

# Diversity

Value the Working Commonality



Celebrate the Differences

2002-2004

## Affirmative Action Plan

HF5549.5  
.A34  
M37  
2002/  
2004

444 Metropolitan Council

Minn. Stat. 473.143

2002-2004

# Affirmative Action Plan

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**Transmittal**


# AFFIRMATIVE ACTION PLAN Transmittal Form

Global Metropolitan Council  
6/30/01

EEO Code	EEO Job Categories/Groups	Protected Class Needs		
		Minority	Female	Disability
1A	Officials/Administrators (Executives)			X
1B	Managers/Supervisors (Administration)		X	X
1C	Managers/Supervisors (Technical)	X	X	
1D	Managers/Supervisors (Transportation)	X	X	X
2A	Professionals (Administration)		X	X
2B	Professionals (Technical)	X	X	X
3A	Technician/Para-Professional (Administration)			X
3B	Technician (Technical)		X	X
4	Protective Service Worker		X	X
5A	Administrative Support (Secretarial)			X
5B	Administrative Support (Clerks)		X	
6E	Skilled Craft (Electricians)		X	
6I	Skilled Craft (Interceptor Serviceworker II)	X	X	
6M	Skilled Craft (Machinists)		X	X
6O	Skilled Craft (Operators)	X	X	X
6P	Skilled Craft (Pipefitters)			X
6S	Skilled Craft (Boiler Maint & Stationary Engineers)		X	X
6X	Skilled Craft (Bricklayers & Painters)			
8A	Service Maintenance (Asst Operators & Laborers)		X	X
8B	Service Maintenance (Drivers & Instructors)		X	X

X - Need Exists

 1/28/02  
Wanda Kirkpatrick, Director, Office of Diversity & Equal Opportunity Date

 1/28/02  
Lee Sheehy, Regional Administrator Date



**Designation of  
Responsibilities**

## 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 and 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 Director, Equal Opportunity.

**Reports to:** Metropolitan Council.

**D. 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 the Director, Equal Opportunity and management/supervisory staff to facilitate success of the equal opportunity program.

**Reports to:** Regional Administrator.

**E. DIRECTOR, 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. Processes formal 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 Chief Executive Officer)

## **F. 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 Director, Equal Opportunity, 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; Metro Transit Human Resources Manager to Assistant General Manager, Administration.

## **G. 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 it's affirmative action/equal opportunity goals.

2. 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.
3. Ensure all unit employees have access to career counseling and career development opportunities.
4. 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.
5. Take prompt and appropriate action upon learning of a possible violation of the agency's Discriminatory Harassment and Inappropriate Behavior Policy in accordance with agency procedures.
6. Cooperate in discrimination complaint investigations and take remedial actions as needed to address problems identified in the complaint process.
7. Address conflicts related to diversity issues including initiating and participating in the informal complaint process.
8. Partner with Office of Diversity to facilitate interactive process for workplace adjustments and reasonable accommodations.
9. Understand your role in and follow the Council's policy on inclusion of disadvantaged businesses in all purchasing and contracting efforts.
10. Participate in agency audits including employment practices, facility ADA compliance and display of EEO poster and agency diversity policies and procedures.
11. 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.
12. 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.
13. 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.

## **H. 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. 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**

## **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](http://www.metrocouncil.org)).

**Discrimination Complaint  
Procedure**

## PROCEDURE - DISCRIMINATION COMPLAINT INVESTIGATION

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Section/Number:	4-2-1a	Total Pages:	3
Dept. Responsible:	Office of Diversity	Effective Date:	11/23/98
Special Note:	This procedure supersedes previous complaint investigation procedures	Revision No.	1 (9/15/00)

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### 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.

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:

#### 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.

3. Exceptions

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*.

B. 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.
  - a. Immediately report allegations of conduct that is severe, repeated or broad in scope to the Office of Diversity.
  - b. Inquire into and address less serious behavior, such as an isolated offensive joke or comment, posted or circulated material, or unwanted nonsexual 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.

3. 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.
4. Management/supervisory personnel are required to cooperate in investigations as part of their job duties.
5. 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 nonsupervisory personnel. In the absence of such a designation, nonsupervisory employee participation will be voluntary.
6. Complainants, witnesses or respondents represented by a bargaining unit may bring a union representative with them to an investigative interview.
7. 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.
8. 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.
9. 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.

- **Use of procedures developed under this document is not a prerequisite to filing charges with a governmental enforcement agency, nor does it limit a person's right to file these charges.**

## 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).

#### **Discriminatory Action (describe):**

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**Date** it occurred: \_\_\_\_\_ **Place** it occurred: \_\_\_\_\_

**Basis** on which you believe you were discriminated against (race, sex, disability, age, etc.) \_\_\_\_\_

**Names of persons who you believe discriminated against you:**

<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>

**If you want to report more than one discriminatory action, attach additional sheets describing each action using the above format.**

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**

\_\_\_\_\_  
**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**





## **Goals and Timetables**

Projections for anticipated openings through the years 2002-2004 are for the following EO categories:

**1A- Officials/Administrators- 1(Executive)**

**1B- Directors, Managers and Supervisors- 3 (Middle Man. Administration)**

**1C- Directors, Managers and Supervisors- 15 (Middle Man. Technical)**

**1D- Directors, Managers and Supervisors- 8 ( First Line Middle Man.)**

**2A- Professionals- 20 (Administration)**

**2B- Professionals- 10 (Technical)**

**3A- Technical/Para-Professional- 12 (Administration)**

**3B- Technical/Para-Professional- 10 (Technical)**

**4- Protective Service Workers- 100**

**5A- Administrative Support- 60**

**5B- Administrative Support- 15 (Clerks)**

**6E- Skilled Crafts- 3 (Electricians)**

**6M- Skilled Crafts- 70 (Machinists/Mechanics)**

**8A- Service Maintenance- 35 (Interceptor Service Worker/Laborer)**

**8B- Service Maintenance- 500 (Transportation)**

The goals were derived from turnover data, extrapolated 2001 hiring information and the projection of new Light Rail positions.

The highest level of underutilization at Metro Transit is for females, especially for Drivers, Mechanics, Police officers, and Managers. Minority underutilization exists for Police but also in management. Metro Transit will move forward in efforts to hire managers to reflect the Driver workforce. A task force is set up in Human Resources to explore new avenues in the recruitment process for drivers. Attracting females to driver positions, police administration and mechanic labor is an on-going issue, but Metro Transit continues its aggressive efforts to seek females in these job categories.

## GOALS AND TIMETABLES TO CORRECT UNDER-UTILIZATION

### 2002 Goal

	PARTNER(S)	ACCOUNTABILITY
1. Continue to offer incentives such as free bus fare and referral bonuses to individuals who become employed as bus operators so that the message is constantly being relayed to potential applicants that Metropolitan Council is a preferred employer.	Director of Marketing; Director of Communications; Human Resources Departments	Director of Human Resources; General Managers; Division Directors
2. Continue to use job fairs and other forums to recruit applicants for protective service jobs, engineering, and bus operator jobs.	Managers; Office of Diversity; Human Resources Departments	General Manager; Division Director

### 2002 Goal

	PARTNER(S)	ACCOUNTABILITY
1. Expand outreach to organizations whose clients are members of protected groups.	Managers; Office of Diversity; Human Resources Departments	Director of Human Resources; General Managers; Division Directors
2. Create recruitment brochure that pictures women, minorities and persons with disabilities for distribution based on affirmative action need to attract these individuals to apply at Metro Transit to become drivers and police officers.	Director of Marketing; Director of Communications; Office of Diversity	Manager of Human Resources
3. Develop Metropolitan Council OJT program to create "internships" for employees in EO categories that have historically shown under-utilization. These groups include entry-level computer-related jobs and entry-level engineering jobs.	Metropolitan Council Managers; Office of Diversity; Human Resources Department	Director of Human Resources
4. Continue to use job fairs and other forums to recruit applicants for protective service jobs, engineering, and bus operator jobs.	Managers; Office of Diversity; Human Resources Departments	General Manager; Division Director

### 2003 Goal

	PARTNER(S)	ACCOUNTABILITY
1. Create an apprenticeship program for diesel mechanics at Metro Transit using funding obtained with a federal grant. This is an opportunity for us to recruit women and minorities to participate in this program, eventually who may become journey persons in our diesel mechanic classification. This will help to correct the under-utilization for women and minorities in EO Category 6M.	Partnering with another transportation organization: Met Council Learning & Organizational Development	Director of Maintenance-Metro Transit
2. Protected Class resume data base	Human Resources	Director of ODEO

# 2002-2004 UTILIZATION ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
1A	Officials & Administrators (Executives)	15	5	10	0	3	2	1		
	Percent of total	100.00%	33.33%	66.67%	0.00%	20.00%				
	Availability		31.55%		13.74%	9.86%				
	Underutilization		-0.2675	-10	2.061	-1.521				
			N							
	Anticipated Openings 2002									
	Numeric Goals 2002	1	0		1					
1B	Directors, Managers, Supervisors (Middle Man Administration)	41	14	27	5	5	1	1	2	1
	Percent of total	100.00%	34.15%	65.85%	12.20%	12.20%				
	Availability		38.67%		13.74%	7.95%				
	Underutilization		1.8547	-27	0.6334	-1.7405				
			2		1	N				
	Anticipated Openings 2002	3								
	Numeric Goals 2002	2	1		1					
1C	Directors, Managers, Supervisors (Middle Man Technical)	40	4	36	10	2	1			1
	Percent of total	100.00%	10.00%	90.00%	25.00%	5.00%				
	Availability		27.25%		8.61%	8.76%				
	Underutilization		6.90	-36.00	-6.56	1.50				
			7		N	2				
	Anticipated Opening 2002	7								
	Numerical Goals 2002	2	1			1				

# 2002-2004 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)	203	49	154	3	14	9	3	2	
	Percent of total	100.00%	24.14%	75.86%	1.48%	6.90%				
	Availability		31.21%		13.74%	8.28%				
	Underutilization		14.36	-154.00	24.89	2.81				
			14		25	3				
	Anticipated Openings 2002	5								
	Numerical Goals 2002	3	2		1					
2A	Professionals (Administration)	214	101	113	3	20	13	4	2	1
	Percent of total	100.00%	47.20%	52.80%	1.40%	9.35%				
	Availability		50.08%		8.61%	8.18%				
	Underutilization		6.17	-113.00	15.43	-2.49				
			6		15	N				
	Anticipated Openings 2002	15								
	Numerical Goals 2002	8	5		3					
2B	Professionals (Technical)	201	58	143	5	17	5	2	10	
	Percent of total	100.00%	28.86%	71.14%	2.49%	8.46%				
	Availability		31.02%		8.61%	9.96%				
	Underutilization		4.35	-143.00	12.31	3.02				
			4		12	3				
	Anticipated Openings 2002	10								
	Numerical Goals 2002	3	1		1	1				

# 2002-2004 UTILIZATION / ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
3A	Technical/Para-Professional (Administration)	84	57	27	6	13	7	3	2	1
	Percent of total	100.00%	67.86%	32.14%	7.14%	15.48%				
	Availability		67.91%		7.68%	10.61%				
	Underutilization		0.04	-27.00	0.45	-4.09				
			N		2	N				
	Anticipated Openings 2002	12								
	Numerical Goals 2002	2			2					
3B	Technican/Para-Professional (Technical)	124	35	89	8	15	9	2	3	1
	Percent of total	100.00%	28.23%	71.77%	6.45%	12.10%				
	Availability		32.74%		7.68%	8.55%				
	Underutilization		5.60	-89.00	1.52	-4.40				
			6		2	N				
	Anticipated Openings 2002	5								
	Numerical Goals 2001	2	2							
4	Protective Service Workers	119	4	115	15	11	4	3	3	1
	Percent of total	100.00%	3.36%	96.64%	12.61%	9.24%				
	Availability		25.18%		8.79%	6.14%				
	Underutilization		25.96	-115.00	-4.54	-3.69				
			26		1	N				
	Anticipated Openings 2002	100								
	Numerical Goals 2002	10	10							

# 2002-2004 UTILIZATION / ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
5A	Administrative Support	113	90	23	5	20	14	4	1	2
	Percent of total	100.00%	79.65%	20.35%	4.42%	17.70%				
	Availability		69.96%		8.66%	9.51%				
	Underutilization		-10.95	-23.00	4.79	-9.25				
			N		5	N				
	Anticipated Openings 2002	30								
	Numerical Goals 2002	5			5					
5B	Administrative Support (Clerks)	113	60	53	12	14	10	0	2	2
	Percent of total	100.00%	53.10%	46.90%	10.62%	12.39%				
	Availability		60.61%		8.66%	10.18%				
	Underutilization		8.49	-53.00	-2.21	-2.50				
			8		N	N				
	Anticipated Openings 2002	7								
	Numerical Goals 2002	3	3							
6E	Skilled Crafts (Electricians)	36	0	36	9	5	3	1		1
	Percent of total	100.00%	0.00%	100.00%	25.00%	13.89%				
	Availability		9.36%		8.90%	5.05%				
	Underutilization		3.37	-36.00	-5.80	-3.18				
			3		N	N				
	Anticipated Openings 2002	3								
	Numerical Goals 2002	1	1							



# 2002-2004 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	2	1		1		
	Percent of total	100.00%	13.64%	86.36%	0.00%	4.55%				
	Availability		20.55%		8.90%	19.46%				
	Underutilization		1.52	-19.00	-0.04	3.28				
			2		2	3				
	Anticipated Openings 2002	0								
	Numerical Goals 2002	0								
6M	Skilled Crafts (Machinist/Mechanics)	426	5	421	32	45	27	8	2	8
	Percent of total	100.00%	1.17%	98.83%	7.51%	10.56%				
	Availability		12.00%		8.90%	6.84%				
	Underutilization		46.12	-421.00	5.91	-15.86				
			46		6	N				
	Anticipated Openings 2002	15								
	Numerical Goals 2002	2	1		1					
6O	Skilled Crafts (Operators)	256	25	231	16	30	15	13	0	2
	Percent of total	100.00%	9.77%	90.23%	6.25%	11.72%				
	Availability		15.45%		8.90%	12.46%				
	Underutilization		14.55	-231.00	6.78	1.90				
			12		6	2				
	Anticipated Openings 2002	0								
	Numerical Goals 2002	0								

# 2002-2004 UTILIZATION / ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
6P	Skilled Crafts (Pipefitters)	32	1	31	10	1		1		
	Percent of total	100.00%	3.13%	96.88%	31.25%	3.13%				
	Availability		7.01%		8.90%	2.81%				
	Underutilization		1.24	-31.00	-7.15	-0.10				
			1		N	N				
	Anticipated Openings 2002	0								
	Numerical Goals 2002	0								
6S	Skilled Crafts (Stationary Engineers)	8	0	8	2	2		2		
	Percent of total	100.00%	0.00%	100.00%	25.00%	25.00%				
	Availability		18.90%		8.90%	11.74%				
	Underutilization		1.51	-8.00	-1.29	-1.06				
			2		N	N				
	Anticipated Openings 2002	0								
	Numerical Goals 2002	0								
6X	Skilled Crafts (Bricklayers/Painters)	5	0	5	1	0				
	Percent of total	100.00%	0.00%	100.00%	20.00%	0.00%				
	Availability		9.76%		8.90%	4.88%				
	Underutilization		0.49	-5.00	-0.56	0.24				
			1		N	N				
	Anticipated Openings 2002	0								
	Numerical Goals 2002	0								

# 2002-2004 UTILIZATION / ANALYSIS - NUMERICAL GOALS

CODE	CODE TITLE	TOTAL	FEMALES	MALE	DISABLED	TOTAL MINORITY	B	H	A	I
8A	Service Maintenance (Interceptor Serviceworker/Laborer)	89	16	73	3	28	19	2	5	2
	Percent of total	100.00%	17.98%	82.02%	3.37%	31.46%				
	Availability		29.59%	12.80%	8.19%	11.37%				
	Underutilization		10.34	-70.95	4.29	-17.88				
			10		4	N				
	Anticipated Openings 2002	35								
	Numerical Goals 2002	3	3							
8B	Service Maintenance (Transportation)	1696	303	1393	36	562	442	43	50	27
	Percent of total	100.00%	17.87%	82.13%	2.12%	33.14%				
	Availability		29.74%	12.80%	8.19%	10.59%				
	Underutilization		201.39	-1354.22	102.90	-382.39				
			201		103	N				
	Anticipated Openings 2002	250								
	Numerical Goals 2002	30	30							



## 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.

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><br>Provide comprehensive break-down of the Council's workforce composition and salary. | Office of Diversity<br><br><i>Semi-Annually</i> |
|----|---|---|

#### State and Metropolitan Council Executive Management

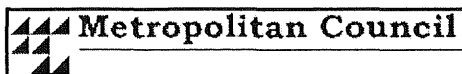
- |    |  |   |
|----|--|---|
| 2. | <u>Minorities, Women and Persons with Disabilities Utilization Report</u><br>Provides complete breakdown of the Council employees by federal job category, job classification, and protected group status. Data is tallied and summarized. | Office of Diversity<br><br><i>Monthly</i>   |
| 3. | <u>Affirmative Action Score Card</u><br>Provides demographics of hires on jobs with affirmative action needs. Provides agency-wide percent of goals met and missed.  | Office of Diversity<br><br><i>Quarterly</i> |
| 4. | <u>Disciplinary Actions</u><br>Provides statistical data on suspensions, demotions, and other hire or promotion.   | Office of Diversity<br><br><i>Quarterly</i> |
| 5. | <u>Transfer and Promotion</u><br>Provides statistical data on transfers and promotions.  | Office of Diversity<br><br><i>Quarterly</i> |

- |    |   |   |
|----|---|---|
| 6. | <u>Termination</u><br>Provides statistical data of termination.   | Office of Diversity<br><br><i>Quarterly</i>       |
| 7. | <u>Complaint Monitoring*</u><br>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<br><br><br><br><i>Monthly</i> |

**State**

- |     |  |   |
|-----|--|---|
| 8.  | <u>Applicant Flow</u><br>Statistical count of applicants by race, sex and disability.  | Office of Diversity<br><br><i>Quarterly</i>         |
| 9.  | <u>Interview Report</u><br>Provides statistical data on minorities, women and persons with disabilities interviewed for hire or promotion. | Office of Diversity<br><br><br><br><i>Quarterly</i> |
| 10. | Periodic surveying of Agency workforce to determine employee attitudes toward implementation of the AA plan                                |   |

**\*Metro Transit tracks EEO customer complaints monthly and reports the total at the end of the year.**



## Metropolitan Council Administrative Policies and Procedures

### PROCEDURE - Staffing

Section/Number:	4-1a	Total Pages:	4
Dept. Responsible:	Human Resources	Effective Date:	9/11
Special Note:	Supersedes all previous procedures covering staffing	Revision No.	0

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[Procedure](#)

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#### I. Policy:

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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

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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 or designees 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 designees in consultation with the Office of Diversity or Human Resources Manager.

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**Recruitment/Retention and  
Promotion Plan**

## **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 or submit a resume. The application and/or resume provides information required to evaluate the potential match in skills and work history. An application 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 Bank**

The Diversity staff will partner with its primary recruitment sources to establish and maintain a resume bank, where applicable. The resume bank will be maintained and kept current. The goal is to work with the respective recruitment source staff to ensure that the resume bank is updated on a quarterly basis. As specific job openings become available, Diversity staff will review the resume data base for qualified applicant 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 data. 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 data base.

### **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. All job postings are also listed on the Council's Internet page.

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.

**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 Preparatory 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.

- Training for managers will include training on the implementation of the AA plan and on dealing with alleged acts of discrimination in the workforce.

## Recruitment Source List

As of June 12, 2001

Organization	POC	Street	City	Zip	Phone	Fax	Email	Audience
Abigail Quigley McCarthy Center for Women	Shana Doherty	College of St. Catherine Randolph Ave	2004 St Paul	55105	(651) 690-6783	(651) 690-8729		W
African American Family Services	Tasslean Parker	2616 Nicollet Avenue S.	Mpls	55408	(612) 871-7878	(612) 871-2567	tasslean@aafs.net	W/M
African Community Services	Khalif Chama	1305 E. 24th Street	Mpls	55404	(612) 721-9984		indhotagg.yahoo.com	W/M
Asian-Pacific Minnesotans, Council on	Jovita Bjoraker	200 Aurora Ave., Ste. 100	St Paul	55103	(651) 296-0538	(651) 297-8735	jovita.bjoraker@state.mn.us	M
Association for the Advancement of Hmong Women in Minnesota (AAHWM)	Chao R. Lee	1518 E. Lake Street	Mpls	55407	(612) 724-3066	(612) 724-3098	aahwm@uswest.net	W/M
Black Minnesotans, Council on	Elina Woods Lester Collins	2233 University Ave., Ste. 426	St Paul	55114	(651) 642-0811	(651) 643-3590	lester.collins@state.mn.us	M
Bureau of Indian Affairs	Claricy Smith	1 Federal Drive, Room 550	Fort Snelling	55111	(612) 713-4400 X1021	(612) 713-4401	claricysmith@bia.gov	W/M
Capitol Community Services	Karla Gregg	1021 Marion Street	St Paul	55117	(612) 488-0507	(612) 488-7826		M
Catholic Charities	Liz Fossum	1276 University Ave W.	St Paul	55104	(651) 641-1180	(651) 641-1005	lizFossum/CCSPM.org	W
Center for Asians & Pacific Islanders	Kia Xiong	3720 East Lake St., Ste. 200	Mpls	55406	(612) 721-0122	(612) 721-7054	kia_xiong@capiusa.org	W/M
Center for Employment and Training	Tatyana Rabinovich	494 Sibley Street	St Paul	55116	(651) 228-3278	(651) 228-3103	tanya.rabinovich@spps.org	W/M
Centro Culturo Chicano	Warren Herrera	1915 Chicago Avenue South	Mpls	55404	(612) 870-4301		centroamn.uswest.net	M
Chart/Wedco (Women's Venture)	Joan Sorenson	2324 University Ave, Ste.200	St Paul	55114	(651) 251-0701	(651) 641-7223	j.sorenson@womenventure.org	W
Chicano Latino Affairs Council - Council of Spanish Speaking Affairs	Ytmar Santiago	555 Park St. Ste.408	St Paul	55103	(651) 296-9587		ytmar.santiago@state.mn.us	M
Chicano/Latinos Unidos En Servicio (CLUES)	Amy Delgado	220 So. Robert St., Ste. 103	St Paul	55107	(651) 292-0117	(651) 292-0347	adelgado@clues.org	M
Chicano/Latinos Unidos En Servicio (CLUES)	Rosie	2110 Nicollet Ave South	Mpls	55404	(612) 871-0200	(612) 871-1058	rfuentes@clues.org	M
Chrysalis, A Center for Women	Debbie Ekeren	4432 Chicago Ave.	Mpls	55407	(612) 871-0118	(612) 810-2403	http://www.chrysaliswomen.org	W
Chrysalis - A Center for Women	Tonya Gajewski	2650 Nicollet Ave South	Mpls	55408	(612) 870-2404		tgajewski@chrysaliswomen.org	W

Organization	POC	Street	City	Zip	Phone	Fax	Email	Audience
Diversity Council	George B. Thompson	220 S. Broadway, #104	Rochester	55904	(507) 282-9951	(507) 282-8960	info@diversitycouncil.org	M
Diversity Institute	Linda Wolford	340 Coffman Memorial Union 300 Washington Ave. SE	Mpls	55455	(612) 626-2324	(612) 626-0909		M
East Metro Women's Council	Trisha Cummins Kauffman	East Metro Place, 3521 Century Ave N.	White Bear Lake	55110	(651) 773-8401	(651) 773-1492	emwc@quest.net	W
Employment Action Center	Office Manager	6715 Minnetonka Blvd.	St. Louis Park	55426	(612) 752-8400	(612) 752-8401	jjshearer@uuuo.com	W/M/D
Family Resource Center/Mpls	Mary Schatzlein	519 Oak Grove St	Mpls	55403	(612) 813-5600	(612) 870-7218	mschatzle@ecsmn.org	W/M/D
Gay Lesbian Bisexual Transsexual Gender Program	Beth Zensky	138 Kleeber Court 320 16th Ave S	Mpls	55455	(612) 625-0537	(612) 624-9028	glbt@tcumn.edu	W/M/D
HIRED	Liz Kniffen	310 E. 38th St., Room 101	Mpls	55409	(612) 822-9071	(612) 822-9235	ekniffen@hired.org	W/M/D
HIRED	Alex Jasicki	1200 Plymouth Ave. N.	Mpls	55411	(612) 529-3342	(612) 529-7131	ajasicke@hired.org	W/M/D
HIRED	Carol Aharoni	Griggs Midway Building, 170N 1821 University Ave	St Paul	55104	(612) 647-5620		l.hampton@hired.org	M
HIRED	John Klem	Suite N261	St Paul	55104	(651) 999-5670	(651) 999-5641	jklem@hired.org	W/M/D
Intercultural Mutual Assistance Association	Ron Buzard	16 SW Seventh Avenue	Rochester	55902	(507) 289-5960	(507) 289-6199		M
International Institute of Minnesota	Robert Hoyle	1694 Como Avenue	St Paul	55108	(651) 647-0191	(651) 642-9268		M
Lambert Vocational Services	Carrie Owens	375 E. Kellogg Blvd.	St Paul	55101	(651) 225-9425	(651) 225-4400	carrie@lambertvocational.com	W/M/D
Metropolitan Airports Commission	Debra J. Johnson	6040 28th Ave. S.	Mpls	55450	(612) 726-8193	(612) 794-4406	djohnson@mspmac.org	W/M/D
Mille Lacs Band of Ojibwe Indians	Benjamin Robertson	1433 E. Franklin Ave	Mpls	55404	(612) 872-1424	(612) 872-1257	mlburb@millelacsojibwe.nsn.us	M
Minneapolis American Indian Center AIOIC/JPTA	Gordy Billet	1845 East Franklin Ave	Mpls	55404	(612) 341-3358 x115	(612) 341-3766	jobs@aioic.org	M
Minneapolis American Indian Center/WIA	Barb Thorvig	1530 East Franklin Ave	Mpls	55404	(612) 879-1710	(612) 879-1795	bthorvig@maicnet.org	M
Minnesota Department of Economic Security	Job Bank	390 N. Robert Street	St Paul	55101	(651) 296-8400	(651) 296-3488		W/M/D
Minnesota Department of Economic Security (Rehabilitation Services)	Customer Service Specialist	1111 3rd Ave. S., Suite 20	Mpls	55404	(612) 341-7100	(612) 341-7119	vsimmons@des.state.mn.us	D

Organization	POC	Street	City	Zip	Phone	Fax	Email	Audience
Minnesota Department of Human Services	Mary Jean Turinia Anderson				(651) 296-3510	(651) 297-7981	mary.jean.turinia-anderson@state.mn.us	W/M/D
Minnesota Department of Transportation	Bartolo Martinez, Jr.	395 John Ireland Boulevard Mail Stop 170 1st Floor	St Paul	55155	(651) 297-5593	(651) 297-2158	bartolo.martinez@dot.state.mn.us	W/M/D
Minnesota State Council on Disability	Don Westergard	121 E. 7th Place, Suite 107	St Paul	55101	(651) 296-1742	(651) 296-5935	don.westergard@state.mn.us	D
Minnesota Women's Consortium	Lorraine Hunt	550 Rice Street	St Paul	55103	(651) 228-0338	(651) 292-9411	info@mnwomen.org	W
NAACP - Mpls	Beverly Thompson	310 East 38th St, Ste 136	Mpls	55409	(612) 822-8205	(612) 822-2524		M
NAACP St Paul	Anisah Dawan	1060 Central Ave W.	St Paul	55102	(651) 649-0520	(651) 227-6962		M
New Beginning Center	Devon Miller	644 Selby Avenue	St Paul	55104	(612) 224-3835	(651) 224-9917	mrevden@aol.com	M
New Unity Center	Dawn Williams	2507 Fremont Ave S	Mpls	55411	(612) 529-9267		williamsd@pns-mn.org	M
Out Front Minnesota - Gay and Lesbian Community Action Council	Doug Saderhart	310 E. 38th Street, #204	Mpls	55409	(612) 822-0127	(612) 822-8786	outfront@outfront.org	W/M/D
People of Phillips	Donn Vargas	1014 E. Franklin Avenue	Mpls	55404	(612) 874-1711	(612) 874-7605	popn@mtn.org	M
People Place, The	Michelle Gibson	P. O. Box 582402	Mpls	55458	(612) 362-0118 888/7EM-PLOY	(612) 362-9523		M
Pillsbury Neighborhood Serv.-New Unit Center	Monique Johnson	2507 Fremont Ave. N.	Mpls	55411	(612) 529-9267	(612) 588-5611 (612) 529-4743	johnsonm@puc_mn.org	W/M/D
Pillsbury United Neighborhood	Francisco Segovia	420 15th Avenue South	Mpls	55454	(612) 338-5282	(612) 338-8421		W/M
PPL Industries Inc. (Project for Pride in Living)	Sue Gunden Chris Thorson	509 Washington Avenue S.	Mpls	55415	(612) 332-0664	(612) 332-4291	chris.thorsson@ppl_inc.org sue.gunden@ppl_inc.org	M
Project for Pride in Living	Chris Thorson	2516 Chicago Avenue S.	Mpls	55404	(612) 874-8511	(612) 874-6444		M
Ramsey Action Programs	Mary Lou Clowes	450 N. Syndicate Street, Bigelow Bldg	St Paul	55104	(651) 645-6631	(651) 645-2253	mclowes@ramseyactionprograms.org	D/M
Ramsey County Workforce Department	Azit Abraham	2098 11th Avenue E.	N. St Paul	55109	(651) 779-5316	(651) 779-5438	azit.abraham@co.ramsey.mn.us	W/M/D
Ramsey County Workforce Development	Mary Haigh	1910 W. County Road B	Roseville	55113	(651) 604-3579	(651) 604-3582	mary.haigh@co.ramsey.mn.us	W/M/D
Ramsey County Workforce Development	Jean Sasson	160 E. Kellogg, Suite 1040	St. Paul	55101	(651) 266-3858	(651) 266-3713	jean.sasson@co.ramsey.mn.us	W/M/D



Organization	POC	Street	City	Zip	Phone	Fax	Email	Audience
Recovery Resource Center	Al Hawkins	1900 Chicago Avenue	Mpls	55404	(612) 752-8064	(612) 752-8001		W/M/D
Rehabilitation Services	Rick Gubash	14551 County Road 11	Burnsville	55337	(952) 431-9415	(952) 431-9403	rgubash@ngwmail.des.state.mn.us	D
Sister Kenny Institute	Julianne Lindau	800 East 28th St	Mpls	55407	(612) 863-8941	(612) 863-8942	jlindau@allina.com	W/M/D
St Paul New Americans Program (SNAP)	Tom Lyons, Jr.	740 W. Rose Avenue 1030 University Avenue W.	St. Paul St. Paul	55117 55104	(612) 293-5989 (612) 290-4803	(612) 293-8806		M
St Paul Workforce Center	Luis Brown-Pena	2455 W University Ave	St Paul	55114	(651) 642-0364		lbrownpe@ngwmail.des.state.mn.us	W/M/D
State Services for the Blind	Pam Gowan	2200 University Ave. W., #240	St Paul	55114	(651) 642-0778	(651) 649-5927	pgowan@ssb.state.mn.us	D
Summit Academy OIC	Louis King	935 Olson Memorial Highway	Mpls	55405	(612) 377-0150	(612) 377-0156		M
Upper Midwest American Indian Center	Gertrude Buckanaga	1036 West Broadway	Mpls	55411	(612) 522-4436	(612) 522-8855	jhill@saoic.org	M
Urban Coalition	Lee Pao Xiong	2610 University Ave W, #201	St Paul	55114	(612) 348-8550	(612) 348-2533	gen@urbancoalition.org	M
Urban League, Mpls	Shirley Neals	2000 Plymouth Avenue North	Mpls	55411	(612) 302-3111	(612) 521-8513	shultgaen@mul.org	M
Urban League, St Paul	Richard Rolle	401 Selby Avenue	St Paul	55102	(651) 224-5771	(651) 224-8009		M
Urban League, St. Paul	Russel Allenger	913 Selby Avenue	St. Paul	55104		(651) 293-9431		M
Vet Center	Mark Manolis	2480 University Ave	St. Paul	55114	(651) 644-4022	(612) 725-2234		Vets
Women In Transition Employment Action Center	Diane Steuden	Lenox Community Ctr, 6715 Minnetonka Blvd., Ste 212	St Louis Park	55426	(612) 752-8444	(612) 752-8401	wit-eac@visto.com	W/M
Women Venture	Tina Eslinger	2324 University Ave, Ste 200	St Paul	55114	(651) 646-3808	(651) 641-7223	teslinger@womenventure.org	W/M
Women's International Self-reliance Enterprise	Cynthia Youngvank	4100 3rd Avenue S.	Mpls	55409	(612) 348-8159		n.youngvank@earthlink.net	M
Workforce Solutions	Michael Anderson	2098 E. 11th Avenue	N. St Paul	55109	(651) 779-5278	(651) 779-5240	michael.anderson@co.ramsey.mn.us	W/M/D
Working Opportunities for Women (WOW)	Yvett Olendorf	2700 University Ave. W. Ste. 12	St Paul	55144	(651) 647-9961	(651) 647-1424	careersolutions1@aol.com	W/M
YWCA of Minneapolis	Jessie Hill	1130 Nicollet Mall	Mpls	55403	(612) 332-0501	(612) 332-0500		W/M
YWCA of Minneapolis	Mercy Olson Ward	1130 Nicollet Mall	Mpls	55403	(612) 215-4123	(612) 332-0500	molsonward@ywca-minneapolis.org	M/W

## Training

## **Proposed Management Training**

Diversity University: Council Core: Council U

Diversity University is a concept which would incorporate core learning materials designed to provide staff and management with skill and knowledge to enhance their human interactions within the work environment. The core subjects are:

- Preventing Sexual Harassment
- Effective Communication (360%)
- Human Relations
- The Essentials of Team Building
- Diversity
- Supervisory Training ( The Seven Danger Zones for Supervisors)
- New Manager Orientation ( Including expectations regarding plan implementation)
- Electives ( Offerings based on organizational need )

### **Objective:**

1. Diversity University exists to maximize the Metropolitan Council human resources.
2. Internally to provide a skill base to ensure a respectful work environment that promotes maximum productivity.
3. Externally to establish a standard base of expectations relating to business relationships with Council staff and management standard business.
4. To perpetuate the skills necessary to ensure the Agency's successful transition to "Blueprint 2030".

### **Behavioral Outcome:**

1. Participants will recognize the appropriateness of their verbiage and actions.
2. Participants will recognize communication style differences and gain insight to defuse differences.
3. Participants will recognize the characteristics which make the human family similar.

- +
- 4. Participants will understand the importance of common goals, trust, and competence for teams.
- 5. Participants will gain a working definition of diversity.
- 6. Participants will gain knowledge of their functional responsibilities as supervisors.

### **Implementation:**

- +Each component of Diversity University is a stand alone program. No specific sequence or prerequisites will be necessary to begin Diversity University program.

Diversity University would seek the approval and support of the Council Diversity Committee and Regional Administrator. The Learning and Organizational department (LOD) would take the leadership of Diversity University and would have responsibility for the following:

- Marketing
- Coordination
- Administration
- Facilitation
- Presentation ( When appropriate )
- Program Development

The Office of Diversity and Equal Opportunity will identify organizational needs, provide presentation and facilitation skills, and work with LOD on curriculum development.

Facility and class scheduling will be coordinated through LOD.

## Surveying

Affirmative Action Plan requirements for Metropolitan Government Agencies suggest periodic review of the Council workforce to determine employee attitudes toward implementation for the plan.

Results of the Council's 1999-2000 survey:

# Diversity at the Council

## Report on Diversity Survey Results

### Message from the Regional Administrator

- Diversity is important to the Council

We live and carry out our organizational responsibilities in an ever-changing community. Over the next twenty years our seven county regional area will see an increase in population of 650,000. Over the past 30 years, many of our new residents have come from a myriad of cultural background. Immigrants from Asia, Africa, Russia and Central and South America continue to look at Minnesota as a community of great opportunity.

Our commitment to Diversity is two fold. As an organization that provides transit service, wastewater treatment services and low-income housing we provide direct client services to this increasingly diverse community. Additionally, our workforce continues to reflect this changing population. This change has provided us with an opportunity to benefit from the different perspectives and contributions that diversity bring. In addition to this benefits, an increasing diverse workforce also brings with it new challenges. We are conscience of the strength and opportunities that this diversity offers us and are committed to effectively addressing the challenges. Our ability to provide the best services possible to our region is dependent on our employees and therefore a greater understanding of our strengths and opportunities for improvement in our diversity efforts is of paramount importance.

This survey is one tool that the Metropolitan Council will use to work on improving its diversity efforts. I am grateful to all those who took the time to provide us with this important feedback.

- Why did we do this survey?

The Council has long supported a philosophy of equality and fairness. Management, the Office of Diversity and all employees play a role in making this philosophy a reality. However, the Office of Diversity and the management function have added organizational responsibilities. We carry out these responsibilities by providing services and programs aimed at improving our workplace and ensuring a fair and just work environment.

We believe that what is not measured is not valued. If we are to take an honest review of our diversity efforts we need to know how our employees view our performance. We developed this survey to meet the following four criteria.

- Gauge effectiveness of current diversity programs

The Office of Diversity develops and administers a myriad of programs and initiatives aimed at improving the quality of work life for all our employees. It is important for us to know how well we are doing in meeting this objective. It is equally important for the Council's managers to know how well they are doing in carrying out their diversity responsibilities.

➤ Develop programs to close gaps

The second purpose of this survey is to identify areas where we can improve our performance and programs. This information we will use to develop performance improvement initiatives, with the goal of eliminating those identified deficiencies.

➤ Set benchmark for future surveys

Thirdly, we are going to use the survey results to set the performance benchmark against which we will measure future performance. By using this data we will be able to see whether or not our initiatives are resulting in the desired improved performance.

➤ Meet statutory requirements

Lastly, we are meeting our statutory requirement to periodically survey our workforce.

• Seven areas measures by the survey:

The following is a brief description of the seven areas that were covered in the survey.

➤ General Diversity Policies

This section was intended to measure our employee's general understanding of the Council's Diversity Policies and Procedures. It is important for all our employees to have a good understanding of their rights and obligations covered under these policies.

➤ Diversity Committee

The Diversity Committee represents our workforce and provides assistance to the Office of Diversity in the implementation of our programs and initiatives. It is important that this committee be effective in carrying out these duties. To this end, the survey questions were designed to give us a picture of the committee's success in meeting its objectives.

➤ Affirmative Action

The section sought to measure our employee's perception of how well we are doing in recruiting and retaining a diverse workforce as well as their belief of the fairness and equity of our selection procedure.

➤ Complaints

This section sought to answer the questions; how well does the organization and in the Office of Diversity perform in dealing with employee complaints? What are the expectations of employees once a complaint has been filed and what is their perception of the fairness and impartiality of the complaint investigation process?

➤ Organizational Performance

This section had a number of focuses. The first segment sought to get information on how well the organization was doing in the delivery of various services. Secondly, we asked



questions around resolving employee conflicts. Lastly we wanted to know employees perception of the administration of the agency's diversity policies and procedures

➤ Communications

Communications is a very important objective and tool for the Office of Diversity. Here we were interested in know how effective our communication efforts have been and what vehicle of communications would best meet the needs of our employees.

➤ Training

This section sought to gain some insight into the effectiveness of the agency's diversity training. Additionally, we were interested in knowing the type of training most desired by employees, and their preference for training method and frequency.

## Survey Results

The following section of this report is presented by survey category. For each category we will first provide a brief evaluation of the data, this will be followed by actual survey results for each question by Council Division and overall scores.

RA = Regional Administration    CD = Community Development    ES = Environmental Services    MT = Metro Transit

### General Diversity Policies

- Overall, the responses for this section were very favorable. Most of our employees understand to some degree the organizations approach to diversity and the agency's diversity policies.

1. How well do you understand the Metropolitan Council's overall approach to diversity?

	Somewhat/Very well
RA	92.9
CD	86.1
ES	92.6
MT	84.8
Council-wide	88.5

2. To what extent do you understand the Metropolitan Council's Discrimination, Harassment and Inappropriate Behavior policy?

	Some/Great extent
RA	98.1
CD	94.4
ES	94.4
MT	90.4
Council-wide	93.1

3. To what extent do you understand the Metropolitan Council Reasonable Accommodation and Workplace Adjustment policy.

	Some/Great extent
RA	84.6
CD	64.7
ES	79.1
MT	67.4
Council-wide	73.4

#### Diversity Committee

- There is an opportunity to improve in this area. The role and responsibilities of the committee is not as well known as it could be. Additionally, over a third of employee do not know if the committee is effective in representing them.
4. To what extent are you familiar with the role and responsibilities of the Metropolitan Council's Diversity Committee?

	Somewhat/Very well
RA	72.1
CD	55.6
ES	68.3
MT	59.0
Council-wide	63.8

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?

	Somewhat/Great Extent	Not at all	Don't know
RA	48.1	9.1	42.8
CD	48.6		51.4
ES	48.8	18.1	33.1
MT	43.8	15.2	41.0
Council-wide	45.8	14.7	39.5

6. How can the Metropolitan Council improve the Diversity Committee's effectiveness?

	Increase accessibility of member to workforce	Improve workforce awareness of members & their role	Other	Don't Know
RA	2.1	49.7	11.7	36.6
CD	8.8	50.0	14.7	26.5
ES	12.1	45.7	13.6	28.7
MT	10.9	51.0	11.6	26.5
Council-wide	9.7	49.4	12.3	28.6

#### Affirmative Action

- The survey indicates that there is a good understanding of the Council's Affirmative Action goals and that we do a good job of recruiting and retention. There is a reported performance gap identified in the fair administration of our selection and promotion process.

7. To what extent do you understand the Metropolitan Council's Affirmative Action Plan goals?

	Some/Great extent
RA	74.7
CD	77.8
ES	78.4
MT	65.8
Council-wide	71.6

8. Do you believe the Metropolitan Council has been successful or unsuccessful in recruiting a diverse workforce over the past three to six years?

	Somewhat/Very successful	Not at all successful	Don't Know
RA	72.4	8.6	19.1
CD	69.4	11.1	19.4
ES	63.6	14.3	22.0
MT	73.2	7.3	19.5
Council-wide	70.0	9.8	20.2

9. Do you believe the Metropolitan Council has been successful or unsuccessful in retaining a diverse workforce over the past three to five years?

	Somewhat/Very successful	Not at all successful	Don't Know
RA	64.7	10.5	24.8
CD	69.4	5.6	25.0
ES	63.9	14.4	21.8
MT	67.5	9.0	23.5
Council-wide	66.0	10.6	23.4

10. Do you agree or disagree that there is a fair process for promoting internal candidates into vacant jobs?

	Agree/Strongly agree	Disagree/Strongly disagree
RA	60.9	39.1
CD	80.6	19.4
ES	42.8	57.2
MT	58.2	41.8
Council-wide	53.3	46.7

11. Do you agree or disagree that there is a fair and non-discriminatory selection process for all job applicants?

	Somewhat/very successful	Not at all successful
RA	64.9	35.1
CD	54.3	45.7
ES	51.1	48.9
MT	58.0	42.0
Council-wide	56.7	43.3

### Complaints

- The majority of employees indicate that they know how to report an incident of discriminatory harassment or inappropriate behavior. Areas for improvement include communicating the complaint channels, turnaround on complaints, and the perception of

fairness and impartiality. There is also some concern that some employees might not report a complaint.

12. If confronted with a work-related conflict, where do you normally seek assistance first?

	Co-worker	Manager/Supervisor	Office of Diversity & EO	Employee Assistance Program (EAP)	Union	Other
RA	16.9	66.9	2.0	.7	4.7	8.8
CD	37.1	54.3			8.6	
ES	26.4	51.6	.4	.7	14.7	6.2
MT	23.6	49.6	.6	.4	19.5	6.3
Council-wide	23.9	53.1	.8	.5	15.2	6.5

13. Do you know how to report an incident of discriminatory harassment or inappropriate behavior?

	Yes	No
RA	70.4	29.6
CD	72.2	27.8
ES	79.0	21.0
MT	68.9	31.1
Council-wide	72.0	28.0

14. Would you say the formal complaint channels are communicated effectively?

	Yes	No
RA	49.0	51.0
CD	42.9	57.1
ES	61.3	38.7
MT	57.8	42.2
Council-wide	56.7	43.3

15. When I've had a diversity-related conflict it has been resolved in a timely manner.

	Agree/Strongly agree	Disagree/Strongly disagree	Never had a diversity-related conflict
RA	13.7	12.4	73.9
CD	8.3	19.5	72.2
ES	15.8	16.8	67.4
MT	18.6	12.6	68.8
Council-wide	16.5	14.1	69.4

16. If you had a diversity-related conflict, why might you not report it?

	Fear of retaliation	Presence from co-workers	Belief nothing would be done	Don't know how to report	Would probably report it
RA	12.0	5.0	17.0	5.0	61.0
CD	3.0		36.4	3.0	57.6
ES	10.2	2.0	24.8	5.1	57.9
MT	12.3	4.4	22.5	9.3	51.5
Council-wide	11.4	3.6	22.8	7.1	55.1

17. Have you ever filed a complaint with the Office of Diversity?

	Yes	No
RA	5.9	94.1
CD	8.3	91.7
ES	9.6	90.4
MT	8.5	91.5
Council-wide	8.4	91.6

18. If you were to file a complaint with the Office of Diversity, which best describes the outcome you would expect?

	Fair/Impartial investigation	One-side investigation	Nothing would happen
RA	76.2	11.2	12.6
CD	66.7	8.3	25.0
ES	59.8	19.3	20.9
MT	64.0	18.4	17.6
Council-wide	64.8	17.0	18.2

19. How confident are you that you would receive an impartial investigation of a complaint if handled by the Office of Diversity?

	Somewhat/Very Confident	Not at all confident	Don't Know
RA	66.0	13.1	20.9
CD	55.6	22.2	22.2
ES	55.0	27.7	17.4
MT	50.9	22.3	26.8
Council-wide	54.6	22.3	23.1

20. How confident are you that you would receive an impartial investigation of a complaint if handled by your supervisor or manager?

	Somewhat/Very Confident	Not at all confident	Don't Know
RA	75.7	12.5	11.8
CD	52.8	36.1	11.1
ES	65.4	24.6	10
MT	65.8	19.1	15.1
Council-wide	66.9	20.3	12.8

### Organizational Performance



21. Please tell us to what degree you think the following programs are effectively administered.

Affirmative Action Hiring			
	Somewhat/Very effective	Not at all effective	Don't Know
RA	58.4	10.7	30.9
CD	55.6	11.1	33.3
ES	63.3	13.9	22.8
MT	65.0	10.0	24.9
Council-wide	63.0	14.4	25.6

Employee Involvement			
	Somewhat/Very effective	Not at all effective	Don't Know
RA	49.0	26.5	24.5
CD	41.7	27.8	30.6
ES	54.3	28.1	17.6
MT	48.8	27.7	23.5
Council-wide	50.1	27.8	22.1

Diversity Communications			
	Somewhat/Very effective	Not at all effective	Don't Know
RA	62.3	16.6	21.1
CD	62.9	17.1	20.0
ES	62.9	21.4	15.7
MT	54.2	22.3	23.5
Council-wide	58.2	21.0	20.8

Diversity Training			
	Somewhat/Very effective	Not at all effective	Don't Know
RA	68.9	15.5	15.6
CD	80.6	8.3	11.1
ES	71.2	18.1	10.7
MT	65.4	17.0	17.6
Council-wide	68.1	16.9	15.0

Complaint Processing			
	Somewhat/Very effective	Not at all effective	Don't Know
RA	44.4	9.9	45.7
CD	38.9	22.2	38.9
ES	46.3	19.6	34.1
MT	44.8	17.4	37.8
Council-wide	44.8	17.1	38.1

Reasonable Accommodation & Workplace Adjustments			
	Somewhat/Very effective	Not at all effective	Don't Know
RA	61.6	4.6	33.8
CD	44.4	11.1	44.5
ES	58.3	14.0	27.7
MT	55.5	13.4	31.1
Council-wide	56.7	12.2	31.1

22. How comfortable are you bringing diversity-related issues to the Office of Diversity?

	Somewhat/Very Comfortable	Not at all comfortable
RA	74.5	25.5
CD	60.0	40.0
ES	62.3	37.7
MT	62.6	37.4
Council-wide	64.4	35.6

23. How comfortable are your bringing diversity-related issues to your manager or supervisor?

	Somewhat/Very Comfortable	Not at all comfortable
RA	83.7	16.3
CD	69.4	30.6
ES	73.6	26.4

MT	75.1	24.9
Council-wide	75.8	24.2

24. To what extent do you believe the Office of Diversity would go to help you resolve an important diversity issue?

	Some/Great extent	Not at all	Don't Know
RA	67.3	7.2	25.5
CD	75.0	5.6	19.4
ES	56.6	14.2	29.2
MT	54.9	12.9	32.2
Council-wide	58.1	12.1	29.8

25. To what extent do you believe your supervisor or manager would go to help you resolve an important diversity issue?

	Some/Great extent	Not at all	Don't Know
RA	81.0	7.8	11.2
CD	72.2	16.7	11.1
ES	69.6	13.4	17.0
MT	71.2	12.7	16.1
Council-wide	72.5	12.2	15.3

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

	Somewhat/Great extent	Not at all	Don't Know
RA	38.4	9.9	51.7
CD	36.1	16.7	47.2
ES	41.4	17.3	41.3
MT	37.7	10.4	51.9
Council-wide	38.7	12.7	48.6

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

	Somewhat/Very effective	Not at all effective	Don't Know
RA	45.3	15.3	39.4
CD	50.0	19.4	30.6
ES	50.4	18.9	30.7
MT	56.0	11.2	32.8
Council-wide	52.3	14.4	33.3

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

Senior Management			
	Fairly	Unfairly	Don't Know
RA	30.7	13.3	56.0
CD	19.4	19.4	61.1
ES	33.9	17.9	48.2
MT	30.9	13.1	56.0
Council-wide	31.3	14.7	53.9

Middle Managers/Supervisors			
	Fairly	Unfairly	Don't Know
RA	33.8	6.8	59.5
CD	30.6	16.7	52.8
ES	42.8	17.3	39.9
MT	41.4	12.6	46.0
Council-wide	40.2	13.2	46.6

Office of Diversity			
	Fairly	Unfairly	Don't Know
RA	43.6	5.4	51.0
CD	38.9	5.6	55.6
ES	34.7	12.3	53.1
MT	27.6	12.5	60.0
Council-wide	32.8	10.9	56.3

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

Senior Managers			
	Some/Great Extent	Not at all	Don't Know
RA	64.5	13.8	21.7
CD	66.7	22.2	11.1
ES	55.9	18.6	25.5
MT	62.4	9.6	28.0
Council-wide	61.0	13.4	25.6

Middle Managers/Supervisors			
	Some/Great Extent	Not at all	Don't Know
RA	71.7	7.2	21.1
CD	75.0	13.9	11.1
ES	63.0	13.0	24.0
MT	68.9	6.8	24.3
Council-wide	67.7	9.1	23.2

Office of Diversity			
	Some/Great Extent	Not at all	Don't Know
RA	69.8	2.7	27.5
CD	75.0		25.0
ES	56.9	13.4	29.7
MT	53.8	9.7	36.5
Council-wide	58.1	9.2	32.7

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?

Senior Management			
	Some/Great Extent	Not at all	Don't Know
RA	62.7	13.3	24.0
CD	69.4	13.9	16.7
ES	54.5	17.5	28.0
MT	58.6	10.9	30.5
Council-wide	58.7	13.4	27.9



Middle Managers/Supervisors			
	Some/Great Extent	Not at all	Don't Know
RA	65.5	10.1	24.4
CD	80.6	11.1	8.3
ES	62.9	14.0	23.1
MT	69.1	8.3	22.6
Council-wide	67.2	10.5	22.3

Office of Diversity			
	Some/Great Extent	Not at all	Don't Know
RA	67.6	3.4	29.0
CD	63.9	2.8	33.3
ES	55.2	11.6	33.2
MT	54.1	8.2	37.7
Council-wide	57.0	8.2	34.8

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

Senior Managers			
	Some/Great Extent	Not at all	Don't Know
RA	54.7	16.7	28.6
CD	50.0	27.8	22.2
ES	47.4	22.6	30.0
MT	54.8	11.8	33.4
Council-wide	52.5	16.5	31.0

Middle Managers/Supervisors			
	Some/Great Extent	Not at all	Don't Know
RA	63.6	6.6	29.8
CD	68.6	17.1	14.3
ES	56.0	17.8	26.2
MT	60.8	10.8	28.4
Council-wide	60.3	12.4	27.3

Office of Diversity			
	Some/Great Extent	Not at all	Don't Know
RA	61.7	2.0	36.3
CD	62.9	5.7	31.4
ES	53.1	13.2	33.7
MT	49.2	9.0	41.8
Council-wide	53.0	8.9	38.1

### Communications

32. Enough information on diversity services and assistance is communicated to me?

	Agree/Strongly Agree	Neither Agree /Disagree	Disagree/Strongly Disagree
RA	50.0	24.0	26.0
CD	36.1	27.8	36.1
ES	61.7	23.8	14.5
MT	45.2	24.2	30.6
Council-wide	50.5	24.2	25.3

Enough information on diversity services and assistance is readily available to me?

	Agree/Strongly Agree	Neither Agree /Disagree	Disagree/Strongly Disagree
RA	62.9	23.8	13.3
CD	52.8	36.1	11.1
ES	64.5	24.3	11.2
MT	48.6	25.6	25.8
Council-wide	55.8	25.2	19.0

My manager or supervisor is accessible to discuss diversity issues.

	Agree/Strongly Agree	Neither Agree /Disagree	Disagree/Strongly Disagree
RA	74.7	16.7	8.6
CD	58.3	25.0	16.7
ES	68.8	19.7	11.5
MT	64.1	23.0	12.9
Council-wide	67.0	21.0	12.0

I would like to see more activities celebrating the diverse cultures and groups we have in our employee population.

	Agree/Strongly Agree	Neither Agree /Disagree	Disagree/Strongly Disagree
RA	32.4	36.5	31.1
CD	41.7	38.8	19.5
ES	29.7	34.1	36.2
MT	39.2	31.4	29.4
Council-wide	35.3	33.4	31.3

Employee suggestions and opinions are welcome?

	Agree/Strongly Agree	Neither Agree /Disagree	Disagree/Strongly Disagree
RA	52.3	32.9	14.8
CD	41.7	38.9	19.4
ES	38.8	37.3	23.9
MT	44.9	34.1	21.0
Council-wide	44.2	34.9	20.9

Employee suggestions are solicited?

	Agree/Strongly Agree	Neither Agree /Disagree	Disagree/Strongly Disagree
RA	31.6	39.5	28.9
CD	19.4	36.1	44.5
ES	29.3	42.4	28.3
MT	26.3	41.4	32.3
Council-wide	27.9	41.0	31.1

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

	Frequently	Occasionally	Never
RA	7.3	29.3	63.3
CD		16.7	83.3
ES	7.3	36.4	56.4
MT	6.2	45.8	48.0
Council-wide	6.4	39.0	54.5

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

	In Person	Electronic E-Mail	Newsletter	Informal Gathering	Manager Supervisor	Don't Want Any
RA	2.7	48.6	20.7	6.3	12.6	9.1
CD		69.0	3.4	6.9	10.3	10.4
ES	5.2	24.6	28.4	12.9	10.8	18.1
MT	14.1	9.6	32.6	19.3	8.1	16.3
Council-wide	9.2	22.2	28.5	15.0	9.6	15.5

### Training

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

	Somewhat/Very Effective	Not at All Effective
RA	78.0	22.0
CD	64.7	35.3
ES	82.1	17.9
MT	74.2	25.8
Council-wide	76.7	23.3

36. How effective has diversity training provided by the Metropolitan Council been in changing your behavior around diversity issues?

	Somewhat/Very Effective	Not at All Effective
RA	64.8	36.2
CD	51.4	48.6
ES	70.8	29.2
MT	63.1	36.9
Council-wide	65.3	34.7

37. As a result of attending diversity training do you agree or disagree that you are better able to interact with people who are different than you.

	Agree/Strongly Agree	Disagree/Strongly Disagree	Did Not Attend Training
RA	58.8	34.5	6.7
CD	42.9	45.7	11.4
ES	58.8	38.3	2.9
MT	56.4	29.1	14.5
Council-wide	57.0	33.3	9.7

38. To what extent do you understand the kinds of words, symbols and actions considered offensive to members of the Metropolitan Council's diverse employee population?

	Some/Great Extent	Not at All
RA	92.7	7.3
CD	94.4	5.6
ES	91.6	8.4
MT	84.2	15.8
Council-wide	88.1	11.9

39. How would you prefer that future diversity training be delivered?

	Classroom	Computer	Brown Bag	Manager/Supervisor	Site Specific	College/University
RA	18.5	15.3	26.6	11.3	20.2	8.1
CD	12.5	25.0	18.8	3.1	34.4	6.2
ES	13.5	16.3	22.0	17.1	19.2	11.9
MT	32.5	8.6	18.8	10.7	19.2	10.2
Council-wide	23.8	12.7	20.9	12.3	20.0	10.3

40. How often should formal classroom training be offered to employees?

	Twice/Year	Once/Year	Every Two Years	Other
RA	12.3	30.1	45.2	12.3
CD	14.3	31.4	48.6	5.7
ES	8.8	23.0	49.3	19.0
MT	20.0	34.2	34.2	11.6
Council-wide	15.2	30.0	41.1	13.7

41. Please select any of the training seminars that you would voluntarily attend.

	Conflict resolution
	Yes
RA	48.7
CD	50.0
ES	40.5
MT	37.3
Council-wide	40.7

	Dealing with Difficult People
	Yes
RA	58.4
CD	63.9
ES	48.4
MT	48.2
Council-wide	50.6

	Cross-Cultural Communications
RA	33.1
CD	44.4
ES	24.9
MT	24.7
Council-wide	27.2

	Gender Differences
RA	29.2
CD	41.7
ES	22.1
MT	19.0
Council-wide	22.6

	Discrimination/Harassment
RA	24.7
CD	36.1
ES	18.7
MT	28.5
Council-wide	25.6

	Disability Management/Reasonable Accommodation
RA	32.5
CD	22.2
ES	28.0
MT	23.7
Council-wide	26.5



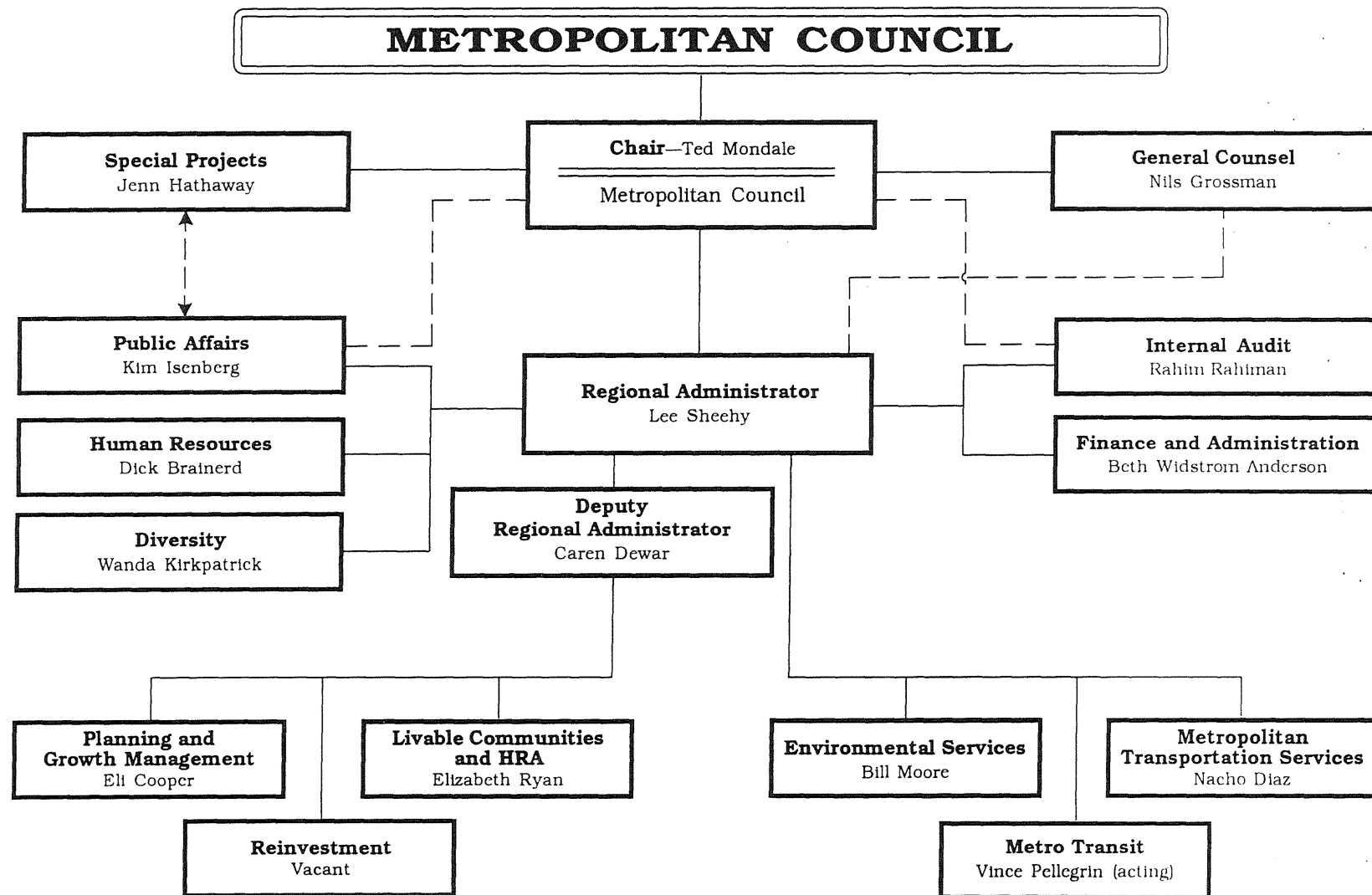
## **DIVERSITY COMMITTEE**

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

### **Duties:**

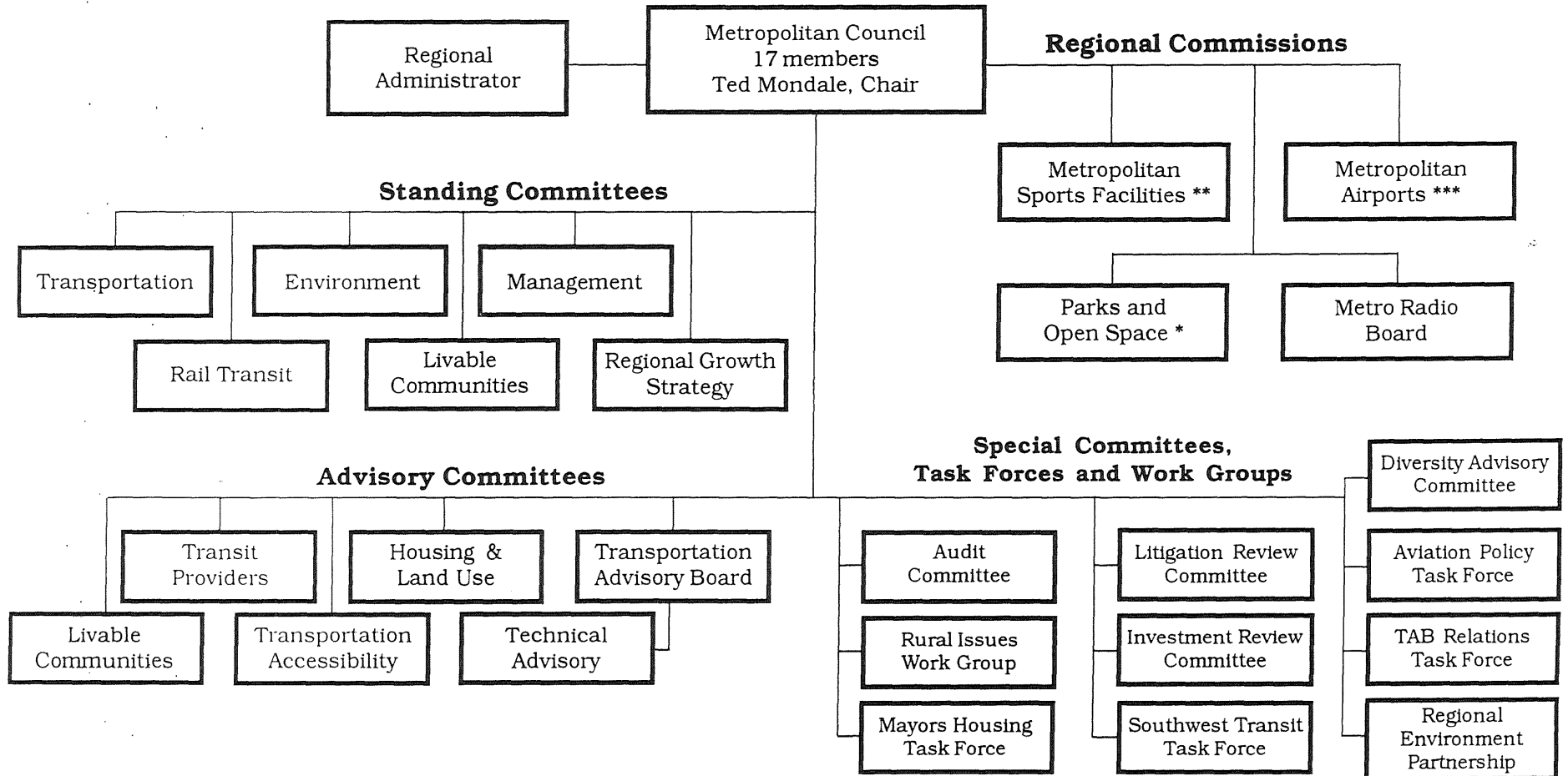
1. Assist the manager and staff of the Office of Diversity & Equal Opportunity in the development, review and evaluation of the Diversity Program, including the Affirmative Action Plan.
2. Promote an understanding of the concepts, principles, objectives and goals of the Diversity Program.
3. Encourage communication between employees and management (i.e. Division Directors, General Managers and the Regional Administrator).
4. Advise the Director, 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





# Metropolitan Council Policymaking Structure



\* Staff support provided to Commission by Metropolitan Council.

\*\* The Metropolitan Council has budget approval and issues bonds for the commission.

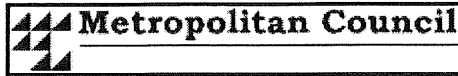
\*\*\* The Metropolitan Council reviews the capital budget and approves certain projects.



**Metropolitan Council**

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230 East Fifth Street  
St. Paul, Minnesota 55101-1626  
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## Harassment Policy



***Policies and Procedures***

**Metropolitan Council Administrative Policies and Procedures**

**POLICY                      Discrimination, Harassment and Inappropriate Behavior**

Section/Number:	<b>4-2-1</b>	Total Pages:	<b>4</b>
Dept. Responsible:	<b>Office of Diversity</b>	Effective Date:	<b>9/11/98</b>
Special Note:	Supersedes all previous policies regarding discriminatory harassment and inappropriate behavior	Revision No.	<b>0</b>

**Internal links within this document**

[Policy Purpose](#) [Background](#) [Definitions](#) [Implementation/Accountability](#)  
[Return to Table of Contents](#) [Return to Intranet homepage](#)

**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.

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## II. Purpose

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

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## III. Background

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.

To identify all bases (race, sex, etc.) on which harassment in employment and public services is prohibited by federal, state or local law.

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## IV. Definitions

**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

- 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
- 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
- Such conduct or communication has the purpose or effect of:
  - Creating an intimidating, hostile, or offensive work environment or atmosphere in which public services are provided; OR
  - Substantially interfering with an individual's work performance or use of public services, OR
  - 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.

**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.

### Specific Definitions

- **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.
- **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.
- 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.
- **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
- 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.
- **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 assistive devices used by an individual.
- **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.
- **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.

### Examples

The following may constitute discriminatory harassment or inappropriate behavior:

- Physical
  - Assault
  - Touching
  - Coerced physical contact or attempts to engage in such contact
  - Brushing against someone's body
  - Blocking
- Verbal

- Sexual propositions
  - Offensive jokes about traits relating to gender, race, disability, age, sexual orientation, etc.
  - Suggestive, insulting or vulgar comments
  - Derogatory characterizations of a person's or group's ability based on national origin, age, gender, disability, etc.
  - Comments or inquiries about a person's sexual behavior
  - Explicit or implicit promises of preferential treatment for submitting to or tolerating harassment or offensive behavior
- Non-verbal
    - Suggestive or insulting sounds or gestures
    - Leering
    - 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.

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## **V. Implementation / 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.

### **Related policies:**

Diversity, Equal Opportunity and Affirmative Action

## Reasonable Accommodation and Workplace Adjustments

### **Implementing procedures:**

## Discrimination Complaints Investigations

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Document last updated: 12/30/98 10:27 AM with HTML conversion

**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

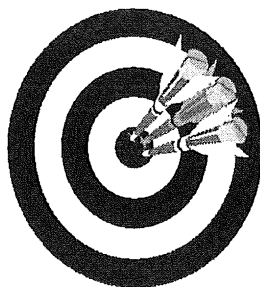
\_\_\_\_\_  
Please print name

\_\_\_\_\_  
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

## **Performance Evaluation**

***Manager/Supervisor  
Performance Review Guidelines***

For help with this process, please call the HR Generalist or LOD Consultant nearest you.

[Introduction](#) | [Performance Review Process](#) | [Five Critical Outcome Areas - Examples](#) | [Guidelines for Defining Expected Results](#) | [Guidelines for Reviewing Achieved Results](#) | [Examples - Achieved Results](#) | [Communicating About Performance That Is Not Meeting Your Expectations](#) | [Discussing Management Competencies](#) | [Creating a Development Plan](#)

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## ***Introduction to the Performance Management Approach***

Setting expected results and reviewing performance is part of the larger picture of managing performance. Many factors contribute to successful performance management, including employee development and recognition. Our approach here at the Council highlights coaching and development as the primary tools used to manage performance. Setting expectations for performance at the beginning of the review period and discussing performance on a regular basis throughout the year set the stage for a healthy relationship between managers and the people they manage.

### **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 plans 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

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## *Performance Review Process*

**Step 1: Prepare** for setting expected results by reviewing organization, division and department goals. Share this information with the employee

**Step 2: Meeting** Manager and Employee jointly meet to determine expected results in each of the five critical outcome areas for the coming year (Part A), management competencies needed to reach results (Part B) and development plans (Part C). Document agreements on the performance review form. The forms are available on councilinfo for professional, technical and support staff and for reviewing the performance of a manager or supervisor. The forms are also available in Word (select **File | New | METC**, then select the appropriate file name: **profperf.dot** for reviewing professional, technical and support staff and **Mgmt Performance Review.dot** for reviewing managers and supervisors). Make copies for manager and employee.

**Step 3: Meetings** Progress and status are periodically reviewed during the year. Document discussions.

**Step 4: Prepare** for performance review.

- Manager asks employee to complete the review form and indicate his/her achieved results
- Manager completes the review form indicating his/her understanding of the employee's achieved results
- Prepare for performance review meeting

**Step 5: Meeting** Official end of the year Performance Review Meeting is held: manager and employee discuss each other's perception of achieved results, what was learned, management competencies and follow through on the development plan. Provide feedback about performance that is not meeting your expectations.

**Step 6: After** the Performance Review Meeting:

- Manager completes Part A of the review form: document achieved results, rate achieved results, complete rating grid to determine overall rating.
- Manager gives completed form to employee for review of final ratings.
- Employee review the completed form, writes comments and signs the form (Part D).
- Completed form is copied for manager and employee and sent to HR

**Step 6: Meeting** Employee and manager meet to review ratings, establish expected results for the next review period and create the development plan to address deficiencies and/or build skill to reach goals for the coming year

## ***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.

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## ***Guidelines For Reviewing Achieved Results***

<b>Scheduling:</b>	Schedule the performance review meeting at a time and location convenient to both individuals.
<b>Preparation:</b>	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.
<b>Meeting:</b>	<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"> <li>• What went well? Why? What could be applied to other project work to improve outcomes?</li> <li>• What went OK? What could be done differently to improve outcomes?</li> <li>• What did not go well? Why? What could be done differently to improve outcomes?</li> </ul>
<b>Making Feedback Discussions Productive:</b>	<p><b>Specific, Descriptive Information:</b> 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><b>Immediate:</b> If you have provided immediate, regular feedback throughout the year, there will be no surprises at the end of the year.</p> <p><b>Two-Way:</b> 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>

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## ***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*

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## ***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.

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## ***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.

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## *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

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