recruitment strategies at the local, regional or national level to attract candidates from under-represented, protected groups. In such instances, the HR Department remains as the focal point for coordinating these efforts.

The Council shall act affirmatively to recruit and hire students who are women, minorities, and persons with disabilities into Council internships to provide protected group students the opportunity to gain skills that will help qualify them for possible future employment with the Council.

Internal

All applicants for employment must complete an application. The application provides information required to evaluate the potential match in skills and work history. It secures authorization to check references, an applicant's background, and credentials. New-hires and current employees who meet minimum qualifications and pass prescribed tests, where applicable and who compete for promotion and transfer opportunities are interviewed. When an extremely high number of applicants apply for a job opening where a single or relatively few positions are to be filled, the HR Department will establish an interview cutoff score based on objective criteria. The interview process results in a recommendation for hire. At this point reference checks, medical clearance, salary determination, orientation schedule, and start date must be finalized. HR representatives will communicate this information to the applicant. The HR Department will also notify those applicants who did not receive an interview opportunity and those who were interviewed but not hired of their status. This

notification will include an invitation to continue expressing an interest in employment opportunities with the Council and an expression of appreciation for already having done so.

Notices of job openings will be posted prominently on all bulletin boards for 10 working days to encourage employees to apply for positions for which they meet the essential qualifications. HR staff will also provide notices of all job openings to the Diversity staff. The Diversity staff will make themselves available to provide information and encouragement to employees seeking job advancement and career opportunities.

When recruitment needs dictate, efforts in addition to those listed above are implemented to enhance targeted recruitment efforts. These measures occur when the availability of qualified applicants is limited and a more focused recruitment effort is needed. Additional actions include the use of mailing list, mass mailings, public service radio announcements, community resources (schools, churches, civic and professional associations, etc.) outreach opportunities, networking, and contacts.

Recruitment Strategies

Job Fairs

Each quarter of the calendar year, the ODEO will attend at least one major job fair that targets protected group populations. This attendance will serve to place special emphasis on those populations where under-representation exists.

Resume Books

The Diversity staff will partner with its primary recruitment sources to establish and maintain resume books, where applicable. The resume books will be maintained and kept current. The goal is to work with the respective recruitment source staff to ensure that the resume books are updated on a quarterly basis. As specific job openings become available, HR and Diversity staff will contact the recruitment sources to obtain resumes

that match the particular job opening. Diversity staff will periodically visit the recruitment sources to maintain a good working relationship with the staff and those individuals responsible for maintaining the resume books. Diversity staff will work with the HR staff to track and measure the rate of success of applicants identified and hired from the recruitment source resume books. In those instances where it is not practical for a particular recruitment source to maintain a resume book because of logistical reasons, the nature of the customers served, or for some other reasons, we will encourage the recruitment source staff to have applicants complete an application on the spot. Job books will serve as a central location for applicants without access to a computer to review current job openings.

Mailing Lists

Early on during the hiring process when the HR Generalist, the hiring manager, and the Diversity staff develop the recruitment strategy, they will coordinate in constructing the tailored mailing list. The purpose is to ensure that the mailing list is appropriate for that specific position. The job opening will be distributed to the recruitment sources on the respective lists with the intent of reaching the under-represented group to ensure that the process produces the most diverse applicant pool possible.

Advertising

In addition to advertising specific job openings in the major twin cities and area minority newspapers, the Council will invest additional resources to include advertisements in regional and national newspapers and publications (as appropriate), when targeted recruitment is needed to expand the applicant pool of qualified, under-represented, protected groups. HR staff, Diversity staff, and the hiring manager will determine the need for this more extensive advertisement on a case-by-case basis.

We will take advantage of radio and television recruitment opportunities through reduced cost and free opportunities such as public service announcements and special promotions. During job fairs and community outreach events, ODEO will solicit the help of current protected group employees to provide "testimonials" in telling their stories about their

jobs and experiences at the Council. The use of “testimonials” will serve to further promote the Council as an employer of choice.

Visibility

The ODEO, the HR Department, and other council program staff will continue to partner in representing the Council at community events such as: Cinco de Mayo, Juneteenth, the Hmong Soccer Tournament, and other activities as identified by the Council’s Diversity Committee. Managers will encourage staff who have not had exposure to these communities to accompany them to these events.

Contacts

The Diversity staff will make personal visits to organizations in the local area to strengthen the Council’s current relationships with community partners and to develop additional opportunities. Incentives will be provided for Council staff who volunteers to conduct informational sessions, participate in external mentorship programs, and serve on business advisory committees in community social service organizations. We will target those resources with emphasis on under-represented populations and for positions where there are limited applicant pools. The goal of this strategy is to increase the regular referral of job applicants by community agencies.

Computer Posting

The ODEO will work with the HR Department and Information Services to expand our web page in listing our career opportunities and promoting the Council as an employer of choice.

Recruitment Source Effectiveness

The ODEO will meet with the HR staff on a quarterly basis to review and analyze the effectiveness of the recruitment source list. We will pay particular attention to the number of applicants referred, the number of applicants hired, and the overall level of activity with the respective recruitment source. Since most organizations experience periodic change, the recruitment source list serves as a living, dynamic document.

RETENTION

Retaining the talents and energy of our staff is critical to the success of the Council. Our ability to attract and retain our valued workforce and customer base affects our bottom line and is ultimately a measure of our success. Tenure is valued as long as it does not signify complacency or a level of comfort without commitment to openness for change. Change is reflected in two key activities – educational pursuit and career mobility. The Council facilitates the transfer and promotion of its staff throughout the organization, recognizing that the temporary inefficiencies of the internal turnover are offset by the growth of staff who are already knowledgeable about Council operations and committed to organizational values and mission. The Council through its tuition reimbursement policies supports seminar participation and other training opportunities that result in the attainment of new knowledge and skills.

The compensations program is reviewed periodically to ensure that staff members do not voluntarily end employment due to shortfalls in this area. Benefits and salary scales are structured to reward Council employees who contribute to the accomplishment of the Council's mission. The Council does recognize that turnover is natural and healthy for an organization. This allows for the recruitment of new staff, people whose talents may be new to the organization and from whom we can learn and improve. The departure of staff who do not function consistent with organizational norms is not cause for alarm.

Retention Strategies

- Identify and eliminate barriers that inhibit career advancement for protected class groups.
- Design and implement a Superprep Program targeted to improve workforce skills and diversity representation by selecting and grooming qualified employees wishing to advance to management level.

- Implement exit interviews to review patterns of turnover to determine if contributing factors are unique or reflect organizational problems that need to be addressed.
- Partner with managers throughout the Council to give them a tool kit that will provide them with proven strategies to help employees manage their careers.

Note: See appendix 6 for recruitment sources.

PROMOTIONS

The primary purpose of the strategies and initiatives in the promotion plan is to provide all employees within the Council the opportunity to acquire the requisite knowledge, skills, and abilities in order to position themselves for future promotions, career enhancing opportunities and positions of increased responsibility. Among these initiatives, the Council will make available opportunities such as internship programs, developmental assignments and training programs, and upward mobility programs.

The Council believes that learning and development are essential components of work performance and are directly linked to the achievement of agency mission, goals, strategic planning, workforce planning and providing service to the public. Managers and employees share a mutual responsibility in determining their learning and development needs. Identifying the work goals, knowledge and skills necessary to achieve these goals is directly linked to promotion planning.

In addition to establishing systems and constantly monitoring turnover rates to measure whether there is a higher turnover among protected class employees, the Council will develop and refine strategies to correct all identified problems in this area.

The performance appraisal discussion and the numerous opportunities to provide ongoing feedback on performance throughout the rating period are directly linked to the primary purpose of providing all employees the opportunity to acquire the requisite knowledge, skills, and abilities to position themselves for promotional opportunities.

The Learning and Organization Development (LOD) unit works with divisions and business units to identify broad agency learning needs, provides learning opportunities for employees, measures performance improvement results, and tracks participation in the various learning and development opportunities.

In addition to offering internal and external learning opportunities (such as seminars, workshops and conferences), the Council provides tuition reimbursement and continuing education through accredited colleges and universities. There are two options. Required/Level 1 training allows employees to participate in continuing education on paid time. Generally, Essential/Level 2 training must be done on the employee's on time. All full and part-time regular employees who have successfully completed their probationary period are eligible to participate.

The LOD unit has put together a number of programs which provide employees the opportunity to develop professionally and personally. The unit provides employees and managers with tools to assist them in entering into meaningful development discussions. The LOD unit also has developed specific training curricula in a number of areas, and has established an Individual Learning Center where employees can take advantage of a number of learning aids and work at their own pace.

1999 RECRUITMENT SOURCE LIST

Organization	Phone/Fax	Target Audience
Asian-Pacific Minnesotans, Council on POC: Ilean Her 200 Aurora Avenue, Ste. 100 St. Paul, MN 55103	(651) 296-0538 Fax: 297-8735	Minorities
Minneapolis American Indian Center, AIOIC/JTPA POC: Don Clark, Job Developer 1845 East Franklin Avenue Minneapolis, MN 55404	(612) 341-3358, x115	Minorities
Black Minnesotans, Council on 2233 University Avenue, St. 426 POC: Lester Collins St. Paul, MN 55114	(651) 642-0811 Fax: 643-3590	Minorities
Catholic Charities Women's Employment Project POC: Lole Lossing 2104 Stevens Avenue South Minneapolis, MN 55404	(612) 872-8777	Women
Catholic Charities Seaton Services for Women and Families POC: Mary Morris Leadholm 1276 University Avenue St. Paul, MN 55104	(651) 641-1180	Women
Center for Asians & Pacific Islanders POC: Kia Siong, Job Developer 3720 East Lake Street, Ste. 200 Minneapolis, MN 55406	(612) 721-0122 Fax: 721-7054	Women/Minorities
Centro Culturo Chicano POC: Warren Herrera 1915 Chicago Avenue South Minneapolis, MN 55404	(612) 870-4301	Minorities

Chart/Wedco (Women's Venture) POC: Karla Melvin 2324 University Avenue, Ste. 200 St. Paul, MN 55114	(651) 646-3808	Women
Chicano Latino Affairs Council Council of Spanish Speaking Affairs POC: Rachael Rimerez 555 Park St., Ste. 408 St. Paul, MN 55103	(651) 296-9587	Minorities
Chicano/Latinos Unidos En Servicio (CLUES) POC: Jerry Uribe 2110 Nicollet Avenue South Minneapolis, MN 55404	(612) 871-0200 Fax: 871-1058	Minorities
Chicano/Latinos Unidso En Servicio (CLUES) 220 So. Robert Street Westport Building, Ste. 103 St. Paul, MN 55107	(651) 292-0117 Fax: 292-0347	Minorities
Chrysallis – A Center for Women POC: Tonya Gajewski 2650 Nicollet Avenue South Minneapolis, MN 55408	(612) 871-0118	Women
DESTINE POC: Joyce Jackson P.O. Box 327 Circle Pines, MN 55014	(612) 783-0017 Fax: 783-1325	Disabilities
Eastside Neighborhood Services POC: Angie Vocalino 1929 Second Street, N.E. Minneapolis, MN 55418	(612) 781-6011	Women/Minorities
Employment Action Center POC: Hugo Guzman 6715 Minnetonka Blvd. St. Louis Park, MN 55426	(612) 925-9195 Fax: 924-1295	Women/Minorities/ Disabilities

Families Working Together POC: Kyle Palmer Colwell Building 123 North 3 rd . St., Ste. 702 Minneapolis, MN 55401	(612) 341-2680 Fax: 341-2760	Women/Minorities/ Disabilities
Goodwill Industries Inc. Easter Seal Society of Minnesota POC: Michael Wirth-Davis 2543 Como Avenue St. Paul, MN 55108	(651) 646-2951 Fax: 649-0302	Disabilities
LAO Family Community Center POC: Yeh Vang 320 University Avenue St. Paul, MN 55103	(612) 221-0069	Minorities
Mille Lacs Band of Ojibwe Indians POC: Benjamin Robertson 1433 E. Franklin Avenue Minneapolis, MN 55404	(612) 872-1424 Fax: 872-1257	Minorities
Minneapolis American Indian Center/JPTA POC: Theresa Cox 1530 East Franklin Avenue Minneapolis, MN 55404	(612) 879-1710	Minorities
Minneapolis Urban League POC: Shirley Neals 2000 Plymouth Avenue North Minneapolis, MN 55411	(612) 302-3111 Fax: 521-8513	Minorities
Minnesota State Council on Disability* 121 E. 7 th Place, Ste. 107 St. Paul, MN 55101	(651) 205-4565 Fax: 296-5935	Disabilities
National Association for the Advancement of Colored People (NAACP) POC: Beverly Thompson 310 East 38 th . Street, Ste. 136 Minneapolis, MN 55409	(612) 822-8205 Fax: 822-2524	Minorities

National Association for the Advancement of Colored People (NAACP) POC: Louise Woods 1060 Central Avenue W. St. Paul, MN 55102	(651) 649-0520 Fax: 227-6962	Minorities
New Unity Center POC: Velma Whitehead 2507 Fremont Avenue South Minneapolis, MN 55411	(612) 529-9267	Minorities
Out Front Minnesota – Gay and Lesbian Community Action Council POC: Doug Saderhart 310 E. 38 th . Street, #204 Minneapolis, MN 55409	(612) 822-0127 Fax: 822-8786	Women/Minorities/ Disabilities
Phillips Community Development Corporation POC: Kelly Milam 1014 East Franklin Minneapolis, MN 55404	(612) 871-2122 Fax: 871-8131	Minority
Pillsbury United Neighborhood POC: Francisco Segovia 420 15 th Avenue South Minneapolis, MN 55454	(612) 338-5282 Fax: 338-8421	Women/Minorities
Ramsey Action Programs POC: Ike Welborn Bigelow Building 450 N. Syndicate Street St. Paul, MN 55104	(651) 645-6631	Minorities/Disabilities
Sabathani Community Center POC: Judy Schaufler 310 East 38 th Street Minneapolis, MN 55409	(612) 827-5981 Fax: 824-0791	Women/Minorities/ Disabilities
St. Paul Urban League POC: Richard Rolle 401 Selby Avenue St. Paul, MN 55102	(651) 224-5771 Fax: 224-8009	Minorities

St. Paul Workforce Center POC: Esther Ruiz 494 Sibley Street St. Paul, MN 55101	(651) 228-3283	Women/Minorities/ Disabilities
Sister Kenny Institute POC: Sarah Leiser 800 East 28 th Street Minneapolis, MN 55407	(612) 863-8941 Fax: 836-8942	Women/Minorities/ Disabilities
Upper Midwest American Indian Center POC: Gertrude Buckanaga 1036 West Broadway Minneapolis, MN 55411	(612) 522-4436 Fax: 522-8855	Minorities
Vet Center POC: Mark Manolis 2480 University Avenue St. Paul, MN 55114	(651) 644-4022 Fax: 725-2234	All Veterans
WINGS POC: Julie Benthin-Kizlik 3200 Penn Avenue North Minneapolis, MN 55412	(612) 521-8750	Women
Women Venture POC: Laura Menning 2324 University Avenue, Ste. 200 St. Paul, MN 55114	(651) 646-3808 Fax: 641-7223	Women/Minorities
Working Opportunities for Women (WOW) POC: Yvett Olendorf 2700 University Ave. West, Ste. 12 St. Paul, MN 55144	(651) 647-9961	Women/Minorities

* The Minnesota State Council on Disability disseminates job announcements throughout the state to organizations of and for Persons with Disabilities.

Area Media Serving Communities of Color

<u>Media</u>	<u>Description</u>
Media Serving African Americans	
<u>Insight News</u> , Minneapolis, St. Paul Southside and Greater Minnesota Editions 1815 Bryant Avenue North (612) 588-1313 FAX (612) 588-0048 ATTN: Brandt Williams, Executive Editor	Metropolitan and Greater Minnesota based weekly newspaper, free distribution
<u>Minneapolis Spokesman/St. Paul Recorder</u> 3744 Fourth Avenue South Minneapolis, MN 55409 (612) 827-0577 ATTN: Launa Newman, Editor	Metropolitan based weekly newspaper, paid circulation
<u>KMOJ Radio</u> 501 Bryant Avenue North Minneapolis, MN 55405 (612) 377-0549 FAX (612) 377-6919 ATTN: Paulie Larson, Station Manager	Metropolitan based youth oriented radio station
<u>WRNB/CBL5 – FM Radio</u> 1004 Marquette Avenue, Suite 202 Minneapolis, MN 55403 (612) 341-3912 FAX (612) 341-3912 ATTN: Pete Rhodes, Director	Cable FM radio station, adult R and B and public affairs
<u>Satban Communications Corp./African American Chronicle</u> P.O. Box 6054 Minneapolis, MN 55406 (612) 722 2814 ATTN: Rashad Hasan, Executive Producer	Metropolitan based cable TV show; Chronicle is an annual publication
<u>Solid Gold Soul Radio</u> P.O. Box 36130 (612) 836-1041 Minneapolis, MN 55435	Twin Cities urban radio sta- tion

Media Serving Latinos

Al Dia Newsletter

Chicano Latino Affairs Council
555 Park Street, Suite 408
St. Paul, MN 55103
(612) 296-9537
FAX: (612) 297-1297
ATTN: Margarita Zalamea, Executive Director

Statewide monthly newsletter

Connections to the Americas Newsletter

Resource Center of the Americas
317 17th Avenue Southeast
Minneapolis, MN 55408
(612) 627-9445
FAX: (612) 627-9450

Statewide monthly newsletter

KBEM – 88.5 FM

Brisas Latinas
1555 James Avenue North
Minneapolis, MN
(612) 627-2833

Program in Spanish, Sunday,
3-5pm

KFAI-FM 90.3

Riverside Avenue
Minneapolis, MN
(612) 341-3144

Program in Spanish, Monday,
3pm

KNOW-FM 91.1

45 East 7th Street
St. Paul, MN
(612) 290-1424

Program in Spanish,
Saturday, 11pm

La Prensa

417 University Avenue
St. Paul, MN 55103
(612) 224-0404
FAX (612) 224-0098
ATTN: Mario Duarte

Statewide bilingual monthly
newspaper, free distribution

La Voz

P.O. Box 19206
Minneapolis, MN 55419
(612) 825-1490
ATTN: David Ramirez, Editor

Statewide bilingual monthly
newspaper

Hispanic Pages

2950 Fourth Avenue South, Suite 7
Minneapolis, MN 55408
(612) 827-6328
FAX (612) 824-4276
ATTN: Gustavo Monter, Editor

Metropolitan based monthly
magazine, free distribution

Persona Hispana

c/o Latin Productions
P.O. Box 581546
Minneapolis, MN 55458
(612) 623-4305
FAX: (612) 623-4305
ATTN: Jose Chiniros

Metropolitan based monthly
magazine

Visiones La Voz De La Comunidad

2025 Nicollet Avenue South
Minneapolis, MN 55404
(612) 874-1412
FAX: (612) 874-8149
ATTN: Ernesto Avila Martinez, Editor

Metropolitan based monthly
publication, free distribution

**Working Together: Labor Report on the
Americas Newsletter**

Resource Center of the Americas
317 17th Avenue Southeast
Minneapolis, MN 55414
(612) 627-9445
FAX: (612) 627-9450

Statewide monthly newsletter

Median Serving American Indians

Native American Press

105 South Fifth Street
Suite 1810
Minneapolis, MN 55402
(612) 851-0010
FAX: (612) 851-0040
ATTN: Bill Lawrence, Editor

Metropolitan based weekly
newspaper, free distribution

The Circle

C/o Minneapolis American Indian Center
1530 East Franklin Avenue
Minneapolis, MN 55404
(612) 879-1760
FAX: (612) 879-1712
ATTN: Joe Allen, Editor

Metropolitan based monthly
newspaper, free distribution

Media Serving Asians**Asian American Press**

417 University Avenue
St. Paul, MN 55103
(612) 224-6570
FAX: (612) 224-7032
ATTN: Nghi Huynh, Editor/Publisher

Metropolitan based weekly
newspaper

Asian Pages

P.O. Box 11932
St. Paul, MN 55111
(612) 869-1232
FAX: (612) 869-1044
ATTN: Cheryl Weiberg, Managing Editor

Metropolitan based bi-
monthly, free distribution

Hmong American Journal

27 Empire Drive, Suite 108
St. Paul, MN 55103
(612) 222-4989
FAX: (612) 223-8604
ATTN: Kao Lee, Publisher

Metropolitan based bi-
monthly, free distribution

Ywj Pheez

(The Hmong Free Press)
P.O. Box 14931
Minneapolis, MN 55414
(612) 789-0377
FAX: (612) 789-0377
ATTN: Yee Chang, Editor in Chief

Metropolitan based monthly
newspaper, free distribution

Colleges and Universities

Augsburg College

2211 Riverside Avenue South
Minneapolis, MN 55454
Office of Pan African Student Services
(612) 330-1022

Century College

3300 Century Avenue
White Bear Lake, MN 55110
Chuck Movatny
(612) 779-3200

College of St. Catherine

2004 Randolph Avenue
St. Paul, MN 55105
Ellen Richter-Norgel, Career Development Office
(651) 690-8890

Concordia University

275 North Syndicate
St. Paul, MN 55104
Rosie Braun, Student Job Placement
(651) 641-8708

Dakota County Technical College

1300 East 145th Street
Rosemont, MN 55068
Karin Halvorson, Student Services
(651) 423-8217

Dunwoody Industrial Institute

818 Dunwoody Boulevard
Minneapolis, MN 55403
Dennis Kenison or Marilyn Clemens, Placement
(612) 374-5800

Hamline University

1536 Hewitt Avenue
St. Paul, MN 55104
Starletta Barber Poindexter, Director
(651) 523-2423

Hennepin Technical College

9200 Flying Cloud Drive
Eden Prairie, MN 55347
Mike Shateberger, Job Placement
(612) 550-3133

Macalester College

1600 Grand Avenue
St. Paul, MN 55105
James Robinson, Director
Multi Cultural Affairs
(651) 696-6258

Metro State University

700 East 7th Street
St. Paul, MN 55106
Carol Lowe, Director of Career Services
(651) 772-7777

Minneapolis Technical College

1501 Hennepin Avenue South
Minneapolis, MN 55403
Lucy Kennedy, Placement Director
(612) 341-7000

Normandale Community College

9700 France Avenue South
Bloomington, MN 55431
Ken Bursaw
(612) 832-6000

St. Paul Technical College

235 Marshall Avenue
St. Paul, MN 55102
(651) 221-1300
Darcell Hill or Roberto Acosta Vocational Advisors

University of Minnesota

American Indian Learning Resource Center
125 Fraser Hall
106 Pleasant Street S.E.
Minneapolis, MN 55455
Roxanne Gould
(612) 624-2555

University of Minnesota

African American Learning Resource Center
323 Walter Library
117 Pleasant Street S.E.
Minneapolis, MN 55455
Sue Hanack
(612) 625-1363

University of Minnesota

Asian Pacific American Learning Resource Center
306 Walter Library
117 Pleasant Street S.E.
Minneapolis, MN 55455
Carolyn Noyematsu
(612) 624-2317

University of Minnesota

Chicano Latino Learning Resource Center
332 Walter Library
117 Pleasant Street S.E.
Minneapolis, MN 55455
Manuel Guererro
(612) 625-6013

University of St. Thomas

2115 Summit Avenue
St. Paul, MN 55105
Mail #5020 (Job Posting Only)
(651) 962-5000

2000 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
1A	Officials & Administrators (Executives)	14	3	11	3	1		1		
	Percent of total	100.00%	21.43%	78.57%	21.43%	7.14%				
	Availability		31.55%		12.80%	9.86%				
	Underutilization		1.417	-11	-1.208	0.3804				
			1		N	1				
	Anticipated Openings 2000	2								
	Numerical Goals 2000	1	1							
1B	Directors, Managers, Supervisors (Middle Man Administration)	37	13	24	6	5	2		2	1
	Percent of total	100.00%	35.14%	64.86%	16.22%	13.51%				
	Availability		38.67%		12.80%	7.95%				
	Underutilization		1.3079	-24	-1.264	-2.0585				
			1		N	N				
	Anticipated Openings 2000	3								
	Numerical Goals 2000	1	1							
1C	Directors, Managers, Supervisors (Middle Man Technical)	36	3	33	4	1	1			
	Percent of total	100.00%	8.33%	91.67%	11.11%	2.78%				
	Availability		27.25%		12.80%	8.76%				
	Underutilization		6.81	-33.00	0.61	2.15				
			7		1	2				
	Anticipated Openings 2000	3								
	Numerical Goals 2000	2	1			1				

2000 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
1D	Directors, Managers, Supervisors (First Line Middle Man)	188	37	151	6	11	7	3	1	
	Percent of total	100.00%	19.68%	80.32%	3.19%	5.85%				
	Availability		31.21%		12.80%	8.28%				
	Underutilization		21.67	-151.00	18.06	4.57				
			22		18	5				
	Anticipated Openings 2000	4								
	Numerical Goals 2000	3	2		1					
2A	Professionals (Administration)	180	83	97	19	11	9	2		
	Percent of total	100.00%	46.11%	53.89%	10.56%	6.11%				
	Availability		50.08%		12.80%	8.18%				
	Underutilization		7.14	-97.00	4.04	3.72				
			7		4	4				
	Anticipated Openings 2000	15								
	Numerical Goals 2000	8	5		1	2				
2B	Professionals (Technical)	159	44	115	17	14	3	2	9	
	Percent of total	100.00%	27.67%	72.33%	10.69%	8.81%				
	Availability		31.02%		12.80%	9.96%				
	Underutilization		5.32	-115.00	3.35	1.84				
			5		3	2				
	Anticipated Openings 2000	10								
	Numerical Goals 2000	3	1		1	1				

2000 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
3A	Technical/Para-Professional (Administration)	63	31	32	6	7	3	1	3	
	Percent of total	100.00%	49.21%	50.79%	9.52%	11.11%				
	Availability		67.91%		12.80%	10.61%				
	Underutilization		11.78	-32.00	2.06	-0.32				
			12		2	N				
	Anticipated Openings 2000	12								
	Numerical Goals 2000	2	2							
3B	Technican/Para-Professional (Technical)	101	27	74	6	12	7	1	3	1
	Percent of total	100.00%	26.73%	73.27%	5.94%	11.88%				
	Availability		32.74%		12.80%	8.55%				
	Underutilization		6.07	-74.00	6.93	-3.36				
			6		7	N				
	Anticipated Openings 2000	5								
	Numerical Goals 2000	2	2							
4	Protective Service Workers	119	4	115	15	11	5	3	3	
	Percent of total	100.00%	3.36%	96.64%	12.61%	9.24%				
	Availability		25.18%		12.80%	6.14%				
	Underutilization		25.96	-115.00	0.23	-3.69				
			26		1	N				
	Anticipated Openings 2000	2								
	Numerical Goals 2000									

2000 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
5A	Administrative Support	122	102	20	7	17	12	3	1	1
	Percent of total	100.00%	83.61%	16.39%	5.74%	13.93%				
	Availability		69.96%		12.80%	9.51%				
	Underutilization		-16.65	-20.00	8.62	-5.40				
			N		9	N				
	Anticipated Openings 2000	2								
	Numerical Goals 2000	1			1					
5B	Administrative Support (Clerks)	135	73	62	9	19	11	3	5	
	Percent of total	100.00%	54.07%	45.93%	6.67%	14.07%				
	Availability		60.61%		12.80%	10.18%				
	Underutilization		8.82	-62.00	8.28	-5.26				
			9		8	N				
	Anticipated Openings 2000	3								
	Numerical Goals 2000	0								
6E	Skilled Crafts (Electricians)	37	0	37	0	4	3			1
	Percent of total	100.00%	0.00%	100.00%	0.00%	10.81%				
	Availability		9.36%		12.80%	5.05%				
	Underutilization		3.46	-37.00	4.74	-2.13				
			4		5	N				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								

2000 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
6I	Skilled Crafts (Interceptor Service Worker)	22	3	19	1	1		1		
	Percent of total	100.00%	13.64%	86.36%	0.00%	4.55%				
	Availability		20.55%		12.80%	19.46%				
	Underutilization		1.52	-19.00	1.82	3.28				
			2		2	3				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								
6M	Skilled Crafts (Machinist/Mechanics)	412	5	407	32	33	24	7	1	1
	Percent of total	100.00%	1.21%	98.79%	7.77%	8.01%				
	Availability		12.00%		12.80%	6.84%				
	Underutilization		44.44	-407.00	20.74	-4.82				
			44		21	N				
	Anticipated Openings 2000	15								
	Numerical Goals 2000	2	1		1					
6O	Skilled Crafts (Operators)	263	30	233	8	35	18	14		3
	Percent of total	100.00%	11.41%	88.59%	3.04%	13.31%				
	Availability		15.45%		12.80%	12.46%				
	Underutilization		10.63	-233.00	25.66	-2.23				
			11		26	N				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								

2000 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
6P	Skilled Crafts (Pipefitters)	35	2	33	0	1		1		
	Percent of total	100.00%	5.71%	94.29%	0.00%	2.86%				
	Availability		7.01%		12.80%	2.81%				
	Underutilization		0.45	-33.00	4.48	-0.02				
			1		5	N				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								
6S	Skilled Crafts (Stationary Engineers)	16	0	16	2	3	1	2		
	Percent of total	100.00%	0.00%	100.00%	12.50%	18.75%				
	Availability		18.90%		12.80%	11.74%				
	Underutilization		3.02	-16.00	0.05	-1.12				
			3		1	N				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								
6X	Skilled Crafts (Bricklayers/Painters)	6	0	6	1	0				
	Percent of total	100.00%	0.00%	100.00%	16.67%	0.00%				
	Availability		9.76%		12.80%	4.88%				
	Underutilization		0.59	-6.00	-0.23	0.29				
			1		N	1				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								

2000 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
8A	Service Maintenance (Interceptor Serviceworker/Laborer)	83	17	66	19	22	17	2	3	
	Percent of total	100.00%	20.48%	79.52%	22.89%	26.51%				
	Availability		29.59%	12.80%	12.80%	11.37%				
	Underutilization		7.56	-63.82	-8.38	-12.56				
			8		N	N				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								
8B	Service Maintenance (Transportation)	1680	308	1372	176	523	418	40	65	
	Percent of total	100.00%	18.33%	81.67%	10.48%	31.13%				
	Availability		29.74%	12.80%	12.80%	10.59%				
	Underutilization		191.63	-1332.58	39.04	-345.09				
			192		39	N				
	Anticipated Openings 2000	15								
	Numerical Goals 2000	2	2							

2001 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
1A	Officials & Administrators (Executives)	14	3	11	3	1		1		
	Percent of total	100.00%	21.43%	78.57%	21.43%	7.14%				
	Availability		31.55%		12.80%	9.86%				
	Underutilization		1.417	-11	-1.208	0.3804				
			1		N	1				
	Anticipated Openings 2000	*								
	Numerical Goals 2000									
1B	Directors, Managers, Supervisors (Middle Man Administration)	37	13	24	6	5	2		2	1
	Percent of total	100.00%	35.14%	64.86%	16.22%	13.51%				
	Availability		38.67%		12.80%	7.95%				
	Underutilization		1.3079	-24	-1.264	-2.0585				
			1		N	N				
	Anticipated Openings 2000	*								
	Numerical Goals 2000									
1C	Directors, Managers, Supervisors (Middle Man Technical)	36	3	33	4	1	1			
	Percent of total	100.00%	8.33%	91.67%	11.11%	2.78%				
	Availability		27.25%		12.80%	8.76%				
	Underutilization		6.81	-33.00	0.61	2.15				
			7		1	2				
	Anticipated Openings 2000	*								
	Numerical Goals 2000									

2001 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
1D	Directors, Managers, Supervisors (First Line Middle Man)	188	37	151	6	11	7	3	1	
	Percent of total	100.00%	19.68%	80.32%	3.19%	5.85%				
	Availability		31.21%		12.80%	8.28%				
	Underutilization		21.67	-151.00	18.06	4.57				
			22		18	5				
	Anticipated Openings 2000	4								
	Numerical Goals 2000	3	2	1						
2A	Professionals (Administration)	180	83	97	19	11	9	2		
	Percent of total	100.00%	46.11%	53.89%	10.56%	6.11%				
	Availability		50.08%		12.80%	8.18%				
	Underutilization		7.14	-97.00	4.04	3.72				
			7		4	4				
	Anticipated Openings 2000	15								
	Numerical Goals 2000	8	5		1	2				
2B	Professionals (Technical)	159	44	115	17	14	3	2	9	
	Percent of total	100.00%	27.67%	72.33%	10.69%	8.81%				
	Availability		31.02%		12.80%	9.96%				
	Underutilization		5.32	-115.00	3.35	1.84				
			5		3	2				
	Anticipated Openings 2000	10								
	Numerical Goals 2000	2	1			1				

2001 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
3A	Technical/Para-Professional (Administration)	63	31	32	6	7	3	1	3	
	Percent of total	100.00%	49.21%	50.79%	9.52%	11.11%				
	Availability		67.91%		12.80%	10.61%				
	Underutilization		11.78	-32.00	2.06	-0.32				
			12		2	N				
	Anticipated Openings 2000	5								
	Numerical Goals 2000	1	1							
3B	Technican/Para-Professional (Technical)	101	27	74	6	12	7	1	3	1
	Percent of total	100.00%	26.73%	73.27%	5.94%	11.88%				
	Availability		32.74%		12.80%	8.55%				
	Underutilization		6.07	-74.00	6.93	-3.36				
			6		7	N				
	Anticipated Openings 2000	5								
	Numerical Goals 2000	1	1							
4	Protective Service Workers	119	4	115	15	11	5	3	3	
	Percent of total	100.00%	3.36%	96.64%	12.61%	9.24%				
	Availability		25.18%		12.80%	6.14%				
	Underutilization		25.96	-115.00	0.23	-3.69				
			26		1	N				
	Anticipated Openings 2000	4								
	Numerical Goals 2000									

2001 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
5A	Administrative Support	122	102	20	7	17	12	3	1	1
	Percent of total	100.00%	83.61%	16.39%	5.74%	13.93%				
	Availability		69.96%		12.80%	9.51%				
	Underutilization		-16.65	-20.00	8.62	-5.40				
			N		9	N				
	Anticipated Openings 2000	*								
	Numerical Goals 2000	*								
5B	Administrative Support (Clerks)	135	73	62	9	19	11	3	5	
	Percent of total	100.00%	54.07%	45.93%	6.67%	14.07%				
	Availability		60.61%		12.80%	10.18%				
	Underutilization		8.82	-62.00	8.28	-5.26				
			9		8	N				
	Anticipated Openings 2000	*								
	Numerical Goals 2000	*								
6E	Skilled Crafts (Electricians)	37	0	37	0	4	3			1
	Percent of total	100.00%	0.00%	100.00%	0.00%	10.81%				
	Availability		9.36%		12.80%	5.05%				
	Underutilization		3.46	-37.00	4.74	-2.13				
			4		5	N				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								

2001 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
6I	Skilled Crafts (Interceptor Service Worker)	22	3	19	1	1		1		
	Percent of total	100.00%	13.64%	86.36%	0.00%	4.55%				
	Availability		20.55%		12.80%	19.46%				
	Underutilization		1.52	-19.00	1.82	3.28				
			2		2	3				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								
6M	Skilled Crafts (Machinist/Mechanics)	412	5	407	32	33	24	7	1	1
	Percent of total	100.00%	1.21%	98.79%	7.77%	8.01%				
	Availability		12.00%		12.80%	6.84%				
	Underutilization		44.44	-407.00	20.74	-4.82				
			44		21	N				
	Anticipated Openings 2000	15								
	Numerical Goals 2000	*								
6O	Skilled Crafts (Operators)	263	30	233	8	35	18	14		3
	Percent of total	100.00%	11.41%	88.59%	3.04%	13.31%				
	Availability		15.45%		12.80%	12.46%				
	Underutilization		10.63	-233.00	25.66	-2.23				
			11		26	N				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								

2001 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
6P	Skilled Crafts (Pipefitters)	35	2	33	0	1		1		
	Percent of total	100.00%	5.71%	94.29%	0.00%	2.86%				
	Availability		7.01%		12.80%	2.81%				
	Underutilization		0.45	-33.00	4.48	-0.02				
			1		5	N				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								
6S	Skilled Crafts (Stationary Engineers)	16	0	16	2	3	1	2		
	Percent of total	100.00%	0.00%	100.00%	12.50%	18.75%				
	Availability		18.90%		12.80%	11.74%				
	Underutilization		3.02	-16.00	0.05	-1.12				
			3		1	N				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								
6X	Skilled Crafts (Bricklayers/Painters)	6	0	6	1	0				
	Percent of total	100.00%	0.00%	100.00%	16.67%	0.00%				
	Availability		9.76%		12.80%	4.88%				
	Underutilization		0.59	-6.00	-0.23	0.29				
			1		N	1				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								

2001 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
8A	Service Maintenance (Interceptor Serviceworker/Laborer)	83	17	66	19	22	17	2	3	
	Percent of total	100.00%	20.48%	79.52%	22.89%	26.51%				
	Availability		29.59%	12.80%	12.80%	11.37%				
	Underutilization		7.56	-63.82	-8.38	-12.56				
			8		N	N				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								
8B	Service Maintenance (Transportation)	1680	308	1372	176	523	418	40	65	
	Percent of total	100.00%	18.33%	81.67%	10.48%	31.13%				
	Availability		29.74%	12.80%	12.80%	10.59%				
	Underutilization		191.63	-1332.58	39.04	-345.09				
			192		39	N				
	Anticipated Openings 2000	0								
	Numerical Goals 2000	0								

GOALS AND TIMETABLES FOR PROGRAM IMPLEMENTATION

METRO TRANSIT

GOAL	COMPLETED IN 2000	COMPLETED IN 2001
1. Provide training to employees on various components of the affirmative action plan.		√
2. Deliver general diversity training to balance of employees.	√	
3. Implement Leadership Development Program for 1 st -line managers and supervisors		√

METROPOLITAN COUNCIL ENVIRONMENTAL SERVICES (MCES)

GOAL	COMPLETED IN 2000	COMPLETED IN 2001
1. Purchase and administer Positive Performance system computer tracking of steps of performance management program	√	
2. Provide training to employees on various of the affirmative action plan		√

METROPOLITAN COUNCIL (REGIONAL ADMINISTRATION, ET AL)

GOAL	COMPLETED IN 2000	COMPLETED IN 2001
1. Collect and analyze data from the diversity survey and begin to implement corrective actions.	√	
2. Provide computer-based disability management training for managers.	√	
3. Create cultural awareness training vehicles including workshops, conferences and events.		√
4. Distribute affirmative action plan to employees.	√	
5. Revitalize Diversity Committee		√
5. Conduct semi-annual audit of EO/AA program		√
6. Conduct audit of Human Resources program	√	

AUDITING AND REPORTING

Data and information will be collected and maintained to provide for periodic evaluation of the results of the Affirmative Action/Equal Opportunity Plan. The data will be used to provide both internal and external reports on the agency's progress and will include the following:

The Office of Diversity will furnish audit reports to the Minnesota Department of Employee Relations as mandated by law. Additionally, Diversity staff will meet semi-annually with the Metropolitan Council's Executive Management Team to review progress made toward meeting our affirmative action goals as well as identifying any problem areas that require additional agency attention.

Report

Responsibility

Federal

- | | | |
|----|---|--|
| 1. | <u>EEO-4</u>
Provide comprehensive break-down of the Council's workforce composition and salary. | Office of Diversity

<i>Annually</i> |
| 2. | <u>Vets-100</u>
Due annually on Sept. 30 th . Report shows "veterans in service or active duty during a war or in a campaign or expedition for which a campaign badge has been authorized. Data submitted indicates disability status, EO job categories, new hire status for veterans and non-veterans". | Office of Diversity

<i>Annually</i> |

Metropolitan Council Executive Management

- | | | |
|----|--|---|
| 2. | <u>Minorities, Women and Persons with Disabilities Utilization Report</u>
Provides complete breakdown of the Council employees by federal job category, job classification, and protected group status. Data is tallied and summarized. | Office of Diversity

<i>Monthly</i> |
| 3. | <u>Affirmative Action Score Card</u>
Provides demographics of hires | Office of Diversity |

on jobs with affirmative action needs. Provides agency-wide percent of goals met and missed.

Monthly

4. Disciplinary Actions
Provides statistical data on suspensions demotions, and other hire or promotion.

Office of Diversity

Monthly

5. Transfer and Promotion
Provides statistical data on transfers and promotions.

Office of Diversity

Quarterly

6. Termination
Provides statistical data of termination.

Office of Diversity

Quarterly

7. Complaint Monitoring*
Written reports showing the number and nature of complaints filed with the Office of Diversity, as well as charges filed with enforcement agencies.

Office of Diversity

Quarterly

State

8. Applicant Tracking
Statistical information including:
1. number of positions hired
2. number of applicants per position
protected class information
3. number of applicants interviewed
protected class information
4. number of applicants hired
protected class information

Office of Diversity

Yearly

9. State Disability Report
Report provides information of workplace adjustment and reasonable accommodation requests and actions.

Office of Diversity

Annually Sept. 30th

POLICY - Diversity, Equal Opportunity and Affirmative Action

Section/Number:	4-2	Total Pages:	2
Dept. Responsible:	Office of Diversity	Effective Date:	9/11/98
Special Note:	Supersedes all previous policies regarding diversity, equal opportunity and affirmative action		

I. Policy:

The Metropolitan Council's employment practices and business operations will reflect a value and respect for the diversity among its employees and customers and the citizens of the Twin Cities. The Council will provide a respectful work environment that appreciates and promotes the contributions of all employees.

The Council will provide equal opportunity in all areas of employment including recruitment, selection, compensation, benefits, promotion, transfer, demotion, disciplinary action, layoff, termination, training, and other terms, conditions and privileges of employment.

The Council will not discriminate against any employee or job applicant:

- A. on the basis of race, color, creed, religion, national origin, sex, disability, age, marital or public assistance status, sexual orientation, membership or activity in a human rights commission, or on any other basis prohibited by federal, state or local law; or
- B. because they are a disabled or Vietnam era veteran.

The Council will take affirmative action to overcome the present effects of historical employment discrimination against women, people of color, people with disabilities, and Vietnam era veterans.

The Council will provide equal opportunity in access to public services, and will not discriminate in its provision of public services against any individual on the basis of race, color, creed, religion, national origin, disability, sex, sexual orientation, or public assistance status.

Retaliation against an individual for bringing an employment or public service discrimination complaint, or for cooperating in a complaint inquiry, is prohibited.

II. Purpose of policy:

- to
- A. To articulate the Council's commitment to valuing diversity, providing equal opportunity in employment and public services, and practicing affirmative action correct the historic underrepresentation of certain groups in its work force.
 - B. To define what is meant by diversity.
 - C. To identify all bases (race, sex, etc.) on which employment and public service discrimination is prohibited by federal, state and local law.
 - D. To identify the four groups for whom affirmative action in employment will be taken.

III. Background and reasons for policy:

- A. Diversity means all of the influences that shape the unique identity each individual brings to the work place and the Regional community.
- B. Tapping the reservoir of diverse skills, insights and needs among employees and the public; and providing equal opportunity in employment and public services makes sound business sense.
- C. Equal opportunity and affirmative action are the law.

IV. Implementation/Accountability:

Related policy:

Discriminatory Harassment/Inappropriate Behavior

Implementing procedures:

Discrimination Complaint Investigations

Accountability:

All Council employees are expected to conduct themselves in accord with the spirit and requirements of this policy. Discrimination may result in corrective action, including discipline.

POLICY - DISCRIMINATION, HARASSMENT AND INAPPROPRIATE BEHAVIOR

Section/Number:	4-2-1	Total Pages:	4
Dept. Responsible:	Office of Diversity	Effective Date:	9/11/98
Special Note:	Supersedes all previous policies regarding discriminatory harassment and inappropriate behavior		
		Revision No.	

I. Policy:

It is the policy of the Metropolitan Council to provide a work atmosphere and deliver public services in a manner that is free of discriminatory harassment and inappropriate behavior.

Harassment or inappropriate behavior in the employment setting based on race, color, creed, religion, national origin, sex, marital or public assistance status, sexual orientation, disability, age, or membership or activity in a local human rights commission will not be tolerated. The term "employment setting" includes employer-sponsored events held at off-site locations.

Harassment or inappropriate behavior in the provision of public services on the basis of race, color, creed, religion, national origin, sex, disability, sexual orientation, or public assistance status will not be tolerated.

Employees, Council members, Parks and Open Space Commission members, and Council advisory committee and task force members are prohibited from harassing or exhibiting inappropriate behavior towards others in the performance of Council-related business or while on Council premises.

Retaliation against an individual because of reporting a suspected incident of harassment or inappropriate behavior, or cooperating in an investigation, is prohibited.

II. Purpose of policy:

- A. To assure all Metropolitan Council employees and their customers and clients that no form of harassment or inappropriate behavior will be tolerated.
- B. To establish clear guidelines for acceptable workplace behavior and encourage an environment of respect and dignity.
- C. To encourage employees to report discriminatory harassment/inappropriate behavior to management or Diversity staff.

III. Background and reasons for policy:

- A. To educate Council employees about what constitutes discriminatory harassment and inappropriate behavior, recognizing that prevention is the best tool for safeguarding the work place from discrimination.
- B. To identify all bases (race, sex, etc.) on which harassment in employment and public services is prohibited by federal, state or local law.

IV. Definitions:

- A. **Discriminatory harassment** is verbal or physical conduct or communication that occurs on the basis of characteristics identified in law or Council policy as improper bases for discrimination, AND is unwelcome, AND EITHER
 - 1. Submission to such conduct or communication is made either explicitly or implicitly a term or condition of an individual's employment or access to public services; OR
 - 2. Submission to or rejection of such conduct or communication by an individual is used as a basis for decisions affecting that individual's employment or access to public services; OR
 - 3. Such conduct or communication has the purpose or effect of:
 - a. Creating an intimidating, hostile, or offensive work environment or atmosphere in which public services are provided; OR
 - b. Substantially interfering with an individual's work performance or use of public services, OR
 - c. Otherwise adversely affecting an individual's employment opportunities or receipt of public services.

Discriminatory harassment includes harassment directed at an individual or group because of their sex, race, national origin, sexual orientation, disability, age, religion, or any other basis prohibited by law.

- B. **Inappropriate behavior** is conduct or communication based on race, color, creed, religion, national origin, sex, marital or public assistance status, sexual orientation, disability or age that is hostile, derogatory, offensive or exploitive, but may not be so severe or pervasive as to constitute harassment.

- C. **Specific Definitions**

- 1. **Sexual harassment** includes sexually motivated physical contacts, sexually derogatory statements, physical and verbal sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.
- 2. **Gender-based harassment** includes verbal or physical conduct or communication that is hostile, derogatory, offensive or exploitive, but not of a sexual nature, relating to the gender of another individual or group.
- 3. Harassment on the basis of **sexual orientation** includes hostile, demeaning, offensive or exploitive verbal or physical conduct or

communication relating to the sexual or affectionate orientation of an individual or group.

4. **Racial harassment** includes hostile, offensive, degrading or exploitive verbal or physical conduct or communication relating to the race or color of an individual or group
5. Harassment on the basis of **national origin** includes hostile, offensive, degrading or exploitive verbal or physical conduct relating to the national origin of an individual or group.
6. **Disability harassment** includes hostile, derogatory, offensive or exploitive verbal or physical conduct or communication relating to the disability of an individual or group. It includes behavior that maligns a reasonable accommodation provided by the Council to enable an individual with disabilities to compete for or perform Council jobs, or to utilize Council services. It covers actions such as tampering or interfering with assertive devices used by an individual.
7. **Age harassment** includes insulting, intimidating or demeaning verbal or physical conduct or communication relating to the age of an individual or group. It includes negative characterizations or stereotypes of an individual or group based on age.
8. **Religious harassment** includes antagonistic or denigrating verbal or physical conduct relating to the religious beliefs or affiliation of any individual or group. It includes applying unwelcome, undue pressure on others, while on Council premises or performing Council work, to subscribe to particular religious beliefs or to join a particular religious group.

D. Examples

The following may constitute discriminatory harassment or inappropriate behavior:

1. Physical
 - a. Assault
 - b. Touching
 - c. Coerced physical contact or attempts to engage in such contact
 - d. Brushing against someone's body
 - e. Blocking
2. Verbal
 - a. Sexual propositions
 - b. Offensive jokes about traits relating to gender, race, disability, age, sexual orientation, etc.
 - c. Suggestive, insulting or vulgar comments
 - d. Derogatory characterizations of a person's or group's abilities based on national origin, age, gender, disability, etc.
 - e. Comments or inquiries about a person's sexual behavior
 - f. Explicit or implicit promises of preferential treatment for submitting to or tolerating harassment or offensive behavior
3. Non-verbal

- a. Suggestive or insulting sounds or gestures
- b. Leering
- c. Displaying or bringing into the work place derogatory, intimidating or sexually suggestive material or items.

These examples should not be construed as an all inclusive list of harassing or inappropriate behavior.

V. Implementation/Accountability

Related policy:

Diversity, Equal Opportunity and Affirmative Action (6.2)

Implementing procedures:

Discrimination Complaints Investigations

Accountability:

- A. All Metropolitan Council officials and employees will be held accountable for treating one another, their customers and clients with courtesy, dignity and respect, and for complying with this policy. Any individual found, through an inquiry, to have engaged in discriminatory harassment, inappropriate behavior or retaliation while in the performance of their job or while on Council premises, shall be subject to disciplinary action up to and including discharge.
- B. An employee who believes that he or she has been subjected to or witnessed discriminatory harassment or inappropriate behavior is encouraged to report it to their supervisor, a manager in their management chain, or the Office of Diversity.
- C. Council members must notify the chair, or regional or associate regional administrator immediately if they learn of possible work place harassment or inappropriate behavior.
- D. Managers and supervisors will be held accountable for taking prompt and appropriate action whenever they become aware of possible discriminatory harassment or inappropriate behavior. Failure to do so may result in disciplinary action up to and including discharge.

Policies and Procedures

Metropolitan Council Administrative Policies and Procedures

PROCEDURE - Discrimination Complaint Investigation

Section/Number:	4-2-1a	Total Pages:	3
Dept. Responsible:	Office of Diversity	Effective Date:	11/23/98
Special Note:	Supersedes all previous procedures covering complaint investigation procedures	Revision No.	0

Internal links within this document

Policy

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Procedure

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I. Policy:

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It is the policy of the Metropolitan Council to provide a work atmosphere and deliver public services in a manner that is free of discriminatory harassment and inappropriate Behavior.

The Metropolitan Council's employment practices and business operations will Reflect a value and respect for the diversity among its employees and customers and the citizens of the Twin Cities. The Council will provide a respectful work environment that appreciates and promotes the contributions of all employees.

Harassment or inappropriate behavior in the employment setting based on race, color, Creed, religion, national origin, sex, marital, or public assistance status, sexual Orientation, disability, age, or membership or activity in a local human rights Commission will not be tolerated. The term "employment setting" includes employer-Sponsored events held at off-site locations

Retaliation against an individual for bringing an employment or public service discrimination complaint, or for cooperating in a complaint inquiry, is prohibited. Retaliation against an individual because of reporting a suspected incident of harassment or inappropriate behavior, or

cooperating in an investigation, is prohibited.

(NOTE: This procedure applies to both the Diversity, Equal Opportunity and Affirmative Action Policy and the Discrimination, Harassment and Inappropriate Behavior Policy. The policy statement above is an excerpt of each of these Policies. Please reference Policy 4-2 and 4-2-1 for further clarification)

II. Procedure

[Go to top of document](#)

A. Scope

1. Complaints must be filed within one year of the alleged discriminatory event and will be investigated in accordance with this procedure.
2. The steps in this procedure are not a prerequisite to filing a complaint with an external agency. Neither does this procedure limit a person's right to file a complaint with an external agency such as the Minnesota Department of Human Rights, the U.S. Equal Employment Opportunity Commission, the U.S. Department of Transportation or the Federal Transit Administration. Such complaints include but are not limited to:
 - a. Complaints of employment discrimination, including discriminatory harassment, hiring, discipline, training, etc.
 - b. Complaints of discrimination in the delivery of Council public services.
 - c. Americans with Disabilities Act "grievances" alleging noncompliance with or discrimination prohibited by Title I and II of the Act.
 - d. Discrimination in the award of Council procurements and contracts.
 - e. Customer complaints against Council employees where there is an allegation of discrimination or discriminatory harassment based on an EEO protected characteristic.

B. Exceptions

1. The following complaints will not be investigated under this procedure:
 - a. Service restrictions placed on Metro Mobility riders or denials of Metro Mobility rider eligibility certification. These are appealed through the *Metro Mobility Appeals Panel Procedures*.
 - b. Customer complaints against Metro Transit employees. These complaints are handled under Metro Transit's *Commendation and Complaint Process*.
 - c. Complaints by Section I rent assistance recipients alleging discrimination by a property owner or manager. These complaints are made with Metro HRA.

- d. Disputes as a result of an employment action in which an arbitrator has ruled pursuant to a grievance procedure of a collective bargaining or the *Non-Represented Plan*.

C. Guidelines

1. Employees (including interns) and job applicants are encouraged to use informal mechanisms that can be accessed through the Human Resources or Diversity offices or management/supervisory staff, to attempt to resolve discrimination issues before filing a complaint under this procedure.
2. Management/supervisory staff must take prompt and appropriate action, as described below, when they learn of possible discriminatory actions, discriminatory harassment or inappropriate behavior.
 - Immediately report allegations of conduct that is severe, repeated or broad in scope to the Office of Diversity.
 - Inquire into and address less serious behavior, such as an isolated offensive joke or comment, posted or circulated material, or unwanted non-sexual touch. **Managers and supervisors must complete the *Inappropriate Behavior Report* form and submit it to the Diversity Office within seven (7) days of receiving the report of behavior.** Management staff may request the assistance of the Diversity Office in dispatching these responsibilities.
1. Investigations will be conducted in a discreet and impartial manner, and the results will be communicated in accordance with the Minnesota Government Data Practices Act. A Data Practices Notice will be given to each person interviewed during a complaint investigation.
2. Management/supervisory personnel are required to cooperate in investigations as part of their job duties.
3. The regional or associate regional administrator, a Council division director or general manager, or the director of Public Safety may designate a complaint investigation for compulsory cooperation by non-supervisory personnel. In the absence of such a designation, non-supervisory employee participation will be voluntary.
4. Complainants, witnesses or respondents represented by a bargaining unit may bring a union representative with them to an investigative interview.
5. Whenever possible, investigations will be completed within 90 calendar days of receipt of the signed *Discrimination Complaint Form* by the Diversity Office. An investigation is completed when the investigative report is sent to the appropriate management staff for review and disposition. Should an investigation exceed 90 days, the investigator will notify the complainant and respondent(s) of the delay and an estimated completion date.

6. Any employee found to have acted in a discriminatory manner may be disciplined up to and including discharge. A manager or supervisor who fails to take prompt and appropriate action upon learning of discriminatory harassment or inappropriate behavior may be disciplined, up to and including discharge.
7. The person bringing the complaint may file an appeal with the General Manager, Division Director, or Associate Regional Administrator when the investigation conclusion does not support the allegation. Such an appeal must be submitted in writing to the Regional Administrator within 15 calendar days of the complainant's notification of the investigation results.

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METROPOLITAN COUNCIL INAPPROPRIATE BEHAVIOR REPORT

(To be completed by manager/supervisor within 24 hours of becoming aware of inappropriate behavior.)

1. **Specifically describe inappropriate behavior (action, joke, comment, etc.). Include date, time and location of occurrence; names of people involved (if known), specifically what was done or said. If it involved any written or posted material, attach copy if possible.**
2. **How did the reporting manager/supervisor become aware of the conduct? (If it was reported to manager/supervisor, include date on which manager/supervisor received the report, and name of reporting party.)**
3. **List witnesses and information given. (Name, phone number, job site, whether supervisor talked to them or not, factual information witnesses gave.)**
4. **Did anyone (witness, recipient, other) attribute the conduct to race, color, creed, religion, national origin, sex, disability, age, sexual orientation, marital status, public assistance status, or membership or activity in a local human rights commission? Explain.**
5. **Did recipient(s) or witnesses of the conduct indicate in any way that the conduct was unwelcome or offensive? Explain.**
6. **Describe specifics of any past incidents first reported to reporting supervisor at this time (who, what, when, where, recipient(s) of behavior, witnesses, reporting party).**

7. What action, if any, has been taken so far by the reporting manager/supervisor?

8. Was the reporting manager/supervisor previously aware of any prior incidents of inappropriate behavior by the same employee(s)? If yes, briefly describe facts (who, what, when, where) and actions taken.

9. Other relevant information:

Signature of reporting manager/supervisor

Date

Please print name

Reporting Manager/Supervisor's Job Title

Reporting Manager/Supervisor's Job Site

Manager/Supervisor retain original in your files. Forward a photocopy to the appropriate Office of Diversity:

Office of Diversity, Metro Transit, Heywood, 612-349-7555

Office of Diversity, MCES & RA, Mears Park Centre, 651-602-1769

Discrimination Complaint Form

COMPLAINANT (You) INFORMATION:

Name: _____ Job Title: _____

Department: _____ Work phone: _____

Supervisor: _____ Location: _____ Work Hours: _____
Work Days: _____

Please indicate where we may contact you on weekdays by phone regarding this complaint:

☐ Work ☐ Home ☐ Either Home or Work

Please indicate where you would like confidential correspondence regarding your complaint sent:

☐ Work ☐ Home ☐ Either Home or Work

If you would like to be contacted at home, please provide the following information:

Home Address: _____ Home Phone: _____

City: _____ State: _____ Zip Code: _____

COMPLAINT

Describe how you have been discriminated against. (Please attach additional sheets if necessary).

1. **Discriminatory Action (describe):**

Date it occurred: _____ **Place it occurred:** _____

Basis on which you were discriminated against (race, sex, disability, age, etc.) _____

Discrimination Complaint Form

Page -2-

Discriminatory Action #1, Continued

Names of persons who took discriminatory action:

<u>Name</u>	<u>Job Title/Work Unit</u>	<u>Phone #</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____

Witnesses:

<u>Name</u>	<u>Job Title/Work Unit</u>	<u>Phone #</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____

2. **Discriminatory Action (describe):**

Date it occurred: _____ **Place it occurred:** _____

Basis on which you were discriminated against (race, sex, disability, age, etc.) _____

Names of persons who took discriminatory action:

<u>Name</u>	<u>Job Title/Work Unit</u>	<u>Phone #</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____

Discrimination Complaint Form

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Discriminatory Action #2, Continued

Witnesses:

<u>Name</u>	<u>Job Title/Work Unit</u>	<u>Phone #</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____

I have completed this form and it is true to the best of my knowledge, information, and belief.

Signature

Date

Received by Office of Diversity & Equal Opportunity

Date

RETURN TO:

**Metropolitan Council
(MCES& Regional Administration)
Office of Diversity
Mears Park Centre
230 East Fifth St.
St. Paul, MN 55101-1634
(651) 602-1769**

**Metropolitan Council
(Metro Transit)
Office of Diversity
Heywood Office Bldg.
560-6th Ave. N.
Mpls., MN 55411-4398
(612) 349-7683**

**POLICY - REASONABLE ACCOMMODATION AND WORKPLACE
ADJUSTMENTS POLICY**

Section/Number:	4-2-2	Total Pages:	3
Dept. Responsible:	Office of Diversity	Effective Date:	12/17/98
Special Note:	This supersedes any previous reasonable accommodation policies or procedures	Revision No.	

I. Policy:

The Metropolitan Council is committed to providing equal access to its facilities, services, and employment opportunities for all individuals. The Metropolitan Council will attempt to provide workplace adjustments and reasonable accommodations to employees who have a medical condition that limits their ability to perform their job without an adjustment. The Metropolitan Council's focus is on the person's ability rather than disability.

II. Purpose of Policy:

State and federal statutes identify an employer's duty to reasonably accommodate, without undue employer hardship, the known disability of a qualified person with a substantially limiting disability. The duty to reasonably accommodate qualified persons with disabilities applies to applicants for employment as well as current employees who are injured or become disabled either on or off the job.

The Metropolitan Council also recognizes that situations arise in which employees are unable to fully perform their job because of an impairment which does not meet the ADA definition of a disability. In such situations, the Metropolitan Council allows that at management's discretion and in consideration for business necessity and availability of resources or other considerations, workplace adjustments may be provided to employees whose mental or physical impairment limit their ability to completely perform the job. Workplace adjustments are not required by law or regulation.

III. Background and reasons for policy:

Prior to the 1989 Americans With Disabilities Act (ADA) Americans with disabilities were not ensured protections to equal opportunity to the mainstream of American life. The Metropolitan Council Reasonable Accommodation and Workplace Adjustments Policy reflects a recognition that its continued vitality, strength and vibrancy is through the full realization of the contributions of all of its employees.

Definitions:

Disability

The Americans With Disabilities Act (ADA) states that an individual has a legal disability when they have:

A physical or mental impairment that substantially limits one or more major life activity and is not temporary.

A record of such an impairment.

Is regarded as having such an impairment.

Qualified Individual With A Disability

A qualified individual with a disability is one who, with reasonable accommodation, can perform the essential function required for the job in question.

Undue Hardship

The ADA states that the employer is not required to provide an accommodation to a qualified person with a disability if it will impose an undue hardship on the operation of its business. Undue hardship is defined by the ADA as an action that is:

“Excessively costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the business.”

Reasonable Accommodation

The ADA and the Minnesota Human Rights Act make it the duty of the employer to reasonably accommodate the known disability of employees, applicants, and persons to whom we provide a public service.

Reasonable Accommodations include, but are not limited to:

Making existing facilities readily accessible to and usable by all employees.

Job restructuring.

Acquisition or modification of equipment or assistive devices.

Workplace Adjustments

Workplace Adjustments include, but are not limited to:

Allowing paid or unpaid leave for absences for medical treatments.

Temporary assignment to a restricted duty job.

Physical or environmental adjustments to the employee's work space.

Restricted duty job assignments

Employees who need temporary assignment to a restricted duty job, may be assigned to such work, subject to availability, for a period generally not to exceed six months. Manager/supervisors of employees assigned to a restricted duty job shall develop an individualized plan for the employee that will expedite their return to unrestricted work.

V. Implementation/Accountability for Reasonable Accommodations:

Related Policies: Diversity, Equal Opportunity and Affirmative Action;
Discrimination, Harassment and Inappropriate Behavior

Implementing Procedure: Requesting Reasonable Accommodations or Workplace Adjustments

Managers and supervisors will be held accountable for taking prompt and appropriate action to ensure that reasonable accommodations are provided, when possible, to the known disability of all:

- a. applicants;
- b. employees; or
- c. persons outside of the Metropolitan Council who access our services

VI. Implementation/Accountability for Workplace Adjustments:

Related Policies: Diversity, Equal Opportunity and Affirmative Action;
Discrimination, Harassment and Inappropriate Behavior

Implementing Procedures: Requesting Reasonable Accommodations or Workplace Adjustments
Metro Transit (Dis)Ability Management

Following careful consideration of business necessity, availability of resources, etceteras, managers and supervisors may provide Workplace Adjustments, when possible, to the known disability of all employees.

PROCEDURE - Requesting A Reasonable Accommodation Or Workplace Adjustment

Section/Number:	4-2-2a	Total Pages:	3
Dept. Responsible:	Office of Diversity	Effective Date:	12/17/98
Special Note:		Revision No.	

I. Policy:

The Metropolitan Council is committed to providing equal access to its facilities, services, and employment opportunities for all individuals. The Council will attempt to provide workplace adjustments and reasonable accommodations to employees who have a medical condition that limits their ability to perform their job without an accommodation. The Metropolitan Council's focus is on the person's ability rather than disability.

II. Procedure:

A. Reasonable Accommodations

The Metropolitan Council provides reasonable accommodation, when possible, to the known disabilities of applicants and any persons outside of the Council who access our services.

Employees will address requests for reasonable accommodations to their manager/supervisor. In cases where a manager/supervisor needs assistance in determining whether a reasonable accommodation can be made, a Reasonable Accommodation Panel shall meet. The panel will be composed of a representative from Diversity, Human Resources and Risk Management; the employee; and the manager/supervisor. The panel will work together in an informal, interactive process to identify an appropriate accommodation.

Managers/supervisors are encouraged to use the services of the Office of Diversity throughout the process.

1. Employee or applicant notifies manager/supervisor of the need for a reasonable accommodation.
2. Manager/supervisor reviews and discusses procedures with employee.
3. Employee provides to his/her supervisor/manager a written statement identifying the nature of the impairment for which the reasonable accommodation

is being requested. When appropriate, the employee shall submit a medical statement from a qualified medical provider stating the employee's medical restrictions.

4. The employee and his/her supervisor/manager meet and discuss the request for reasonable accommodation which may include, but is not limited to job site modification, assistive devices, work schedule modification, elimination of non-essential job functions, assignment to restricted duty, etc.

5. Manager documents all possible reasonable accommodations, including those suggested by the employee.

6. Manager/supervisor advises the employee that the request for reasonable accommodation will be evaluated, and that in the interim, the employee should not perform any tasks that are prohibited by the restriction(s). Manager/supervisor will make necessary arrangements for completion of tasks.

7. Manager/supervisor will review medical statement and, if necessary, obtain additional medical information from a qualified medical provider. Manager/supervisor must obtain a signed release of information from the employee if he/she needs to contact the employee's physician. If necessary, send relevant job information to physician requesting clarification of work restrictions. Copy employee and others with a need to know on any correspondence with the physician.

8. Manager/supervisor will determine whether reasonable accommodation can be made. Manager/supervisor approves the reasonable accommodation by completing the form "Reasonable Accommodation Consideration". In cases where a manager/supervisor needs assistance in determining whether an adjustment or accommodation can be made, the Reasonable Accommodation Panel will be convened by the manager/supervisor.

9. The Reasonable Accommodation Panel will engage in an interactive dialogue to decide whether a reasonable accommodation can be made. The Diversity representative will be responsible for coordinating required documentation for the panel.

10. Diversity staff shall provide a copy via certified mail of the final decision to the employee within 14 (fourteen) days. If additional time is required, the employee will be notified.

11. The employee requesting a Reasonable Accommodation may appeal in writing to appropriate senior management, i.e., General Manager, Division Director or Associate Regional Administrator if the request has not been approved.

B. Workplace Adjustments

The Metropolitan Council also recognizes that situations arise in which employees are unable to fully perform their job because of an impairment which does not meet the ADA definition of a disability. In such situations, the Metropolitan Council allows that at management's discretion and in consideration for business necessity and availability of resources or other considerations, workplace adjustments may be provided to employees whose mental or physical impairment limit their ability to completely perform the job. Workplace adjustments are not required by law or regulation.

1. Employee notifies manager/supervisor of the need for a workplace adjustment.
2. The employee and his/her supervisor/manager meet and discuss the request for a workplace adjustment which may include, but is not limited to job site modification, assistive devices, work schedule modification, elimination of non-essential job functions, assignment to restricted duty, etc.
3. Manager/supervisor advises the employee that the request for a workplace adjustment will be evaluated, and that in the interim, the employee should not perform any tasks that are prohibited by the restriction(s). Manager/supervisor will make necessary arrangements for completion of tasks.
4. Manager/supervisor will review medical statement and, if necessary, obtain additional medical information from a qualified medical provider. Manager/supervisor must obtain a signed release of information from the employee if he/she needs to contact the employee's physician. If necessary, send relevant job information to physician requesting clarification of work restrictions. Copy employee and others with a need to know on any correspondence with the physician.

In its role as the ADA Coordinator for the Metropolitan Council, the Office of Diversity will serve as a resource during the reasonable accommodation or workplace adjustment process. The Office of Diversity will also collect all data and documents necessary for reporting the Metropolitan Council's disability management activity to all regulating organizations such as the Minnesota Department of Employee Relations.

Metropolitan Council

WORKPLACE ADJUSTMENT CONSIDERATIONS

Date of Request

Name of Applicant/Employee

Job Title

Division

Describe Adjustment Requested: _____

_____ *Permanent _____ Temporary If temporary, how long? _____

Is request supported by written documentation? Yes ____ No ____ If yes, please explain:

Describe adjustments considered: _____

What adjustments were implemented? _____

What is the cost? Attach invoices, please pay requests, etc. if available) _____

What was the reason for not implementing the
adjustment? _____

Supervisor's Signature _____ Date _____

A copy of this record of consideration must be forwarded to the Diversity Office.

* The workplace adjustment or reasonable accommodation must be re-evaluated if the job changes or the employee changes positions.

Revised 1999

PROCEDURE: Staffing

Section/Number:	4-1a	Total Pages:	4
Dept. Responsible:	Human Resources	Effective Date:	9/11/98
Special Note:	Supersedes all previous staffing procedures	Revision No.	

I. Policy:

It is the policy of the Metropolitan Council to recruit, select and retain the best qualified candidates for open positions. The system designed to accomplish this goal will be based on merit principles, equal opportunity, affirmative action, and internal advancement opportunities for current employees. It will be administered in a way that is fair, consistent and administratively efficient; that conforms to applicable laws, regulations, policies and labor agreements; and, that ensures the selection of high quality employees who contribute to the achievement of Council goals.

II. Procedure: Staffing

The purpose of this procedure is to set forth a clear hiring process; to provide a methodology that ensures consistent application of the principles and practices of hiring; to set forth a hiring process that is understandable by all Council staff; and to develop an effective program for achieving the Council's affirmative action goals.

The goal of the selection process is to provide managers and directors with a diverse pool of qualified candidates from which to select employees, using selection procedures that are fair, consistent and meet professional, and legal standards. The entire selection process contains four parts: posting, screening, interviewing and selecting.

This procedure applies to all Council positions in the classified service unless specifically addressed in a collective bargaining agreement. This procedure will be administered in compliance with the diversity, equal opportunity and affirmative action policies.

Definition

Affirmative Action Need - The under-representation of a protected group in a Council job group, or an affirmative action goal, identified in the Council's Affirmative Action Plan(s).

Responsibilities

Human Resources is responsible for the implementation of this procedure. Directors, managers and the Office of the Regional Administrator have associated responsibilities.

Human Resources:

- Ensures all applicable policies and procedures are followed by Human Resources staff involved in the hiring process, including the affirmative action program.

- Consults with hiring managers on aspects of the selection process including development of position descriptions, position qualifications, recruiting strategies, interview process and administration.
- Coordinates the hiring process to ensure compliance with policies and procedures, timeliness of filling positions, and resolving applicant issues.
- Ensures that the hiring procedure achieves Council equal opportunity and affirmative action goals.
- Ensures that the internal procedures are followed.
- Ensures hiring process is completed in a cost-effective manner.

Office of Diversity:

- Communicates with hiring manager and Human Resources regarding affirmative action needs.
- Assists Human Resources in establishing recruitment plans that attract protected group members.
- Monitors aspects of the hiring and selection process to ensure that the process complies with with the diversity, affirmative action and equal opportunity policy.

Hiring Manager:

- Works with Human Resources to fill all job vacancies, including short term and long term temporary vacancies, as well as regular positions
- Follows all policies and procedures involved in filling job vacancies.
- Participates in affirmative action recruiting efforts to develop pool of candidates and to achieve HR/Diversity objectives.

Regional Administrator:

- Oversees Council compliance with policies, procedures, affirmative action objectives and complement control.

Posting/Strategy

Hiring Manager/Human Resources:

1. Initiates requisition for job vacancy.
2. The requisition authorization is approved within each operating division, including assignment of affirmative action needs and determination of budgetary status.
3. Positions requisition is assigned to Human Resources Generalist.
4. Human Resources Generalist convenes meeting with strategy team members--hiring department representative and Diversity representative if applicable. The Office of Diversity has the option to participate in strategy meetings when there is an affirmative action need.

Strategy Team Members:

5. Reviews and updates job description for content and qualifications; develops strategy for recruitment; determines the need to post internally and/or externally based on organizational and affirmative action needs, assigns interview panel members; and discusses general process for selection and any testing required for the position.

Human Resources:

6. Human Resources sends all notices of job openings to each operating division via e-mail. Each Human Resources office is responsible for posting job notices at the operating division's facilities. Notice of job openings will be posted for a minimum of 10 working days.
This procedure applies to all position postings, except those specifically provided for by a collective bargaining agreement.
7. Determines advertising and recruitment activities, and accepts applications.

Screening

Human Resources:

8. Screens applications for minimum qualifications based on the knowledge, skills and abilities required to perform the job and eliminates non-qualified applicants.

Hiring Manager/Human Resources Generalist:

9. Screens applications and establishes a ranked list of candidates. Adds Veterans' Preference points and adjusts ranking accordingly.

Human Resources:

10. Forwards a list of interviewees to the Office of Diversity for concurrence. In order to fulfill the objectives in the Affirmative Action Plan, it is at this point in the process that either Human Resources or Diversity may recommend the expansion of the interview pool to include protected group candidates from the list of persons eligible to be interviewed.

Office of Diversity:

11. Replies to Human Resources' request for concurrence.

Interviewing

Human Resources:

12. Determines interview schedule and any testing required for the position.
 - Creates behaviorally-anchored interview questions based on the critical knowledge, skills and abilities of the position.
 - Reviews interview questions with hiring manager.
 - Ensures preparation of interview materials.
 - Communicates interview process to panel members.

Interview Panel:

13. Conducts interviews and assesses applicants' responses to questions. The Office of Diversity has the option to participate in the interview process when there is an affirmative action need.

Human Resources:

14. Calculates each candidate's points and averages the interviewer's scores for a final average. Provides the hiring manager with the names of applicants who achieve a passing score for consideration.

Hiring Manager:

15. Makes hiring decision from the list of candidates who achieved passing scores in the interview. If an affirmative action need has been identified for the position and protected group applicants who would meet that need were interviewed but not selected, the hiring manager must contact the Office of Diversity and discuss the rationale for the person selected. The rationale must include the following information:
 - A statement explaining the exceptional qualifications of the non-protected group candidate.
 - A statement about the department's overall affirmative action hiring record.
 - Information concerning a qualified internal candidate and the opportunity for advancement.
 - Information about any other extenuating circumstances impacting the hiring decision.
 - Information about the recruitment efforts undertaken for the position.
 - The hiring manager will submit a written recommendation for hire to the Human Resources Generalist with the documented reasons for the person selected.
16. Human Resources and Diversity meet to discuss and decide if concurrence can be reached.

Office of Diversity:

17. Agrees or disagrees with the rationale and forwards recommendations to Human Resources. If agreement is reached, proceed to step #18. If agreement is not reached, proceed to step #19.

Human Resources:

Once agreement is reached, the procedure continues as follows:

18. Human Resources Generalist
 - Completes pre-employment reference check, drug screening and scheduling of pre-employment physicals, if applicable. A conditional offer of employment may be extended contingent upon the successful completion of drug screen and/or physical.
 - Determines appropriate starting salary.
 - Prepares personnel authorization form and routes for sign off.
 - Upon receipt of the completed personnel authorization form Human Resource Generalist or the manager contacts the selected candidate to extend job offer and establish the effective date of employment.
 - Notifies applicants and interviewees not selected.

Executive Management:

19. Final authorization will be made for all positions by the Regional Administrator - Regional Administration/Transportation Planning, Division Director - Community Development, Division Director - Environmental Services, General Manager - Wastewater Services, General Manager - Metro Transit, or designee in consultation with the Office of Diversity or Human Resources Manager.

Metropolitan Council Diversity Questionnaire

(Revised Draft 11/3/99)

I General Diversity Policies

- 1 How well do you understand the Metropolitan Council's overall approach to diversity?
- ☐ Very well
☐ somewhat
☐ not at all
- 2 To what extent do you understand the Metropolitan Council's Discrimination, Harassment and Inappropriate Behavior policy?
- ☐ to a great extent
☐ to some extent
☐ not at all
- 3 To what extent do you understand the Metropolitan Council's Reasonable Accommodation and Workplace Adjustment policy?
- ☐ to a great extent
☐ to some extent
☐ not at all

II Diversity Committee

- 4 To what extent are you familiar with the role and responsibilities of the Metropolitan Council's Diversity Committee?
- ☐ to a great extent
☐ to some extent
☐ not at all
- 5 To what extent do you believe the Diversity Committee is effective in representing the diverse concerns and opinions of the Metropolitan Council's workforce?
- ☐ to a great extent
☐ to some extent
☐ not at all
☐ don't know
- 6 How can the Metropolitan Council improve the Diversity Committee's effectiveness?
- ☐ increase accessibility of committee members to workforce
☐ improve workforce awareness of members and their role
☐ other _____
☐ don't know

III Affirmative Action

- 7 To what extent do you understand the Metropolitan Council's Affirmative Action Plan goals?
- ☐ to a great extent
☐ to some extent
☐ not at all
- 8 Do you believe the Metropolitan Council has been successful or unsuccessful in recruiting a diverse workforce over the past three to five years?
- ☐ very successful
☐ somewhat successful
☐ not at all successful
☐ don't know
- 9 Do you believe the Metropolitan Council has been successful or unsuccessful in retaining a diverse work force over the past three to five years?
- ☐ very successful
☐ somewhat successful
☐ not at all successful
☐ don't know
- 10 Do you agree or disagree that there is a fair process for promoting internal candidates into vacant jobs?
- ☐ strongly agree
☐ agree
☐ disagree
☐ strongly disagree
- 11 Do you agree or disagree that there is a fair and non-discriminatory selection process for all job applicants?
- ☐ strongly agree
☐ agree
☐ disagree
☐ strongly disagree

PLEASE DO NOT WRITE IN THIS AREA



3900

IV Complaints

- 12 If confronted with a work related conflict where do you normally seek assistance first?
- ☐ coworker ☐ employee assistance program
☐ manager or supervisor ☐ union
☐ Office of Diversity ☐ other _____
- 13 Do you know how to report an incident of discriminatory harassment or inappropriate behavior?
- ☐ yes ☐ no
- 14 Would you say the formal complaint channels are communicated effectively?
- ☐ yes ☐ no
- 15 When I've had a diversity-related conflict it has been resolved in a timely manner?
- ☐ strongly agree ☐ strongly disagree
☐ agree ☐ never had a diversity related conflict
☐ disagree
- 16 If you had a diversity related conflict, why might you not report it?
- ☐ fear of retaliation ☐ do not know how to report it
☐ pressure from coworkers ☐ I probably would report it
☐ belief nothing would be done
- 17 Have you ever filed a complaint with the Office of Diversity? ☐ yes ☐ no
- 18 If you were to file a complaint with the Office of Diversity which best describes the outcome you would expect?
- ☐ fair and impartial investigation
☐ one-side investigation
☐ nothing happens
- 19 How confident are you that you would receive an impartial investigation of a complaint if handled by the Office of Diversity?
- ☐ very confident ☐ not at all confident
☐ somewhat confident ☐ don't know
- 20 How confident are you that you would receive an impartial investigation of a complaint if handled by your supervisor or manager?
- ☐ very confident ☐ not at all confident
☐ somewhat confident ☐ don't know

V Organizational Performance

- 21 Please tell us to what degree you think the following programs are effectively administered?
- | | very effective | somewhat effective | not at all effective | don't know |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| a Affirmative Action Hiring | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b Employee involvement | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c Diversity communications | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d Diversity training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e Complaint processing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f Reasonable accommodation and workplace adjustments | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
- 22 How comfortable are you bringing diversity-related issues to the Office of Diversity?
- ☐ very comfortable ☐ not at all comfortable
☐ somewhat comfortable
- 23 How comfortable are you bringing diversity-related issues to your manager or supervisor?
- ☐ very comfortable ☐ not at all comfortable
☐ somewhat comfortable
- 24 To what extent do you believe the Office of Diversity would go to help you resolve an important diversity issue?
- ☐ to a great extent ☐ not at all
☐ to some extent ☐ don't know
- 25 To what extent do you believe your supervisor or manager would go to help you resolve an important diversity issue?
- ☐ to a great extent ☐ not at all
☐ to some extent ☐ don't know

26 How effective do you think the Office of Diversity is in resolving diversity-related conflicts?

- ☐ very effective ☐ not at all effective
☐ somewhat effective ☐ don't know

27 How effective do you think supervisors or managers are in resolving diversity-related conflicts?

- ☐ very effective ☐ not at all effective
☐ somewhat effective ☐ don't know

28 Do you think the diversity policies are administered fairly or unfairly by:

	fairly	unfairly	don't know
a Senior Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b Middle Managers/Supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c Office of Diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29 To what extent do you believe each are held accountable for compliance with the Discrimination, Harassment, and Inappropriate Behavior policy?

	to a great extent	to some extent	not at all	don't know
a Senior Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b Middle Managers/Supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c Office of Diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30 To what extent do you believe each effectively carry out their responsibilities to ensure an equal opportunity and discrimination and harassment-free work environment?

	to a great extent	to some extent	not at all	don't know
a Senior Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b Middle Managers/Supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c Office of Diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31 To what extent do you believe that each walk the talk as it relates to diversity?

	to a great extent	to some extent	not at all	don't know
a Senior Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b Middle Managers/Supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c Office of Diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

VI Communications

32 For each of the following statements please indicate whether you strongly agree, agree, neither agree nor disagree, disagree or strongly disagree

	strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
a Enough information on diversity services and assistance is <u>communicated</u> to me?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b Enough information on diversity services and assistance is <u>readily available</u> to me?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c My manager or supervisor is accessible to discuss diversity issues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d I would like to see more activities celebrating the diverse cultures and groups we have in our employee population?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e Employee suggestions and opinions are welcome?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f Employee suggestions are solicited?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33 How often is diversity discussed as part of your workgroup meetings?

- ☐ frequently
☐ occasionally
☐ never

34 Which of the following communications methods do you prefer to receive information related to diversity?

- ☐ in person ☐ informal gatherings
☐ electronic (email, intranet) ☐ from manager or supervisor
☐ newsletters ☐ don't want to receive any diversity information

VII Training

35 How effective has diversity training provided by the Metropolitan Council been in raising your awareness of diversity issues in the workplace?

- ☐ very effective
☐ somewhat effective
☐ not at all effective

Metropolitan Council

Positive Performance

Manager/Supervisor Performance Review



Guidelines

Positive Performance

Performance Management Approach

Managing Performance: Meeting our business goals

- Manager and employee jointly set work goals, clarify expectations and review results
- Individual work goals are tied to organization and department goals
- Performance is discussed regularly throughout the year and formally reviewed annually
- Employee coaching and development are the primary tools used to address performance issues
- Discipline is handled fairly with a problem-solving approach

Employee Development: Maintaining our highly skilled workforce

- Performance discussion and review is focused on employee development to meet business challenges and to improve performance
- Development plan are created annually

Employee Recognition: Creating work environments that encourage maximum performance

- All employees are treated with dignity and respect
- Employees participate in making decisions that affect them
- Achievements are recognized on the organization, department and individual levels

On-line location:

- ✓ Review form: word template: File/new/metc/mgmtperf
- ✓ Guidelines: councilinfo: performance appraisal
- ✓ Policy/procedure: councilinfo: policies/procedures:4-7
- ✓ Development plan form: v:all:forms:devplan

Metropolitan Council Performance Review (Management)

Name of Individual _____ Title _____
Division _____ Department _____ Review Date ____/____/____
Type of Review _____ Period of Review _____
Original Employment Date ____/____/____ Time in Position _____

PART A: Performance Factors

This section provides a description of five (5) critical outcome areas important to organizational success at the Metropolitan Council. Please rate each outcome area using the rating scale on the last page of this document.

In addition to the ratings, please indicate the relative weight of each of the five categories so that the total weight equals 100 percent.

1. **Organizational Effectiveness:** Producing desired results. Promoting participative decision making, individual accountability, appropriate recognition of accomplishment and continuous improvement. **Performance Factor Weight** _____

Expected and Achieved Results	Rating	Additional Comments
-------------------------------	--------	---------------------

Expected Results:

Achieved Results:

Expected Results:

Achieved Results:

Expected Results:

Achieved Results:

Average Rating for Performance Factor 1:

2. **Customer Service and Stakeholder Relationships:** Developing strong customer and stakeholder relationships in order to fulfill public responsibility. **Performance Factor Weight** _____

Expected and Achieved Results	Rating	Additional Comments
-------------------------------	--------	---------------------

Expected Results:

Achieved Results:

Expected Results:

Achieved Results:

Expected Results:

Achieved Results:

Average Rating for Performance Factor 2:

Name of Individual _____

Date ____/____/____

Financial Integrity: Efficiently using financial resources through planning, provision of cost competitive service, financial compliance and controls, and effective use of staff.

Performance Factor Weight _____

Expected and Achieved Results	Rating	Additional Comments
-------------------------------	--------	---------------------

Expected Results:

Achieved Results:

Expected Results:

Achieved Results:

Expected Results:

Achieved Results:

Average Rating for Performance Factor 3:

4. **Productive, Equitable, Positive Work Environment:** Creating a safe and healthy work environment which promotes continuous learning, effective communication, and a partnership between labor and management.

Performance Factor Weight _____

Expected and Achieved Results	Rating	Additional Comments
-------------------------------	--------	---------------------

Expected Results:

Achieved Results:

Expected Results:

Achieved Results:

Expected Results:

Achieved Results:

Average Rating for Performance Factor 4:

5. **Management of Workforce Diversity:** Providing leadership in creating and maintaining an inclusive organization. Promoting the development and contributions of all employees. Visibly supporting the agency's Equal Opportunity and Affirmative Action policies, procedures, programs.

Performance Factor Weight _____

Expected and Achieved Results	Rating	Additional Comments
-------------------------------	--------	---------------------

Expected Results:

Achieved Results:

Expected Results:

Achieved Results:

Expected Results:

Achieved Results:

Average Rating for Performance Factor 5:

Name of Individual _____ Date ____/____/____

Overall Performance Factor Rating

Performance Factor	(A) Performance Factor Rating	(B) Performance Factor Weight (%)	(C) Total (Column A times Column B)
1 - One			
2 - Two			
3 - Three			
4 - Four			
5 - Five			
Overall Performance Factor Rating (Total of Column C)			

Please provide an explanation for the Overall Performance Factor Rating for this individual. Also add any additional comments about areas not covered by the performance factors and competencies.

Part B: Management Competencies

These eight (8) managerial competencies are considered essential skills needed by all managers and supervisors in order to accomplish the organizational results indicated in Part A. These are the same competencies which are part of the Pro-D management development program. This section is not rated, however, please complete Part B by describing your observations of this individual making use of each competency.

1. **THINKING (Analyze Issues; Sound Judgment):** Identifying problems and recognizing symptoms, causes, and alternative solutions; making timely, creative, sound decisions even under conditions of risk and uncertainty.

Observations

2. **ORGANIZATIONAL KNOWLEDGE (Technical/Functional Expertise; Knowledge of the Business):** Applying the knowledge and skills needed to do the job, including technical competence in one's own field and familiarity with policies and practices of the broader function, the organization, and the industry.

Observations

3. **INTERPERSONAL (Build Relationships; Display Organizational Savvy; Manage Disagreements):** Interacting with others in ways that enhance understanding and respect, perceiving the needs of others, developing smooth working relationships, and dealing effectively with conflict.

Observations

Name of Individual _____

Date ____/____/____

LEADERSHIP (Provide Direction; Lead Courageously; Influence Others): Taking charge and making things happen through the effective action of others. Assessing employee strengths and development needs; providing specific feedback and coaching.

Observations

5. **COMMUNICATION (Speak and Write Effectively):** Sending and receiving information clearly, accurately, thoroughly, and effectively; encouraging the open expression of ideas and opinions.

Observations

6. **SELF-MANAGEMENT (Act with Integrity; Demonstrate Adaptability; Develop Oneself):** Demonstrating sound business ethics. Responding appropriately and confidently to the demands of work challenges when confronted with changes, ambiguity, adversity, or other pressures. Pursuing learning and self-development; seeking and using feedback.

Observations

7. **MOTIVATION (Drive for Results; Show Work Commitment):** Establishing high performance standards, working hard to attain those standards, taking initiative, and demonstrating commitment to the organization.

Observations

8. **ADMINISTRATIVE (Establish Plans; Manage Execution):** Developing plans that are comprehensive, realistic, and effective in meeting goals. Structuring one's own activities and the activities of others; coordinating the use of resources in a way that maximizes productivity and efficiency.

Observations

Name of Individual _____

Date ____/____/____

Part C: Development Needs

Please use this section to describe development plans necessary to meet anticipated development needs due to changes in responsibility or changes in the workplace. Use this section to indicate specific development plans intended to address performance problems if the employee received a rating of one (1) in Part A of this review.

Part D: Employee Comments

This space is to be used by the employee to make any comments regarding this performance appraisal.

Signature of direct supervisor _____

Date _____

I have reviewed and discussed the information contained here.

Signature of individual evaluated _____

Date _____

Metropolitan Council Performance Review (Management)

- I. Managers and supervisors in non-represented positions in RA and ES, and in the Confidential Manager's Association (CMA), please use the following rating scale for Section A of the performance review form:

Category	Definition	Rating	Comp
<i>Distinguished Performance:</i>	A level of performance for which the employee invariably exceeds the requirements for the position.	3	2.51 to 3.00
<i>Proficient Performance:</i>	A level of performance completely fulfilling the requirements and expectations for the position. This level of performance is generally attained by the majority of employees.	2	2.00 to 2.50
<i>Required Improvement:</i>	A level of performance below the requirements and the expectations for the position. This level of performance requires a written performance improvement plan as part of the review process. Use Section C of the performance review form to describe a development plan intended to address necessary improvements.	1	Below 1.99

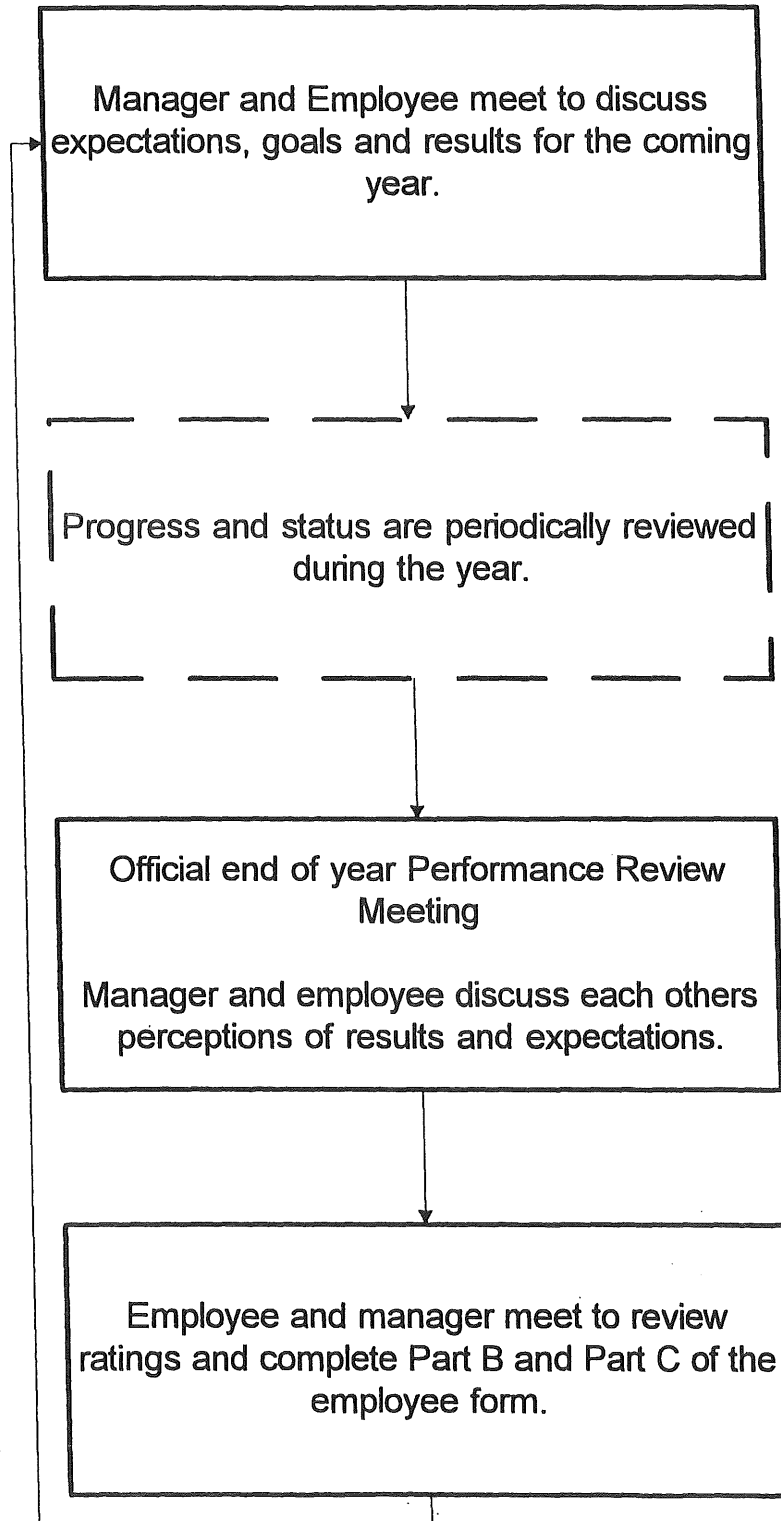
- II. For managers and supervisors in the Transit Manager and Supervisor Association (TMSA), non represented positions in Transit and the Management Association (MANA), please use the following rating scale for Section A of the performance review form:

Category:	TMSA Definition:	MANA Definition:	Rating	Comp
<i>Excellent</i>	Accomplished all objectives or performed all tasks and excelled in a substantial number	Consistently exceeds job goals and requirements	5	4.51 to 5.00
<i>Very Good</i>	Accomplished all objectives or performed all tasks and excelled in some	Generally exceeds job goals and requirements	4	3.51 to 4.50
<i>Good</i>	Accomplished substantially all objectives or performed substantially all tasks assigned	Generally meets job goals and requirements	3	2.51 to 3.50
<i>Fair</i>	Accomplished some objectives or performed some tasks assigned	Generally falls short of goals and requirements	2	1.51 to 2.50
<i>Unsatisfactory</i>	Many objectives unrealized or many tasks not performed	Consistently falls short of goals and requirements	1	Below 1.51

Performance Review Process

Manager

Employee



Performance Review Process

Time Line

Manager

Employee

Process Notes

Planning of PR Cycle

Manager and Employee jointly meet to discuss expectations, goals and results for the coming year.

Manager and employee discuss Part B and the employee's development and training requirements needed to overcome weaknesses identified in Part B.

Expectations and results are agreed on. Development and training needs are written down in Part C of the Performance Review form.

Progress and status are periodically reviewed during the year.

Manager asks employee to complete a PR form and indicate his/her achieved results.

Employee asked to complete the form

Manager writes up his/her understanding of the employee's achieved results and/or ratings

Official end of year Performance Review Meeting
Manager and employee discuss each others perceptions of results and expectations.

Manager makes decision about ratings and completes Part A of the PR form.

Manager sends form to employee to review and sign.

Employee reviews the PR form.

Manager receives the form

Employee and manager meet to review ratings and complete Part B and Part C of the employee form

Completed form is filed, copies to employee and HR.

Copy of PR form

Process starts with expectation setting session between Manager and Employee

Although the process does not specify, it would be a good idea to identify some check points and milestones during the year to discuss employee progress and status in terms of agreed upon results and goals.

If the employee chooses not to sign the form, the manager should make a note so this fact is documented

Five Critical Outcome Areas - Examples

Organization Effectiveness: *Producing desired results. Promoting participative decision making, individual accountability, and appropriate recognition of accomplishment and continuous improvement.*

- ≈ 95% audit compliance with environmental regulations and address any deficiencies within three months
- ≈ Install new computer system and complete conversion by September within 5% of budget
- ≈ Create smart growth advertising campaign for regional citizen using radio and internet at a cost not to exceed \$20,000

Customer Service and Stakeholder Relationships: *Developing strong customer and stakeholder relationships in order to fulfill public responsibility.*

- ≈ Sign and process paperwork within three working days to maintain customer unit's workflow. No more than one complaint per month
- ≈ Survey internal customers regarding staffing procedure. Design and implement improvements by mid-year. Assess customer satisfaction in December. Increase customer satisfaction by 25%
- ≈ Respond to external customer's complaints within three working days.

Financial Integrity: *Efficiently using resources through planning, effective use of staff, providing cost competitive service, and financial compliance and controls.*

- ≈ Complete capital improvement project within 5% of budget by November without addition to staff
- ≈ Decrease overtime by 5% through redistributed staff assignments and project prioritization
- ≈ Implement time saving procedure in accounts payable process; monitor and evaluate by mid-year.

Productive, Equitable, and Positive Work Environment: *Creating a safe and healthy work environment, which promotes continuous learning, effective communication, and a partnership between labor and management.*

- ≈ Use staff involvement in creating solutions to garage safety issues. Implement by end of first quarter
- ≈ Jointly create a development plan for each employee as part of annual performance review process
- ≈ Hold quarterly, all-division meetings which include time to for employees to voice concerns

Management of Workforce Diversity: *Providing leadership in creating and maintaining an inclusive organization. Promoting the development and contribution of all employees. Visibly supporting the agency's Equal Opportunity and Affirmative Action policies, procedures, and programs.*

- ≈ Establish task force to create division strategy for dealing with interpersonal conflicts between staff
- ≈ Use DBE for at least 5% of all division contracts. Monitor and report to division managers quarterly
- ≈ Conduct one staff workshop on diversity issues and related policies; encourage discussion about diversity during at least two staff meetings per year

Guidelines for Defining Expected Results

Set by the Employee; Approved by the Manager

Before employees establish their objectives, the manager should provide the direction or focus toward which staff goals should be oriented. Ideally, this thrust also supports the organization's priorities. Division leaders need to identify and communicate their goals in order for managers and supervisors to translate them into expected results on their own performance reviews.

Focused on Business Results, Written Specifically

Make expected results unambiguous by answering the question, "How will we know this goal is accomplished—what will the end result be?"

- ✓ Focus on end results
- ✓ Define outputs or results
- ✓ Have a target date for completion
- ✓ Express in quantitative terms
- ✓ Specify cost factors
- ✓ Excellent Performance Criteria should answer questions like these:
 - What quality standards must be met?
 - What people need to be involved?
 - What quantities should be achieved?
 - What schedule is to be met?
 - How accurate must the work be?
 - Who will approve it?

Few Rather than Many

A good criterion for determining whether a particular result should be included in the PR is to ask, "Would this expectation be worth discussing during the year?" There is no magic number for how many to include. Eight to twelve should be sufficient.

Change as Conditions Change

If employees are held accountable for objectives that are no longer attainable for reasons beyond their control, it doesn't make sense to hold them to those objectives. Adjust goals as conditions warrant. The manager always has the options of keeping the objectives firm, but be flexible and don't let the system override good judgement

Assign Weighting To Critical Outcome Areas

Once the expected results are established, determine the weighting of each outcome area in terms of importance and time spent. This should be established at the beginning of the review period. Weighting can be adjusted at the end of the review period, if warranted, due to changing conditions.

Guidelines For Reviewing Achieved Results

Scheduling:	Schedule the performance review meeting at a time and location convenient to both individuals.
Preparation:	Prior to the scheduled performance review session, both the manager and the employee complete a review form, including documentation of achieved results directly related to expected results established at the beginning of the review period.
Meeting:	<p>The session is intended to be a shared exchange of information about achieved results. The purpose is to review and learn from past performance by answering the following questions:</p> <ul style="list-style-type: none"> • What went well? Why? What could be applied to other project work to improve outcomes? • What went OK? What could be done differently to improve outcomes? • What did not go well? Why? What could be done differently to improve outcomes?
Making Feedback Discussions Productive:	<p>Specific, Descriptive Information: Either positive or negative feedback is most meaningful if it contains specifics and describes the results of the performance. Focus on the event or the situation rather than attack or accuse the employee in an evaluative approach.</p> <p>Immediate: If you have provided immediate, regular feedback throughout the year, there will be no surprises at the end of the year.</p> <p>Two-Way: Productive feedback discussions require the boss to take responsibility for making the conversation two-way. Without hearing the employee's reaction to what is said, the manager does not learn whether the feedback is accepted. Moreover, the employees often need time to process, assimilate and accept feedback. Encouraging employees to share their thoughts and feelings during the review process helps.</p>

Examples: Achieved Results

1. **Organization Effectiveness:** *Producing desired results. Promoting participative decision making, individual accountability, and appropriate recognition of accomplishment and continuous improvement.*

Performance Factor Weight 25%

- Expected Result: 95% audit compliance with environmental regulations and address any deficiencies within three months.
- Achieved Result: 99.5% audit compliance with regulations. One deficiency addressed within one month.

Rating: 5

- Expected Result: Install new computer system and complete conversion by September within 5% of budget.
- Achieved Result: System installation completed August 15. 10% over budget.

Rating: 4

Average rating for Performance Factor 1: 4.5

2. **Customer Service and Stakeholder Relationships:** *Developing strong customer and stakeholder relationships in order to fulfill public responsibility.*

Performance Factor Weight 30%

- Expected Result: Sign and process paperwork within three working days to maintain customer unit's workflow. No more than one complaint per month.
- Achieved Result: Average of five complaints per month. Average paperwork process is still 4 days.

Rating: 2

- Expected Result: Survey internal customers regarding staffing procedure. Design and implement improvements by mid-year. Assess customer satisfaction in December. Increase customer satisfaction by 25%.

Achieved Result: Survey delayed until August. Improvements in the draft stage. Assessment of customer satisfaction after that.

Rating: 3

Average rating for Performance Factor 2: 2.5

3. **Financial Integrity:** *Efficiently using resources through planning, effective use of staff, providing cost competitive service, and financial compliance and controls.*

Performance Factor Weight 20%

- Expected Result: Complete capital improvement project within 5% of budget by November without addition to staff.
- Achieved Result: Project completed Dec. 15, under budget by \$5,000. Resulted in 10% decrease in fueling costs.

Rating: 4

- Expected Result: Decrease overtime by 5% through reassignment/ prioritization.
- Achieved Result: Decreased overtime by 15%. Completed process evaluation which resulted in major efficiencies in work process.

Rating: 5

Average rating for Performance Factor 3: 4.5

4. Productive, Equitable, and Positive Work Environment: *Creating a safe and healthy work environment, which promotes continuous learning, effective communication, and a partnership between labor and management.* Performance Factor Weight 15%

- Expected Result: Use staff involvement in creating solutions to garage safety issues. Implement by end of first quarter. Decrease accidents by 10%.

- Achieved Result: Accidents decreased by 5%.

Rating: 4

- Expected Result: Hold quarterly, all-division meetings which include time to for employees to voice concerns.

- Achieved Result: Meetings held Feb, May and Aug. Survey shows improvement in morale.

Rating: 4

Average rating for Performance Factor 4: 4.0

5. Management of Workforce Diversity: *Providing leadership in creating and maintaining an inclusive organization. Promoting the development and contribution of all employees. Visibly supporting the agency's Equal Opportunity and Affirmative Action policies, procedures, and programs.* Performance Factor Weight 10%

- Expected Result: Establish task force to create division strategy for dealing with interpersonal conflicts between staff.
- Achieved Result: Conflict resolution training delivered to all department employees. 25% reduction in employee complaints.

Rating: 5

- Expected Result: Use DBE for at least 5% of all division contracts. Monitor and report to division managers quarterly.

Achieved Result: 4.5% DBE utilization. Quarterly reports completed. Increased staff awareness of the goal.

Rating: 3

Average rating for Performance Factor 5: 4.0

Communicating About Performance That Is Not Meeting Your Expectations:

Whenever an employee is confronted with an issue that implies failure, some defensiveness will occur. The manner in which the manager handles this defensiveness is the critical, make-or-break point in any performance review discussion. The following guidelines can help employees move past their defensive reactions and objectively examine the issues.

- * ***Convey your positive intent:*** makes it easier for the other person to hear your feedback
- * ***Describe specifically what you have observed:*** describing the facts without judgment or interpretation helps the employee believe that what you say is real and valid and sets the stage for building a solution
- * ***State the impact of the behavior or action:*** helps establish a mutual stake in a better outcome
- * ***Listen:*** When the employee reacts defensively, this is the moment to listen and try to understand the employee's point of view. Restate what you have heard and avoid arguing over details. Reduce the employee's defensiveness by exploring feelings.
- * ***Get agreement on the problem :*** No real commitment to improve or change will occur until the employee accepts that a problem exists and it needs to be rectified.
- * ***Involve the employee in determining solutions:*** move the discussion away from problems and toward solutions. Employees are more likely to commit to solutions they develop.
- * ***Ask the employee to summarize:*** this will help you to know your employee's understanding of an established course of action.
- * ***Set a follow-up date:*** remember that all development is a process of trying and adjusting. Expect trial and error. Provide meaningful coaching to your employee along the way.

Discussing Management Competencies

- ❖ This section of the review is not rated. It is designed to cue a conversation about how one gets the job done and provides the opportunity to give/get valuable feedback.
- ❖ Talk about this section at the beginning of the review period by asking, “What areas do you think will be most important to your accomplishing expected results?” “How might you hone those skills?”
- ❖ At the end of the review period, reviewer and reviewee can discuss which competencies were most important and how they were applied during the year. Also include competency building in your development planning.
- ❖ If the reviewee has taken ProD and already has a development plan, there is no need to start over. Integrate any new development plans generated by the review process into the original plan.

Examples:

1. THINKING (Analyze Issues; Sound Judgment)

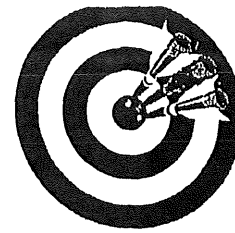
Observations: This manager learns new information quickly, values knowledge and exercises thoughtful and sound judgment before making a decision. She obtains as much data from as many sources as possible to include in her decision making process.

2. ORGANIZATIONAL KNOWLEDGE (Technical/Functional Expertise; Knowledge of the Business)

Observations: This manager attends professional organizations in her area of expertise, subscribes to professional journals, presents papers and demonstrates an active and dynamic ability to stay abreast of her field. She is particularly adept at applying knowledge from her area of expertise to organizational problems.

3. INTERPERSONAL (Build Relationships; Display Organizational Savvy; Manage Disagreements)

Observations: Ms. Doe is able to quickly gain the respect of others and develop smooth working relationships with other managers and peers. She needs to do more to work with and understand the needs of her staff, solicit their input and use their skills and knowledge to further projects and other tasks. This is a major area that needs improvement.



Creating A Development Plan

The purpose of a development plan is to identify ways to improve performance on current tasks and develop the capacity to meet the challenges for the coming year.

Good development plans include:

- behavioral objectives, observable improvement
- specific, attainable, jointly prepared actions that include on-the-job experiences (70%), learning from other people (20%) and seminars (10%)
- due dates
- identification of the resources or support needed for each item in the plan
- development plans must be created for all expected results that receive a fair, unsatisfactory or improvement required rating

Example:

- **Objective:** provide constructive feedback on performance and recognizes employees' contributions on a regular basis
- **Action Plan:**
 - ✓ Attend Communicating To Manage Performance by Dec
 - ✓ Complete all performance reviews by 9/30, review process with HR
 - ✓ Read 1001 Ways To Reward Employees by October, discuss with colleagues
 - ✓ Utilize two new methods for recognizing contributions by February, discuss with manager