



State of Minnesota

Department of Human Services

Affirmative Action Plan for July 1, 2024 – June 30, 2026

Department of Human Services

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Statement of Commitment

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

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

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

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

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

Commissioner or Agency Head:

Signed by:

FC9A72AB11814F1...

Date Signed: 1/17/2025

Executive Summary

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

This Affirmative Action Plan (AAP) meets the requirements set forth in Statutes, in Administrative Rules, and by Minnesota Management and Budget (MMB). The AAP contains:

- Affirmative action workforce analysis.
- Goals, objectives, and timetables.
- Assertive hiring, recruitment, and retention methods for achieving goals and objectives.

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

Table 1. Workforce Underutilization of Protected Groups

(x indicates the job categories and protected groups that have underutilization. A dash – indicates where there is no underutilization.)

Job Category	Females	Persons with Disabilities	Racial or Ethnic Minorities
Officials and Managers	-	-	x
Professionals	-	-	-
Technicians	Monitor	-	-
Paraprofessionals	x	-	-
Administrative Support	-	-	-
Skilled Craft	Monitor	-	x
Service Maintenance	-	Monitor	x

Signed by: Andrew S. Petroski Date Signed: 1/3/2025
Affirmative Action Officer or Designee: 04E004627DE64E9...

Signed by: Jessica Page Date Signed: 1/3/2025
Human Resources Director or Designee: 2F07723D3DA6476...

Signed by: Jodi Harpstead Date Signed: 1/17/2025
Commissioner or Agency Head: FC9A72AD11014F1...

Organizational Profile

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

Individuals Responsible for Directing and Implementing the Affirmative Action Plan

Minnesota Administrative Rules, section 3905.0400, subpart 1, item B.

A. Commissioner

Responsibilities

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

Duties

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

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

Accountability

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

Name of individual(s) responsible

Name: Jodi Harpstead

Email: Jodi.harpstead@state.mn.us

Title: Commissioner

Phone: 651-431-4334

B. Affirmative Action Officer

Responsibilities

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

Duties

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

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

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

Accountability

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

Name of individual(s) responsible

Name: Andrew Petroski

Email: Andrew.petroski@state.mn.us

Title: Director, Equal Opportunity & Access
Division

Phone: 651-431-2891

C. Affirmative Action Officer Designee(s)

Responsibilities

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

Duties

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

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

- Review policies, procedures, and practices to recommend changes to the Affirmative Action Officer.
- Partner with the agency's recruitment team at their work locations.
- Comply with statewide and agency anti-discrimination and anti-harassment policies.

Accountability

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

Name of individual(s) responsible

Name: Rich Nymoen

Email: Richard.nymoen@state.mn.us

Title: ADA, Civil Rights and Affirmative Action
Consultant

Phone: 651-431-2901

D. Human Resources Director

Responsibilities

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

The HR Director is responsible, in conjunction with the agency ADA Coordinator, for ensuring timely responses to all Americans with Disabilities Act (ADA) requests for reasonable accommodations to remove barriers to equal employment opportunity with the agency. The HR Director is responsible for assisting managers and supervisors in human resources management activities.

Staff within HR who work on affirmative action and diversity issues are accountable to the HR Director or Designee.

Duties

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

- Maintain effective working relationships with the agency Affirmative Action Officer and designees.
- Provide leadership to HR staff and others to ensure personnel decision-making processes adhere to equal opportunity and affirmative action principles.
- Provide guidance in the development and use of selection criteria to ensure they are objective, uniform, and job related.
- Assist in recruitment and retention of protected groups and notify managers and supervisors of existing disparities.
- Ensure an Affirmative Action Pre-hire Review process is implemented and followed by hiring managers and supervisors in collaboration with the Affirmative Action Officer.
- Initiate and report on progress made with program objectives contained in the Affirmative Action Plan.
- Ensure that the reasonable accommodation process is implemented and followed for all employees and applicants in need of a reasonable accommodation.
- Assist supervisors, managers, and the Affirmative Action Officer in the recruitment of protected group members through career and job fairs and other efforts, as well as in selection and retention of protected group members.
- Assist supervisors, managers, the Affirmative Action Officer, and HR staff in the creation of supported worker positions. These positions help reduce agency costs by diverting supportive employment duties from higher skilled workers to supported worker positions. This can improve employee morale and retention of persons with disabilities in integrated employment.
- Request assistance from MMB to support diversity recruitment efforts, as well as the retention of protected group members in hard-to-fill or executive level positions.
- Include responsibility statements for affirmative action/equal employment opportunity in position descriptions and annual performance objectives.
- Comply with state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

HR staff are accountable to the HR Director or Designee.

Name of individual(s) responsible

Name: Jessica Page

Email: Jessica.Page@state.mn.us

Title: Human Resources Director

Phone: 651-431-3025

E. Americans with Disabilities Act Title I Coordinator

Responsibilities

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

Duties

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

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

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

Accountability

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

Name of individual(s) responsible

Name: Andy Christensen

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

Title: ADA Coordinator

Phone: 651-431-3039

F. Americans with Disabilities Act Title II Coordinator

Responsibilities

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

Duties

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

- Provide guidance, coordination, and direction to agency management on the ADA. The agency develops and implements policies, procedures, and practices to ensure agency employment practices and programs are accessible and nondiscriminatory.

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

Accountability

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

Name of individual(s) responsible

Name: Andy Christensen

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

Title: ADA Coordinator

Phone: 651-431-3039

G. Diversity Recruitment and Retention Coordinator

Responsibilities

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

Duties

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

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

Accountability

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

Name of individual(s) responsible

Name: Sean McMoore

Title: Diversity Recruitment and Retention
Supervisor

Email: Sean.McMoore@state.mn.us

Phone: 651-431-5697

H. Senior Managers and Executive Team Leaders

Responsibilities

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

Duties

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

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

Accountability

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

I. All Employees

Responsibilities

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

subjected to such discrimination or harassment are encouraged to use the agency's complaint procedure.

Duties

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

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

Accountability

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

Communication of the Affirmative Action Plan

Minnesota Administrative Rules, section 3905.0400, subpart 1, item D and item E.

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

Internal Methods of Communication

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

540 Cedar Street

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

External Methods of Communication

- **Public website.** The agency's Affirmative Action Plan is available on the agency's public website at [DHS AAP \(https://mn.gov/dhs/general-public/about-dhs/organization-management/office-equity-performance-development\)](https://mn.gov/dhs/general-public/about-dhs/organization-management/office-equity-performance-development). Printed copies are available to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- **Equal opportunity employer language.** The agency's website homepage, letterhead, publications, and all job postings include the statement "The MN Department of Human Services is an equal opportunity employer." The agency will also ensure a representative ratio of diversity is on all marketing materials.
- A physical copy of the Agency's Affirmative Action Plan is available to contractors, vendors, and members of the public at the following address:

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

Workforce Composition Analysis

Minnesota Administrative Rules, part 3905.0600, subpart 2, items A to C, subpart 3, items A to D, subpart 4, Subpart 5, and subpart 6.

Job Category Review

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

Determining Availability

The agency used the United States Census Bureau's EEO Tabulation 2014-2018 American Community Survey (ACS) statistical data for external availability. The feeder job statistics of employees are used for internal availability (refer to Appendix D. Feeder Jobs for details).

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

Progress Reports

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

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

Where the indication of the "Goal Met?" column is:

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

Table 2. Progress Report from 2022-2024 Affirmative Action Plan

Job Category	Females	Persons with Disabilities	Racial or Ethnic Minorities
Officials and Managers	No	Yes	No
Professionals	-	-	Yes
Technicians	-	-	Yes
Paraprofessionals	No	-	Yes
Administrative Support	-	-	Yes
Skilled Craft	No	-	No
Service Maintenance	-	Yes	No

Separations Analysis

[Appendix B. Separation Analysis](#) shows the results by separation type and the protected group during the prior affirmative action plan period to evaluate and identify potential action area(s) for retention strategies for the 2024-2026 plan year.

Table 3. Separation Analysis

Separation Type	Females	Persons with Disabilities	Racial or Ethnic Minorities
Dismissal or Non-Certification	55.98%	28.80%	26.63%
Resignation	64.60%	22.39%	14.75%
Enhanced Separation	0.00%	0.00%	0.00%
Retirement	70.27%	9.01%	13.51%
Death	61.90%	14.29%	33.33%
Lay-off	50.00%	16.67%	16.67%
Termination without Rights	69.57%	23.91%	21.74%
Total Separations	64.91%	20.68%	16.19%

Utilization and Comparison of Employees to Availability

Utilization is an analysis of affirmative action and equal opportunity employment data used to assess the available workforce for a given state.

Underutilization Analysis worksheets are attached in the appendices. Numbers less than 10 are indicated with “<10” in accordance with Minnesota Management and Budget’s guidance on data privacy.

Through the utilization and availability analysis, the agency has determined which job categories are underutilized for females, persons with disabilities, and racial or ethnic minorities in the agency and has set hiring goals for the next two years. Hiring goals are objective and used for making good faith efforts for all aspects of the affirmative action plan. Effective hiring goals are strategic, actionable, and measurable efforts the agency is committed to pursuing and implementing in 2024-2026.

The goals are not quotas, nor do they require protected group status-based hiring preferences. They are aspirational goals so that the agency makes good faith efforts to remove barriers to equal employment opportunity.

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

When a hiring goal for a job category is established, a percentage goal equals to the final availability percentage is calculated for females, persons with disabilities, and racial or ethnic minorities in that job category.

In Appendix F. the Utilization Goals indicates if a job category by protected group is underutilized.

Area(s) in the agency’s workforce that require further monitoring appear in the “Establish Goals?” column as:

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

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

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

The agency has a summary of hiring goals by job category and protected group. The actions the agency will take to address these hiring goals will be described in the goals, objectives, and timetables section.

Table 4. 2024-2026 Hiring Goals by Job Category and Protected Group

Job Category	Females	Persons with Disabilities	Racial or Ethnic Minorities
Officials and Managers	-	-	Yes
Professionals	-	-	-
Technicians	Monitor	-	-
Paraprofessionals	Yes	-	-
Administrative Support	-	-	-
Skilled Craft	Monitor	-	Yes
Service Maintenance	-	Monitor	Yes

Goals, Objectives, and Timetables

Minnesota Administrative Rules, section 3905.0400, subpart 1, item G and item H, Minnesota Administrative Rules, section 3905.0600, subpart 4, subpart 5, and subpart 6.

Goals:

This Affirmative Action Plan shall establish goals for each goal unit by protected group. The goals must be based on a comparison of the composition of the agency or agency subdivision work force with the composition of the relevant civilian labor force in an identified labor market area. If the comparison shows that a goal unit underutilizes a protected group, the agency head shall establish a goal for that group in that goal unit.

Definition: Goal is a broad statement about the long-term expectation of what should happen as a result of your program (the desired result). Serves as the foundation for developing your program objectives.

Objectives:

The agency's affirmative action plan will identify and describe the methods for developing programs and program objectives designed to meet affirmative action goals, to implement the provisions of this affirmative action plan and meet requirements found in These Action-Oriented Programs are carried out throughout this affirmative action plan period.

Definition: Objectives are statements describing the results to be achieved, and the manner in which they will be achieved. You usually need multiple objectives to address a single goal.

Timetables:

This Affirmative Action plan also establishes timetables for meeting goals and objectives. Timetables must be based on turnover and hire rates within each goal unit in the agency or within each agency subdivision.

Goals, Objectives, and Timetables by Protected Group

Females:

Goals	Objectives	Timetables
For Technicians, utilization of 78.49%	<ul style="list-style-type: none"> Continuously source and recruit females from the agency's active candidate pool of 800+ diverse qualified applicants Continuously review and monitor job postings and position descriptions for non-inclusive language. 	By 2026
For Paraprofessionals, utilization of 52.19%	<ul style="list-style-type: none"> Continuously source and recruit females from the agency's active candidate pool of 800+ diverse qualified applicants Continue to promote open positions via the monthly diversity newsletter, "Career Connect", which has over 15K subscribers. 	By 2026
For Skilled Craft, utilization of 1.96%	<ul style="list-style-type: none"> Continue to promote open positions via the monthly diversity newsletter, "Career Connect", which has over 15K subscribers. Continue participating onsite job and student career fairs and diversity events to recruit females. 	By 2026

Racial or Ethnic Minorities:

Goals	Objectives	Timetables
For Officials and Administrators, utilization of 20.50%	<ul style="list-style-type: none"> Review job descriptions, especially minimum qualifications, to identify any words/descriptions that screen Racial/Ethnic Minorities. Continue to promote open positions via the monthly diversity newsletter, "Career Connect", which has over 15K subscribers. 	By 2026
For Skilled Craft, utilization of 11.55%	<ul style="list-style-type: none"> Review job descriptions, especially minimum qualifications, to identify any words/descriptions that screen Racial/Ethnic Minorities. Continue to promote open positions via the monthly diversity newsletter, "Career Connect", which has over 15K subscribers. Continue participating onsite job and student career fairs and diversity events to recruit racial/ethnic minorities. 	By 2026
For Service Maintenance, utilization of 22.72%	<p><i>This job category consists of entry-level physical jobs.</i></p> <ul style="list-style-type: none"> Continue to promote open positions via the monthly diversity newsletter, "Career Connect", which has over 15K subscribers. Continuously source and recruit racial/ethnic minorities from the agency's active candidate pool of 800+ diverse qualified applicants that has been developed through networking, events, job fairs, and outreach efforts. 	By 2026

Barriers to Achieving Goals and Objectives:

The agency has constraints to address underutilization and areas for monitoring identified in the previous section. Employee turnover reduces familiarity with Affirmative Action policies and processes, and newly hired employees must familiarize themselves with these processes in order to contribute fully to DHS's affirmative action efforts. The agency is also experiencing transformational change with the implementation of the new Department of Children, Youth, and Families (DCYF) starting on July 1, 2024, and the Department of Direct Care and Treatment (DDCT) starting on July 1, 2025. Time and resources will be needed to determine how this transformational change, which will be ongoing during the plan period, will impact DHS' recruitment, hiring, and retention efforts.

Recruitment, Retention, and Training

Minnesota Statutes 2023, section 43A.191, subdivision 3, (c), (1) and (2).

Recruitment

The agency will demonstrate a good faith effort to build a coordinated plan to recruit and retain qualified females, persons with disabilities, and racial or ethnic minorities.

- DHS currently has two annual recruitment contracts with MinnesotaJobs.com and Indeed.com, which targets underrepresented populations through over 40K recruitment sources. Additionally, all DHS positions are posted on external job boards, including highly diverse colleges and universities, students and alumni networks and LinkedIn.
- Diversity recruitment and retention team will begin laying the groundwork to explore partnerships with Historically Black Colleges and Universities (HBCU), strengthening our network of diverse candidates who seek state government experience.
- DHS diversity recruitment efforts include paid job postings, career fairs, internship fairs, conferences, events, community partnerships, Career Connect newsletter (15K subscribers) and candidate referrals from our Employee Resource Groups.
- The Diversity Recruitment and Retention team creates Diversity Recruitment Plans with DHS recruiters to ensure an equitable and inclusive recruitment effort around DHS job openings.
- DHS also recruits diverse applicants through a strong social media presence and following, with active career pages on Facebook and LinkedIn.
- Representatives from DHS attend several recruitment events per year throughout Minnesota, resulting in a candidate pool of over 800+ diverse job seekers. Some of these events include the Semi-Annual People of Color Career Fair, Veteran Career Fairs, Goodwill Easter-Seals Career Fair, Twin Cities Pride, Juneteenth celebrations, and more.
- DHS frequently posts jobs and diversity events on social media and distributes a monthly diversity newsletter called "Career Connect" which has over 15K subscribers and gives readers an inside look at all the newest jobs we have available at DHS, along with other useful tips for job seekers.

- DHS actively engages and collaborate with Employee Resource Groups (ERG's), Communications, Equity Committees, and other DHS resources to help broadcast all our jobs to their diverse networks and pipelines.
- DHS has various internship opportunities that help our recruiting and retention efforts. We have an internship program called the "Executive Pathways Internship" program, that focuses on undergraduate/graduate students interested in pursuing a career in state government.
- DHS offers an Externship program focused on law students from marginalized communities.
- DHS partners with Gallaudet University to offer internship opportunities focused on the Deaf and Hard of Hearing community.
- DHS employees host workshops and engagement events with local Colleges/Universities and their DEI departments and student groups to help students create resumes, cover letters, and talk about job opportunities at DHS.
- Develop a pipeline for entry-level jobs across job categories by using Statewide internship opportunities like Right Track, Step Up, Urban Scholar, and Star of the North Fellows.
- Advertise the Connect 700 program to attract qualified individuals with disabilities by providing a link to MMB's web site.
- Continue to use the EEO tag line on all job postings and advertisements.
- Continue to publish recruitment materials and media depicting individuals representing protected groups.
- Review/evaluate job postings to eliminate non-inclusive language.
- Continue to participate in virtual job fairs that are successful to obtain qualified protected group applicants.
- Continue to consider female, racial/ethnic minorities, and individuals with disability applicants for all positions for which they qualify.

Name of individual(s) responsible:

- Human Resources staff (Jessica Page, 651-431-3025)
- Diversity Recruitment and Retention Team (Sean McMoore, 651-431-5697)
- Office of Equity and Inclusion staff (Dr. Karen McKinney, 651-431-2928)
- Office of Employee Culture staff (De Anna Conover, 651-431-2827)
- Equity Directors (HR/Operations-Nate Carter 651-431-2204, Aging and Disability-Deqa Sayid 651-431-4360, Office of Inspector General-Micah Tran 651-431-6611, Direct Care and Treatment-Stacy Wells 651-431-4676)

Retention

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

Strategies:

Our strategies aim to create a welcoming and inclusive workplace from an employee's first day at DHS. We focus on professional development and training to enhance cultural competence, providing tools to improve the employee experience. This includes meaningful feedback to support employees' progress within the organization. Managers, supervisors, and others will be held accountable for inclusive behaviors to strengthen our retention efforts:

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

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

Onboarding for All New Hires:

DHS has reevaluated our old onboarding processes and has implemented a formal onboarding process to ensure new employees understand their roles, perform well, feel valued, and are engaged with their jobs. HR will finalize and implement an Effective Onboarding Guidebook and train all managers and supervisors. Mentors and preceptors will be available to support job success and workplace engagement for people of color, indigenous people, people with disabilities, LGBTQIA+, and veterans.

DHS Diversity Recruitment and Retention Guidebook:

Our newly created Diversity Recruitment and Retention Guidebook is a cornerstone of our DHS Diversity Recruitment and Retention strategic plan, underscoring our commitment to building a diverse and inclusive workforce. This guidebook provides a comprehensive framework for attracting, hiring, and retaining talent from all backgrounds, ensuring that our workplace reflects the diverse communities we serve. By implementing these strategies, we aim to foster an environment where all employees feel valued and supported, leading to enhanced innovation, collaboration, and overall organizational success. The guidebook serves as a vital tool for anyone with hiring or retention responsibilities, equipping them with best practices and actionable steps to promote diversity and inclusion at every level of our organization.

Training for Managers and Supervisors:

Effective leadership combines the right qualities with the right training. Upon hire, DHS will assess managers and supervisors for cultural competency, authenticity, courage, and will. Ongoing training and development will be mandatory for all managers and supervisors through in-house programs and MMB Enterprise Talent and Development. Emphasis will be placed on performance management and

diversity training to challenge biases and drive organizational culture change, particularly in acknowledging systemic racism in the workplace. All managers and supervisors must complete the Intercultural Development Inventory assessment, courses on engaging staff by valuing their strengths, collaborative safety training, and diversity courses. Training topics will include the Americans with Disabilities Act (ADA), Anti-Racism, Equity, Prohibition of Sexual Harassment, and Tribal Relations. Completion of all training will be tracked.

Inclusive Retention Workgroup:

Our newly established Inclusive Retention Workgroup is a key element of our Diversity Recruitment and Retention strategic plan, dedicated to fostering a diverse and inclusive workforce. This workgroup has representation from multiple levels of employees at DHS and will focus on developing and implementing strategies to retain employees from all backgrounds, ensuring they feel valued, supported, and empowered to succeed. By addressing challenges specific to underrepresented groups, the Inclusive Retention Workgroup will help reduce turnover, enhance employee satisfaction, and promote a culture of belonging. This initiative is vital to creating a workplace where diversity is not only welcomed but actively nurtured, driving innovation, collaboration, and overall organizational excellence.

Multi-Rater Feedback Tool for Managers and Supervisors:

To help leaders improve, they need feedback from various perspectives, including their direct reports. Therefore, we will enhance the mid-point probation, end of probation, and annual performance reviews for all managers and supervisors by implementing a multi-rater feedback process. This will include developing a multi-rater feedback tool, a communication strategy, and resources for navigating the annual performance review process and creating development plans.

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

To eliminate structural racism, DHS is dedicated to identifying and correcting injustices against marginalized communities within its policies and procedures. We will collaborate with Minnesota Management and Budget (MMB) to reform enterprise policies, procedures, and statutory language to ensure equitable outcomes. This effort will involve establishing cross-functional teams with representation from MMB, DHS Human Resources, DHS Equal Opportunity and Access, Employee Resource Groups, Equity Directors, and the CECLC. These teams will review and revise policies and procedures, as well as Chapters 43A and 179A, to promote fairness and equity throughout the organization. Our goal is to create an inclusive environment that supports all employees and fosters equitable treatment across the board.

Name of individual(s) responsible:

- DHS Commissioner- Jodi Harpstead 651-431-4334
- Human Resources- Jessica Page 651-431-3025
- Office of Equity and Inclusion- Dr. Karen McKinney 651-431-2928

- Office of Employee Culture-De Anna Conover 651-431-2827
- Diversity Recruitment and Retention- Sean McMoore 651-431-5697

Training

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

Training on Diversity Recruitment and Retention Guidebook:

Training on the Diversity Recruitment and Retention Guidebook is essential for embedding inclusive practices across all levels of our workforce. This guidebook serves as a vital resource, outlining effective strategies for attracting and retaining diverse talent. By ensuring all employees, especially those in leadership and hiring roles, are thoroughly trained on its contents, we can foster a more inclusive workplace culture. This training will equip staff with the knowledge and tools necessary to eliminate biases, support equitable hiring practices, and create an environment where all employees feel valued and can thrive. Committing to this training underscores our dedication to diversity and inclusion, driving progress and innovation throughout our organization.

Collaborate with DHS administration/divisions, leadership, counties, state agencies, and educational institutions to implement learning programs to develop employee skill and competencies:

Collaborating with DHS administration, divisions, leadership, counties, state agencies, and educational institutions to implement learning programs is crucial for developing our employees' skills and competencies. Such collaboration ensures that our workforce is equipped with the necessary knowledge and abilities to meet the diverse needs of the communities we serve. By working together, we can create comprehensive and effective training programs that promote continuous learning and professional growth. These programs will help dismantle systemic barriers, foster inclusive practices, and cultivate a culture of equity within our organization and others. This unified approach not only enhances individual performance but also drives organizational success by building a capable, diverse, and resilient workforce.

Quality on-boarding orientation and trainings:

Quality onboarding, orientation, and training are critical to our strategic plan for diversity recruitment and retention. A comprehensive onboarding process ensures that new employees feel welcomed, valued, and well-prepared to succeed in their roles from day one. Effective orientation and training programs provide essential knowledge about our organization's culture, policies, and expectations, while also offering specialized guidance on diversity, equity, and inclusion. By investing in these programs, we can foster a supportive and inclusive environment that promotes long-term engagement, job satisfaction, and career growth. This commitment to high-quality onboarding and continuous training helps us retain diverse talent, driving innovation and excellence across our workforce.

Worldview, Bias, Anti-Racist, and Diversity, Equity, and Inclusion (DEI) training opportunities:

Prioritizing worldview, bias, anti-racist, and DEI (Diversity, Equity, and Inclusion) training opportunities is paramount in creating an equitable and inclusive work environment and culture. These initiatives are not just about compliance; they are fundamental to creating a workplace where all individuals feel

respected, valued, and understood. By offering comprehensive training on worldview awareness, bias recognition, and strategies for fostering anti-racist and inclusive practices, we empower our employees to contribute effectively to a diverse environment. These training opportunities are instrumental in challenging assumptions, dismantling systemic barriers, and promoting a culture of equity and belonging. Embracing these principles enhances our ability to attract and retain a diverse workforce, driving organizational success through innovation, collaboration, and a commitment to social justice.

Early Career Talent development:

As part of our commitment to ensure we deliver a first-class internship experience for our early career talent we offer a series of sessions for skills development to our interns. This series focuses on Learning Agilities - the ability and willingness to learn from experiences and apply that learning to perform successfully in new situations. We work through the areas of self-awareness, mental agility, people agility, change agility and results agility in our 11-week program. Each intern takes an inventory of where they rate their current skills in these agilities and develops a plan to increase them in these areas. Through this exercise, they can work on and reflect how these skills will contribute to their professional success whether it be at DHS or beyond.

Career readiness training for external partners:

In alignment with our commitment to Early Career Talent Development, we have prepared a comprehensive presentation designed to enhance career readiness for our audience. This presentation covers resume tips, effective networking strategies, the impact of AI on the workforce, and guidance on writing cover letters. The overall goal of this presentation is to enhance employability, increase job placement rates, strengthen professional network, and adaptability to workforce changes. This training can be presented virtually as well as in person.

Brand ambassador training (LinkedIn):

The Diversity Recruitment and Retention Team, led by the Diversity Talent Sourcer, offers a LinkedIn continuous Brand Ambassador Training program that involves ongoing education and engagement initiatives designed to equip all employees, particularly those in leadership roles, with the skills and knowledge to effectively represent and promote DHSs' brand on the platform. This program would include regular workshops and webinars on personal branding, content creation, and social media best practices, along with personalized coaching sessions for leaders to refine their online presence and thought leadership. By fostering a culture of active and authentic engagement, this training can amplify DHSs' reach, enhance our reputation, and build stronger connections with industry peers, clients, and potential talent. For leaders, this visibility can also position them as industry influencers, driving greater influence and credibility for both oneself and the organization.

DHS Equity Analysis Toolkit:

Equity Directors at DHS offer hands on training on how to understand and implement the DHS Equity Analysis Toolkit. DHS is committed to advancing equity by eliminating disparities based on race, ethnicity, age, abilities, veteran status, sexual orientation, gender identity and expression, and intersecting identities, for DHS Employees and people served by DHS programs and services. Additionally, DHS is committed to becoming an equitable, multicultural, and anti-racist workplace.

This toolkit is used to minimize unanticipated adverse consequences in a variety of contexts, including the analysis of proposed policies, institutional practices, programs, plans, and budgetary decisions. Use of this toolkit is vital in preventing institutional racism and for identifying new options to remedy long-standing inequities.

Name of individual(s) responsible:

- DHS Commissioner- Jodi Harpstead 651-431-4334
- Human Resources- Jessica Page 651-431-3025
- Office of Equity and Inclusion- Dr. Karen McKinney 651-431-2928
- Office of Employee Culture-De Anna Conover 651-431-2827
- Diversity Recruitment and Retention- Sean McMoore 651-431-5697
- Equity Directors (HR/Operations-Nate Carter 651-431-2204, Aging and Disability-Deqa Sayid 651-431-4360, Office of Inspector General-Micah Tran 651-431-6611, Direct Care and Treatment-Stacy Wells 651-431-4676)

Disability Recruitment, Hiring, and Advancement

Minnesota Statutes 2023, section 43A.191, subdivision 2 (d), subdivision 2a (b) (1) and (2), (c) (1) to (5).

This section identifies ways the agency will provide assurances, procedures, and commitments to provide adequate hiring, placement, and advancement opportunities for persons with disabilities. It must describe specific actions to ensure that a broad range of persons with disabilities will be aware of and be encouraged to apply for job vacancies when eligible:

1. Connect 700

Connect 700 allows eligible individuals with disabilities the opportunity to demonstrate their ability to perform a specific position for up to 700 hours on the job. It is:

- A pre-probationary trial work program.
- An alternative employment selection for individuals with certain disabilities seeking employment in the classified service of state government.

To be eligible for the Connect 700 program, individuals must:

- Meet the minimum qualifications for the job.
- Have a disability that makes them unable to demonstrate their skills and abilities in the standard competitive selection (e.g. interview) process, as described in law.
- Have a Proof of Eligibility Certificate.

If you are eligible, then:

- Complete and submit the [Application for Eligibility form \(MS Word version\)](#) | [Application for Eligibility form \(PDF version\)](#)
- We will review your application. If your application is approved, we will send you a Proof of Eligibility Certificate (the certificate is good for up to two years).
- Go to the [State of Minnesota Career website](#) and apply for jobs in which you meet minimum qualifications.
- Once you apply for a position, you then must contact the individual listed in the job announcement (prior to the position closing) and let them know you have a proof of eligibility certificate for Connect 700 and that you are interested in the position.
- If you meet minimum qualifications, you will meet with the hiring manager to discuss job requirements and your skills.
- If selected, you will be given an on-the-job trial work experience of up to 700 hours to demonstrate you can perform the job satisfactorily.

Email C700Eligibility.MMB@state.mn.us for more information on Connect 700 or contact the hiring manager listed on job postings. Current state employees can also speak with their Human Resources staff.

Other useful resources for Connect 700:

- [General applicant help](#)
- [Minnesota Statutes, section 43A.15, subdivision 14](#)
- [Minnesota Administrative Rule 3900.5200](#)
- [Executive Order 19-15](#) - Providing for Increased State Employment of Individuals with Disabilities
- [Executive Order 19-13](#) and [Olmstead Plan and Subcabinet information](#)

DHS Internship with Gallaudet University

- DHS is currently partnering with Gallaudet University and created internship opportunities for students attending the university and seeking government working experience.
- This internship opportunity allows Deaf & Hard of Hearing students the chance to gain meaningful work experience in state government and creating interest around working in state government in the Deaf & Hard of Hearing communities.
- These internships are in place to help encourage interns to seek full time employment within DHS once their internship appointment comes to an end.

DHS partnerships with Interpreters

- The Deaf and Hard of Hearing Services Division (DHHSD) supports the needs of our deaf and hard of hearing community members, including recruiting and retention of DHS employees.
- A list of different partnerships and resources DHS has with interpreters can be found [here](#).
- You can use this [link](#) to find specific interpreters.

Creating new partnerships and pathways

- The Diversity Recruitment and Retention team will partner with the Deaf and Hard of Hearing Services Division (DHHSD) and expand the internship opportunities within the division and local colleges/universities.
- The Diversity Recruitment and Retention team will partner with the Aging and Disability Services Administration to strengthen our partnerships with organizations that support people/communities with disabilities and then leverage these partnerships to help strengthen our relationship with community members while also creating new pipelines for potential job seekers.

Name of individual(s) responsible:

- DHS Commissioner- Jodi Harpstead 651-431-4334
- Human Resources- Jessica Page 651-431-3025

- Office of Equity and Inclusion- Dr. Karen McKinney 651-431-2928
- Office of Employee Culture-De Anna Conover 651-431-2827
- Diversity Recruitment and Retention- Sean McMoore 651-431-5697
- Director of DHHSD – Dan Millikin – 651-431-2356
- Equity Director for Aging and Disability-Deqa Sayid 651-431-4360

2. DHS has designated sufficient staff to handle any disability-related issues that arise during the application and selection process, and provides staff with sufficient training, support, and other resources to carry out the responsibilities. DHS's ADA team includes Andy Christensen (ADA Coordinator), Rich Nymoen (ADA, Civil Rights and Affirmative Action Consultant) and Lisa Duda (Legal Assistant).
3. DHS ensures that disability-related questions from members of the public regarding the agency's application and selection processes are answered promptly and correctly, including questions about reasonable accommodations needed by job applicants during the application and selection process and questions about how individuals may apply for positions under hiring authorities that take disability into account.

DHS' Equal Opportunity and Access Division (EOAD) assigns a dedicated staff member for handling disability-related inquiries. EOAD establishes clear and accessible communication through a dedicated email address, phone line, and contact information on DHS' website.

EOAD ensures that information about reasonable accommodations and disability hiring authorities is easily accessible on our website. We also have an FAQ's section and our Reasonable Accommodation policy available.

All job postings include contact information and how to apply for a reasonable accommodation in the application and selection process.

EOAD provides regular training for HR staff on disability-related issues, reasonable accommodations, and hiring authorities that take disability into account.

4. Accepting applications for a position under hiring authorities that take disability into account.
DHS accepts applications from Connect 700 applicants as described above and although DHS does not currently participate in the Service Worker program, the Supported Work program, or the Disabled Veteran program, it is interested in exploring such participation in partnership the Minnesota Management and Budget agency and other related partners.
5. If an individual has applied for appointment to a particular position under a hiring authority that takes disability into account, determining whether the individual is eligible for appointment under such authority and if so, forwarding the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed, consistent with all applicable laws; and

DHS determines the eligibility of Connect 700 applicants for appointment as described above.

Supported Employment (Worker) Program

This section identifies ways the agency will identify any positions in the agency that can be used for supported employment as defined in section [268A.01, subdivision 13](#), of persons with significant disabilities. The agency shall report this information to the Commissioner or head of the agency. An agency that hires more than one supported worker in the identified positions must receive recognition for each supported worker toward meeting the agency's affirmative action goals and objectives.

DHS does not currently participate in this program but is interested in exploring possible participation in partnership the Minnesota Management and Budget agency and other related partners.

Reasonable Accommodations

This section identifies ways the agency:

1. Provides reasonable accommodations in the hiring and promotion of qualified persons with disabilities.
2. DHS complies with accessibility standards under Minnesota Statutes 16E.03, Subd. 9 DHS through its [Information and Communication Technology \(ICT\) Accessibility Policy](#). The core of the policy is that DHS will follow the [State of Minnesota Accessibility Standard](#).
3. Methods and procedures for providing timely access to reasonable accommodations during the application process, throughout current employment, and when seeking promotion.
 - DHS clearly states that reasonable accommodations are available at all stages of the application process on each job posting. Also, information and instructions are found on DHS' website to request a reasonable accommodation for current employees.
 - EOAD has a dedicated team who handles all accommodation requests and has established a protocol for responding to accommodation requests and ADA related inquires within 24-48 hours.
4. Provisions for funding reasonable accommodations.
 - DHS utilizes the Centralized Reasonable Accommodation Fund program administered through the Department of Administration for reimbursement of funds used in providing reasonable accommodations is available.
 - DHS has an annual budget allocation of funds solely used for Reasonable Accommodations throughout the agency.
5. The number of requests made, the number of requests approved, and the number of requests reimbursed from the state accommodation account under section [16B.4805](#).

Table 5. Reasonable Accommodation Requests, Approvals, and Reimbursements

Number of Requests	Number of Requests Approved	Number of Requests Reimbursed
280	265	149 = \$21,761.94

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

OVERVIEW

Objective

The goals of this policy are:

- To ensure compliance with all applicable state and federal laws.
- To establish a written and readily accessible procedure regarding reasonable accommodation, including providing notice of this policy on all job announcements.
- To provide guidance and resources about reasonable accommodations.
- To provide a respectful interactive process to explore reasonable accommodations; and
- To provide a timely and thorough review process for requests for reasonable accommodation.

Policy Statement

State agencies must comply with all state and federal laws that prohibit discrimination against qualified persons with disabilities in all employment practices. All state agencies must provide reasonable accommodations to qualified applicants and employees with disabilities unless to do so would cause an undue hardship or pose a direct threat. Agencies must provide reasonable accommodation when:

- A qualified applicant with a disability needs an accommodation to have an equal opportunity to compete for a job.
- A qualified employee with a disability needs an accommodation to perform the essential functions of the employee's job; and
- A qualified employee with a disability needs an accommodation to enjoy equal access to benefits and privileges of employment (e.g., trainings, office sponsored events).

Scope

This policy applies to all employees of the Executive Branch and classified employees in the Office of Legislative Auditor, Minnesota State Retirement System, Public Employee Retirement System, and Teachers' Retirement System.

Definitions

Applicant - A person who expresses interest in employment and satisfies the minimum requirements for application established by the job posting and job description.

Americans with Disabilities Act (ADA) Coordinator - Each agency is required to appoint an ADA coordinator or designee, depending on agency size, to direct and coordinate agency compliance with Title I of the ADA.

Direct Threat - A significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced by reasonable accommodation.

The determination that an individual poses a direct threat shall be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job.

Essential Functions - Duties so fundamental that the individual cannot do the job without being able to perform them. A function can be essential if:

- The job exists specifically to perform the function(s); or
- There are a limited number of other employees who could perform the function(s); or
- The function(s) is/are specialized, and the individual is hired based on the employee's expertise.

Interactive Process - A discussion between the employer and the individual with a disability to determine an effective reasonable accommodation for the individual with a disability. To be interactive, both sides must communicate and exchange information.

Individual with a Disability - An individual who:

- Has a physical, sensory, or mental impairment that substantially limits one or more major life activities; or
- Has a record or history of such impairment; or
- Is regarded as having such impairment.

Qualified Individual with a Disability - An individual who:

- Satisfies the requisite skill, experience, education, and other job-related requirements of the job that the individual holds or desires; and
- Can perform the essential functions of the position with or without reasonable accommodation.

Major Life Activities - May include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working.

Major life activities also include the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

Medical Documentation - Information from the requestor's treating provider which is sufficient to enable the employer to determine whether an individual has a disability and whether and what type of reasonable accommodation is needed when the disability or the need for accommodation is not obvious. Medical documentation can be requested using the standardized [Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#).

Reasonable Accommodation - An adjustment or alteration that enables a qualified individual with a disability to apply for a job, perform job duties, or enjoy the benefits and privileges of employment. Reasonable accommodations may include:

- Modifications or adjustments to a job application process to permit a qualified individual with a disability to be considered for a job; or
- Modifications or adjustments to enable a qualified individual with a disability to perform the essential functions of the job; or
- Modifications or adjustments that enable qualified employees with disabilities to enjoy equal benefits and privileges of employment.

Modifications or adjustments may include, but are not limited to:

- Providing materials in alternative formats like large print or Braille.
- Providing assistive technology, including information technology and communications equipment, or specially designed furniture.
- Modifying work schedules or supervisory methods.
- Granting breaks or providing leave.
- Altering how or when job duties are performed.
- Removing and/or substituting a marginal function.
- Moving to a different office space.
- Providing telework.
- Making changes in workplace policies.
- Providing a reader or other staff assistant to enable employees to perform their job functions, where a reasonable accommodation cannot be provided by current staff.
- Removing an architectural barrier, including reconfiguring workspaces.
- Providing accessible parking.
- Providing a sign language interpreter; or
- Providing a reassignment to a vacant position.

Reassignment - Reassignment to a vacant position for which an employee is qualified is a “last resort” form of a reasonable accommodation. This type of accommodation must be provided to an employee, who, because of a disability, can no longer perform the essential functions of the position, with or without reasonable accommodation, unless the employer can show that it will be an undue hardship.

Support Person - Any person an individual with a disability identifies to help during the reasonable accommodation process in terms of filling out paperwork, attending meetings during the interactive process to take notes or ask clarifying questions, or to provide emotional support.

Undue Hardship - A specific reasonable accommodation would require significant difficulty or expense. Undue hardship is always determined on a case-by-case basis considering factors that include the nature and cost of the accommodation requested and the impact of the accommodation on the operations of the agency. A state agency is not required to provide accommodations that would impose an undue hardship on the operation of the agency.

Exclusions

N/A

Statutory References

- [Rehabilitation Act of 1973, Title 29 USC 701](#)
- [Americans with Disabilities Act \(1990\)](#)
- [29 C.F.R. 1630, Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act](#)

GENERAL STANDARDS AND EXPECTATIONS

Individuals who may request a reasonable accommodation include:

- Any qualified applicant with a disability who needs assistance with the job application procedure or the interview or selection process; or
- Any qualified agency employee with a disability who needs a reasonable accommodation to perform the essential functions of the position; or
- A third party, such as a family member, friend, health professional or other representative, on behalf of a qualified applicant or employee with a disability, when the applicant or employee is unable to make the request for reasonable accommodation. When possible, the agency must contact the applicant or employee to confirm that the accommodation is wanted. The applicant or employee has the discretion to accept or reject the proposed accommodation.

The agency must abide by the [Minnesota Government Data Practices Act, Chapter 13](#), in obtaining or sharing information related to accommodation requests.

How to request a reasonable accommodation

An agency applicant or employee may make a reasonable accommodation request to any or all of the following:

- Immediate supervisor or manager in the employee's chain of command.
- Agency Affirmative Action Officer/Designee.
- Agency ADA Coordinator.
- Agency Human Resources Office.

- Any agency official with whom the applicant has contact during the application, interview and/or selection process.

Timing of the request

An applicant or employee may request a reasonable accommodation at any time, even if the individual has not previously disclosed the existence of a disability or the need for an accommodation. A request is any communication in which an individual asks or states that he or she needs the agency to provide or change something because of a medical condition.

The reasonable accommodation process begins as soon as possible after the request for accommodation is made.

Form of the request

The applicant or employee is responsible for requesting a reasonable accommodation or providing sufficient notice to the agency that an accommodation is needed.

An initial request for accommodation may be made in any manner (e.g., writing, electronically, in person or orally).

The individual requesting an accommodation does not have to use any special words and does not have to mention the ADA or use the phrase "reasonable accommodation" or "disability."

Oral requests must be documented in writing to ensure efficient processing of requests.

Agency request forms can be found at: "[Employee/Applicant Request for Reasonable Accommodation Form](#)".

When a supervisor or manager observes or receives information indicating that an employee is experiencing difficulty performing the job due to a medical condition or disability, further inquiry may be required. Supervisors or managers should consult with the agency ADA Coordinator for advice on how to proceed.

When an employee needs the same reasonable accommodation on a repeated basis (e.g., the assistance of a sign language interpreter), a written request for accommodation is required the first time only. However, the employee requesting an accommodation must give appropriate advance notice each subsequent time the accommodation is needed. If the accommodation is needed on a regular basis (e.g., a weekly staff meeting), the agency must make appropriate arrangements without requiring a request in advance of each occasion.

The interactive process entails

Communication is a priority and encouraged throughout the entire reasonable accommodation process. The interactive process is a collaborative process between the employee and/or applicant and the agency to explore and identify specific reasonable accommodation(s). (For information on the Interactive Process see the U.S. Department of Labor, Job Accommodation Network at <http://askjan.org/topics/interactive.htm>). This process is required when:

- The need for a reasonable accommodation is not obvious;

- The specific limitation, problem or barrier is unclear.
- An effective reasonable accommodation is not obvious.
- The parties are considering different forms of reasonable accommodation.
- The medical condition changes or fluctuates; or,
- There are questions about the reasonableness of the requested accommodation.

The interactive process should begin as soon as possible after a request for reasonable accommodation is made or the need for accommodation becomes known.

The process should ensure a full exchange of relevant information and communication between the individual and the agency. An individual may request that the agency ADA Coordinator, a union representative, or support person be present.

The agency ADA Coordinator shall be consulted when:

- Issues, conflicts or questions arise in the interactive process; and
- Prior to denying a request for accommodation.

Agency responsibilities for processing the request

As the first step in processing a request for reasonable accommodation, the person who receives the request must promptly forward the request to the appropriate decision maker. At the same time, the recipient will notify the requestor who the decision maker is.

Commissioner

The commissioner of the agency or agency head has the ultimate responsibility to ensure compliance with the ADA and this policy and appoint an ADA Coordinator.

ADA Coordinator

The agency ADA Coordinator is the agency's decision maker for reasonable accommodation requests for all types of requests outside of the supervisors' and managers' authority. The agency ADA Coordinator will work with the supervisor and manager, and where necessary, with agency Human Resources, to implement the approved reasonable accommodation.

Supervisors and Managers

Agencies have the authority to designate the level of management approval needed for reasonable accommodation requests for low-cost purchases. For example:

Requests for standard office equipment that is needed as a reasonable accommodation and adaptive items costing less than \$100. [Agencies can adjust the dollar amount based on their needs]; and

Requests for a change in a condition of employment such as modified duties, or a change in schedule, or the location and size of an employee's workspace. [Agencies can choose to delegate specific requests to supervisors or managers or require these types of requests to work through the agency ADA Coordinator].

Analysis for processing requests

Before approving or denying a request for accommodation, the agency decision maker with assistance from the agency ADA Coordinator will:

1. Determine if the requestor is a qualified individual with a disability.
2. Determine if the accommodation is needed to:
 - Enable a qualified applicant with a disability to be considered for the position the individual desires.
 - Enable a qualified employee with a disability to perform the essential functions of the position; or
 - Enable a qualified employee with a disability to enjoy equal benefits or privileges of employment as similarly situated employees without disabilities.
3. Determine whether the requested accommodation is reasonable.
4. Determine whether there is a reasonable accommodation that will be effective for the requestor and the agency; and
5. Determine whether the reasonable accommodation will impose an undue hardship on the agency's operations.

An employee's accommodation preference is always seriously considered, but the agency is not obligated to provide the requestor's accommodation of choice, so long as it offers an effective accommodation, or determines that accommodation would cause an undue hardship.

Obtaining medical documentation in connection with a request for reasonable accommodation

In some cases, the disability and need for accommodation will be reasonably evident or already known, for example, where an employee is blind. In these cases, the agency will not seek further medical documentation. If a requestor's disability and/or need for reasonable accommodation are not obvious or already known, the agency ADA Coordinator may require medical information showing that the requestor has a covered disability that requires accommodation. The agency ADA Coordinator may request medical information in certain other circumstances. For example, when:

- The information submitted by the requestor is insufficient to document the disability or the need for the accommodation.
- A question exists as to whether an individual is able to perform the essential functions of the position, with or without reasonable accommodation; or
- A question exists as to whether the employee will pose a direct threat to himself/herself or others.

Where medical documentation is necessary, the agency ADA Coordinator must make the request and use the [Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#). The agency ADA Coordinator must also obtain the requestor's completed and signed [Authorization for](#)

Release of Medical Information before sending the Letter to, or otherwise communicating with, the medical provider. The employee may choose not to sign the Authorization. However, if the employee chooses not to sign the Authorization, it is the employee's responsibility to ensure that the agency receives the requested medical information.

Only medical documentation specifically related to the employee's request for accommodation and ability to perform the essential functions of the position will be requested. When medical documentation or information is appropriately requested, an employee must provide it in a timely manner, or the agency may deny the reasonable accommodation request. Agencies must not request medical records; medical records are not appropriate documentation and cannot be accepted.

Supervisors and managers *must not* request medical information or documentation from an applicant or employee seeking an accommodation. Such a request will be made by the agency ADA Coordinator, if appropriate.

Confidentiality requirements

Medical Information

Medical information obtained in connection with the reasonable accommodation process must be kept confidential. All medical information obtained in connection with such requests must be collected and maintained on separate forms and in separate physical or electronic files from non-medical personnel files and records. Electronic copies of medical information obtained in connection with the reasonable accommodation process must be stored so that access is limited to only the agency ADA Coordinator. Physical copies of such medical information must be stored in a locked cabinet or office when not in use or unattended. Generally, medical documentation obtained in connection with the reasonable accommodation process should only be reviewed by the agency ADA Coordinator.

The agency ADA Coordinator may disclose medical information obtained in connection with the reasonable accommodation process to the following:

- Supervisors, managers or agency HR staff who have a need to know may be told about the necessary work restrictions and about the accommodations necessary to perform the employee's duties. However, information about the employee's medical condition should only be disclosed if strictly necessary, such as for safety reasons.
- First aid and safety personnel may be informed, when appropriate, if the employee may require emergency treatment or assistance in an emergency evacuation.
- To consult with the State ADA Coordinator or Employment Law Counsel at MMB, or the Attorney General's Office about accommodation requests, denial of accommodation requests or purchasing of specific assistive technology or other resources; or
- Government officials assigned to investigate agency compliance with the ADA.

Whenever medical information is appropriately disclosed as described above, the recipients of the information must comply with all confidentiality requirements.

Accommodation Information

The fact that an individual is receiving an accommodation because of a disability is confidential and may only be shared with those individuals who have a need to know for purposes of implementing the accommodation, such as the requestor's supervisor and the agency ADA Coordinator.

General Information

General summary information regarding an employee's or applicant's status as an individual with a disability may be collected by agency equal opportunity officials to maintain records and evaluate and report on the agency's performance in hiring, retention, and processing reasonable accommodation requests.

Approval of requests for reasonable accommodation

As soon as the decision maker determines that a reasonable accommodation will be provided, the agency ADA Coordinator will process the request and provide the reasonable accommodation in as short of a timeframe as possible. The time necessary to process a request will depend on the nature of the accommodation requested and whether it is necessary to obtain supporting information. If an approved accommodation cannot be provided within a reasonable time, the decision maker will inform the requestor of the status of the request before the end of 30 days. Where feasible, if there is a delay in providing the request, temporary measures will be taken to provide assistance.

Once approved, the reasonable accommodation should be documented for record keeping purposes and the records maintained by the agency ADA Coordinator.

Funding for reasonable accommodations

The agency must specify how the agency will pay for reasonable accommodations.

Procedures for reassignment as a reasonable accommodation

Reassignment to a vacant position is an accommodation that must be considered if there are no effective reasonable accommodations that would enable the employee to perform the essential functions of his/her current job, or if all other reasonable accommodations would impose an undue hardship.

The agency ADA Coordinator will work with agency Human Resources staff and the requestor to identify appropriate vacant positions within the agency for which the employee may be qualified and can perform the essential functions of the vacant position, with or without reasonable accommodation. Vacant positions which are equivalent to the employee's current job in terms of pay, status, and other relevant factors will be considered first. If there are none, the agency will consider vacant lower-level positions for which the individual is qualified. The EEOC recommends that the agency consider positions that are currently vacant or will be coming open within at least the next 60 days.

Denial of requests for reasonable accommodation

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

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

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

Consideration of undue hardship

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

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

Determining direct threat

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

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

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

Appeals process in the event of denial

In addition to providing the requestor with the reasons for denial of a request for reasonable accommodation, agencies must designate a process for review when an applicant or employee chooses to appeal the denial of a reasonable accommodation request. This process:

- Must include review by an agency official.
- May include review by the State ADA Coordinator; and/or
- Must inform the requestor of the statutory right to file a charge with the Equal Employment Opportunity Commission or the Minnesota Department of Human Rights.

Information tracking and records retention

Agencies must track reasonable accommodations requested and report once a year by September 1st to MMB the number and types of accommodations requested, approved, denied and other relevant information.

Agencies must retain reasonable accommodation documentation according to the agency's document retention schedule, but in all cases for at least one year from the date the record is made, or the personnel action involved is taken, whichever occurs later. 29 C.F.R. § 1602.14.

RESPONSIBILITIES

Agencies are responsible for the request:

- Adoption and implementation of this policy and development of reasonable accommodation procedures consistent with the guidance in this document.

MMB is responsible for:

- Provide advice and assistance to state agencies and maintain this policy.

FORMS AND INSTRUCTIONS

Please review the following forms:

- [Employee/Applicant Request for ADA Reasonable Accommodation](#)
- [Authorization of Release of Medical Information for ADA Reasonable Accommodations](#)
- [Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#)

REFERENCES

- [U.S. Equal Employment Opportunity Commission](#), *Enforcement Guidance*
- Pre-employment Disability-Related Questions and Medical Examinations at 5, 6-8, 20, 21-22, 8 FEP Manual (BNA) 405:7191, 7192-94, 7201 (1995).
- Workers' Compensation and the ADA at 15-20, 8 FEP Manual (BNA) 405:7391, 7398-7401 (1996).

- The Americans with Disabilities Act and Psychiatric Disabilities at 19-28, 8 FEP Manual (BNA) 405:7461, 7470-76 (1997).
- Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act (October 17, 2002), (clarifies the rights and responsibilities of employers and persons with disabilities regarding reasonable accommodation and undue hardship).
- Disability-Related Inquiries and Medical Examinations of Employees (explains when it is permissible for employers to make disability-related inquiries or require medical examinations of employees).
- Fact Sheet on the Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964 at 6-9, 8 FEP Manual (BNA) 4055:7371.

The [Genetic Information Nondiscrimination Act \(GINA\) of 2008](#) and [M.S. 181.974](#) prohibit employers from using genetic information when making decisions regarding employment.

[Minnesota Human Rights Act \(MHRA\)](#) prohibits employers from treating people differently in employment because of their race, color, creed, religion, national origin, sex, marital status, familial status, disability, public assistance, age, sexual orientation, or local human rights commission activity. The MHRA requires an employer to provide reasonable accommodation to qualified persons with disabilities who are employees or applicants for employment, except when such accommodation would cause undue hardship or where the individual poses a direct threat to the health or safety of the individual or others. The MHRA prohibits requesting or requiring information about an individual's disability prior to a conditional offer of employment.

The [Family and Medical Leave Act](#) is a federal law requiring covered employers to provide eligible employees twelve weeks of job-protected, unpaid leave for qualified medical and family reasons.

[Executive Order 19-15, Providing for Increased Participation of Persons with disabilities in State Employment](#), directs agencies to make efforts to hire more persons with disabilities and report on progress.

CONTACTS

Equal Opportunity Office at Minnesota Management and Budget



B. MN Department of Human Services Employee/Applicant Request for Americans with Disabilities Act (“ADA”) Reasonable Accommodation Form

The Employee/Applicant Request for Americans with Disabilities Act (“ADA”) Reasonable Accommodation Form shown below can be found at
https://dhs.intranet.mn.gov/assets/accommodation-request-employee-form_tcm1127-381248.docx

Equal Opportunity and Access Division Employee Reasonable Accommodation Request Form

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

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

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

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

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

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

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

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

This request does not cover, and the information to be disclosed should not contain, genetic information. "Genetic Information" includes: information about an individual's genetic tests; information about genetic tests of an individual's family members; information about the manifestation of a disease or disorder in an individual's family members (family medical history); an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual; and genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.

Employee

Date

Equal Opportunity and Access Division

Minnesota Department of Human Services

Phone: 651-431-4945

Email: DHS_ADA@state.mn.us

Fax: 651-431-7444

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

C. Notice Under the Americans with Disabilities Act Title II

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

Employment: MN Department of Human Services does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under title I of the ADA.

Effective Communication: MN Department of Human Services will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in MN Department of Human Services programs, services, and activities, including qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

Modifications to Policies and Procedures: MN Department of Human Services will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities. For example, individuals with service animals are welcomed in MN Department of Human Services offices, even where pets are generally prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of MN Department of Human Services, should contact the office of Andy Christensen at 651-431-3039 as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the MN Department of Human Services to take any action that would fundamentally alter the nature of its programs or services or impose an undue financial or administrative burden.

Complaints that a program, service, or activity of MN Department of Human Services is not accessible to persons with disabilities should be directed to Andy Christensen at 651-431-3039.

MN Department of Human Services will not place a surcharge on a particular individual with a disability or any group of persons with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.

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

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

<div style="display: flex; align-items: center;"> MINNESOTA </div> <p style="text-align: center; margin-top: 20px;"> _____ (Agency) Americans with Disabilities Act (“ADA”) Title II (non-employee) Reasonable Accommodation/Modification in Public Services, Programs or Activities Request Form </p> <p> The _____ (Agency) is committed to complying with the Americans with Disabilities Act (“ADA”) and the Minnesota Human Rights Act (“MHRA”). The ADA Coordinator/Designee will review each request on an individualized, case-by-case, basis to determine whether an accommodation or modification can be made. Please do NOT send copies of medical records. The Agency is not authorized to have medical records and is not qualified to interpret medical records. </p> <p>General Information</p> <p>Date of Request: _____</p> <p>Person needing accommodation/modification</p> <p>Name: _____</p> <p>Address: _____</p> <p>Email: _____ Phone: _____</p> <p>Person making request (if different from person needing accommodation/modification)</p> <p>Name: _____</p> <p>Email: _____ Phone: _____</p> <p>Relationship to person needing accommodation/modification: _____</p> <p>Accommodation Information</p> <p>Date accommodation/modification is needed: _____</p> <p>Address and/or room of accommodation/modification: _____</p> <p>Type of accommodation/modification requested (please be specific): _____ _____ _____ </p> <p>How would you like to be notified of the status of your request?</p> <p> <input type="radio"/> Phone <input type="radio"/> Email <input type="radio"/> Writing <input type="radio"/> Other (specify): _____ </p> <p>If someone else has completed this form on your behalf and you want that person to be notified of the status of your request, please initial here: _____</p> <p style="font-size: small; margin-top: 10px;">Updated 08/21/2019</p>	<p>All requests for accommodation/modification will be evaluated individually and a response to your request will be provided within one week of receipt.</p> <p> <input type="checkbox"/> Check this box to sign this request form electronically: By checking this box, I agree my electronic signature is the legal equivalent of my signature. </p> <p>Signature of Requestor _____ Date _____</p> <p style="text-align: center; margin-top: 20px;">OFFICE USE ONLY</p> <p style="text-align: center;">RESPONSE TO REQUEST FOR ACCOMMODATION/MODIFICATION</p> <p>Date request received: _____</p> <p>The request for accommodation/modification is GRANTED. Below is a description of the accommodation/modification: _____ _____ _____ </p> <p>The request for accommodation/modification is DENIED because:</p> <p> <input type="checkbox"/> The requester does not meet the essential eligibility requirements or qualifications for the program, service, or activity, without regard to disability. <input type="checkbox"/> The requested accommodation/modification would impose an undue burden on the agency; and/or <input type="checkbox"/> The requested accommodation/modification would fundamentally alter the nature of the service, program, or activity. </p> <p>Requester notified on: (date) _____ via: _____</p> <p>Additional notes: _____ _____ _____ </p> <p>ADA Coordinator:</p> <p>Name _____</p> <p>Signature _____ Date _____</p> <p style="font-size: small; margin-top: 10px;">Updated 08/21/2019</p>
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E. MN Department of Human Services' Grievance Procedure Under Title II of the Americans with Disabilities Act

This Grievance Procedure is established to meet the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"). It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities, programs, or benefits by the MN Department of Human Services. The Statewide ADA Reasonable Accommodation policy governs employment-related complaints of disability discrimination.

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

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

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

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

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

Within 15 calendar days after receipt of the appeal, the Commissioner, Jodi Harpstead or her designee will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the Commissioner, Jodi Harpstead or her designee will respond in writing, and, where appropriate, in a format accessible to the complainant, with a final resolution of the complaint.

All written complaints received by Andy Christensen or his designee, appeals to the Commissioner, Jodi Harpstead or her designee, and responses from these two offices will be retained by the MN Department of Human Services for at least three years.

F. Evacuation Procedure for Persons with Disabilities or Otherwise in Need of Assistance

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

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

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

Everyone has a responsibility to develop their own personal emergency evacuation plan, this includes persons with disabilities or individuals who will need assistance during evacuation. The Americans with Disabilities Act Coordinator or designee in each agency will work to develop a plan and consult the appropriate building and safety personnel.

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

Name: Michelle Lakso _____

Title: Emergency Manager _____

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

Phone: 651-431-3011 _____

Evacuation Options:

Persons with disabilities have four basics, possibly five, evacuation options.

Horizontal evacuation: Using building exits to the outside ground level or going into unaffected wings of multi-building complexes.

- **Stairway evacuation:** Using steps to reach ground level exits from building.
- **Shelter in place:** Unless danger is imminent, remain in a room with an exterior window, a telephone, and a solid or fire-resistant door. If the individual requiring special evacuation assistance remains in place, they should dial 911 immediately and report their location to emergency services, who will in turn relay that information to on-site responders. The shelter in place approach may be more appropriate for sprinkler protected buildings where an area of refuge is not nearby or available. It may be more appropriate for an individual who is alone when the alarm sounds.

- **Area of rescue assistance:** Identified areas that can be used as a means of egress for persons with disabilities. These areas, located on floors above or below the building's exits, can be used by persons with disabilities until rescue can be facilitated by emergency responders; and/or
- **For agencies equipped with an evacuation chair:** Evacuation chairs or a light-weight solution to descending stairways can be used and generally require single user operation. If an agency is equipped with an evacuation chair, best practice indicates that all employees are trained and have practiced evacuating using an evacuation chair.

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

Persons with disabilities should follow the following procedures:

- **Mobility disabilities (individuals who use wheelchairs or other personal mobility devices ("PMDs")):** Individuals using wheelchairs should be accompanied to an area of rescue assistance by an employee or shelter in place when the alarm sounds. The safety and security staff will respond to each of the areas of rescue assistance every time a building evacuation is initiated to identify the individuals in these areas and notify to emergency responders how many individuals need assistance to safely evacuate.
- **Mobility disabilities (individuals who do not use wheelchairs):** Individuals with mobility disabilities, who are able to walk independently, may be able to negotiate stairs in an emergency with minor assistance. If danger is imminent, the individual should wait until the heavy traffic has cleared before attempting the stairs. If there is no immediate danger (detectable smoke, fire, or unusual odor), the individual with a disability may choose to wait at the area of rescue assistance until emergency responders arrive to assist them.
- **Hearing disabilities:** The agency's buildings are equipped with fire alarm horns/strobes that sound the alarm and flash strobe lights. The strobe lights are for individuals with who are deaf and/or hard of hearing. Individuals with hearing disabilities may not notice or hear emergency alarms and will need to be alerted of emergency situations.
- **Visual disabilities:** The agency's buildings are equipped with fire alarm horn/strobes that sound the alarm and flash strobe lights. The horn will alert individuals who are blind or have visual disabilities of the need to evacuate. Most individuals with visual disabilities will be familiar with their immediate surroundings and frequently traveled routes. Since the emergency evacuation route is likely different from the common traveled route, individuals with visual disabilities may need assistance in evacuating. The assistant should offer assistance, and if accepted, guide the individual with a visual disability through the evacuation route.

Severe Weather Evacuation Options:

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

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

Name of individual(s) responsible

- **Name:** Michelle Lakso_____
- **Title:** Emergency Manager_____
- **Email:** michelle.lasko@state.mn.us_____
- **Phone:** 651-431-3011_____

Methods of Auditing, Evaluating, and Reporting Program Success

Minnesota Administrative Rules 3905.0400, subpart 1, item I.

Pre-Employment Review Procedure/Monitoring the Hiring Process

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

An agency that does not meet its hiring goals for competitive appointments, and noncompetitive appointments under MS 43A.08, subd. 1(9), (11) and (16), and 43A.15, subd. 3, 10, 12, and 13, must justify its non-affirmative action hires. The affirmative action statute was amended in 2019 so agencies can no longer take missed opportunities. The agency will report the number of affirmative and non-affirmative hires to MMB on a quarterly basis.

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

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

Pre-Review Procedure for Layoff Decisions

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

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

Other Methods of Program Evaluation

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

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

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

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

Audits, Sanctions, and Incentives

Minnesota Statutes 2023, section 43A.191, subdivision 3, (f) and (g).

An agency not in compliance with affirmative action requirements of this section must identify methods and programs to improve performance, to reallocate resources internally in order to increase support for affirmative action programs, and to submit program and resource reallocation proposals to the commissioner for approval. An agency must submit these proposals within 120 days of being notified by the commissioner that it is out of compliance with affirmative action requirements. The commissioner shall monitor quarterly the affirmative action programs of an agency found to be out of compliance.

The commissioner shall establish a program to recognize an agency that has made significant and measurable progress in implementing an affirmative action plan.

Policies and Procedures for Harassment and Discrimination Complaints

Minnesota Administrative Rules, section 3905.0400, subpart 1, item F. Minnesota Administrative Rules, section 3905.0500.

A. Statewide Harassment and Discrimination Prohibited Policy, HR/LR Policy # 1436 (revised 8/14/2023)

OVERVIEW

Objective

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

Policy Statement

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

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

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

Sexual harassment is specifically addressed by [HR/LR Policy #1436 Sexual Harassment Prohibited](#).

Scope

This policy applies to all employees of, and third parties who have business interactions with, executive branch agencies as defined in the Minnesota Statutes, section 43A.02, subdivisions 2 and 22, and employees in the Office of the Legislative Auditor, Minnesota State Retirement System, Public Employee Retirement Association, and Teachers' Retirement Association.

Definitions and Terms

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

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

- Race
- Color
- Creed
- Religion
- National origin

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

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

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

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

Genetic information: Includes information about an individual's or their family members' genetic tests, family medical history, an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or their family member, and the genetic information of a fetus carried by an individual or a pregnant family member, and the genetic information of any embryo legally held by the individual or their family member using an assisted reproductive technology.

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

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

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

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

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

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

- Applicants for State employment
- Vendors
- Contractors
- Volunteers
- Customers
- Business partners
- Unpaid interns
- Other individuals with whom State employees interact in the course of employees' work for the State, such as advocates, lobbyists, and representatives of individuals or entities with business with any branch of Minnesota state government.

Statutory References

[42 U.S.C. 2000e](#), et al. Equal Employment Opportunities

[M.S. Ch. 43A](#) State Personnel Management

[M.S. Ch. 363A](#) Human Rights

GENERAL STANDARDS AND EXPECTATIONS

I. Prohibition of Protected Class Harassment and Discrimination

Harassment of or discrimination against any employee or third party based on protected class in the workplace or public service environment, or which affects the workplace or public service environment, is strictly prohibited. Harassment of or discrimination against an individual because of their relationship or association with members of a protected class is also strictly prohibited.

Protected class harassment and discrimination may take different forms including verbal, nonverbal, or physical conduct or communication. Conduct based on protected class may violate this policy even if it is not intended to be harassing. Protected class harassment and discrimination under this policy includes, but is not limited to, the following behavior when it is based on actual or perceived membership in a protected class, including stereotypes of protected classes:

- Offensive jokes, slurs, derogatory remarks, epithets, name-calling, ridicule or mockery, insults or put-downs.
- Display or use of offensive objects, drawings, pictures, or gestures.
- Physical assaults or threats.
- Unwelcome touching or comments about a person's hair, body, clothing, or personal effects related to the person's protected class.
- Repeatedly or deliberately misgendering a person, including using gendered personal references that do not align with another person's identity.
- Repeatedly or deliberately mispronouncing a person's name, related to the person's protected class, including use of an unwelcome nickname, or shortening a name without permission.

- Following, stalking, intimidation.
- Malicious interference with work performance.
- Implicit or explicit preferential treatment or promises of preferential treatment for submitting to the conduct or communication.
- Implicit or explicit negative treatment or threats of negative treatment for refusing to submit to the conduct or communication.
- Discriminatory conduct based on an individual's actual or perceived protected class that segregates, separates, limits or restricts the individual from employment opportunities, including, but not limited to, hiring, promotion, compensation, disciplinary action, assignment of job duties, benefits or privileges of employment.

II. Employee and Third-Party Responsibilities and Complaint Procedure

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

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

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

If the report concerns an agency head, the complainant may contact Minnesota Management and Budget's (MMB') Deputy Commissioner of Enterprise Employee Resources.

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

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

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

III. Manager/Supervisory Responsibility

Managers and supervisors must:

1. Model appropriate behavior.
2. Treat all reports of protected class harassment or discrimination seriously.
3. Appropriately respond to a report or problem when they receive a report of protected class harassment or discrimination, or when they are otherwise aware a problem exists.
4. Immediately report all allegations or incidents of protected class harassment or discrimination to human resources or the agency Affirmative Action Officer.
5. Comply with their agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan.

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

IV. Human Resources Responsibilities

Agency human resources must:

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

V. Affirmative Action Officer or Designees Responsibilities

Agency Affirmative Action Officer/designee must:

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

VI. Investigation and Discipline

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

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

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

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

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

VII. Non-Retaliation

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

RESPONSIBILITIES

Agency Responsibility

Agencies are responsible for the following:

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

MMB Responsibility

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

REFERENCES, FORMS, AND SUPPLEMENTS

Refer to [HR/LR Policy #1329](#) Sexual Harassment Policy Prohibited for issues related to sexual harassment. For issues not related to sexual harassment, or harassment or discrimination based on protected class under this policy, refer to [HR/LR Policy #1432](#) Respectful Workplace.

Employees may consult their agency's Affirmative Action Plan for agency-specific information.

Complaint Form: [Harassment Complaint Form](#)

(Or the google doc: [Workplace Incident or Complaint Forms](#))

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

I acknowledge that I have received and read the policy, [HR/LR Policy #1436](#), Harassment and Discrimination Prohibited, including the policy's complaint procedure.

I understand that harassment and discrimination based on protected class, and retaliation, are strictly prohibited. I understand that if I engage in conduct in violation of the policy toward any State Agency employee, or any "third party" as defined by the policy, I will be subject to disciplinary action, up to and including discharge.

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

Signed: _____ Date: _____

Print Employee Name: _____

CONTACTS

MMB Enterprise Employee Relations

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

B. Statewide Sexual Harassment Prohibited Policy Statewide HR/LR Policy #1329: Sexual Harassment Prohibited (revised 8/14/2023)

OVERVIEW

Objective

To create a work environment free from sexual harassment of any kind.

Policy Statement

Sexual harassment in any form is strictly prohibited. Individuals who believe they have been subject to sexual harassment as described in this policy are encouraged to file a report with an appropriate authority, as set forth in Section II of this policy.

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

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

Harassment and discrimination based on protected class is specifically addressed by [HR/LR Policy #1436](#) Harassment and Discrimination Prohibited.

Scope

This policy applies to all employees of, and third parties who have business interactions with, executive branch agencies as defined in Minnesota Statutes, Section 43A.02, subdivisions 2 and 22, and employees in the Office of the Legislative Auditor, Minnesota State Retirement System, Public Employee Retirement Association, and Teachers' Retirement Association.

Definitions and Key Terms

Complainant

An individual who reports sexual harassment or retaliation.

Public service environment

A location where public service is being provided.

Sexual harassment

Unwelcome sexual advances, unwelcome requests for sexual favors, or other unwelcome verbal, written, or physical conduct or communication of a sexual nature.

Third party

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

- Applicants for State employment

- Vendors
- Contractors
- Volunteers
- Customers
- Business Partners
- Unpaid Interns
- Other individuals with whom State Agency employees interact in the course of employees' work for the State, such as advocates, lobbyists, and representatives of individuals or entities with business with any branch of Minnesota state government.

Exclusions

N/A

Statutory References

[42 U.S.C. § 2000e](#), et al. Equal Employment Opportunities

[M.S. Ch. 363A](#) State Personnel Management

[M.S. Ch. 43A](#) Human Rights

General Standards and Expectations

I. Prohibition of Sexual Harassment

Sexual harassment of any employee or third party in the workplace or public service environment, or which affects the workplace or public service environment, is strictly prohibited.

Sexual harassment under this policy is any conduct or communication of a sexual nature which is unwelcome. The victim, as well as the harasser, can be of any gender. The victim does not have to be of the opposite sex as the harasser. Sexual harassment includes, but is not limited to:

- Unwelcome sexual innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, degrading sexual remarks, threats.
- Unwelcome sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling, obscene gestures.
- Unwelcome physical contact, such as rape, sexual assault, molestation, or attempts to commit these assaults; unwelcome touching, pinching, or brushing of or by the body.
- Preferential treatment or promises of preferential treatment for submitting to sexual conduct, including soliciting or attempting to solicit an individual to submit to sexual activity for compensation or reward.
- Negative treatment or threats of negative treatment for refusing to submit to sexual conduct.
- Subjecting, or threatening to subject, an individual to unwelcome sexual attention or conduct.

II. Employee and Third-Party Responsibilities and Complaint Procedure

Sexual harassment will not be tolerated. All employees and third parties are expected to comply with this policy.

Employees and third parties are encouraged to report all incidents of sexual harassment. Individuals are encouraged to report incidents of sexual harassment as soon as possible after the incident occurs. Individuals may make a complaint of sexual harassment to any of the following:

- Any agency's managers or supervisors.
- The agency's affirmative action officer.
- An agency's human resource office.
- Agency management, up to and including the agency head.

If the report concerns an agency head, the complainant may contact Minnesota Management and Budget's (MMB's) Deputy Commissioner or Enterprise Employee Resources.

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

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

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

III. Manager/Supervisor Responsibility

Managers and Supervisors must:

1. Model appropriate behavior.
2. Treat all reports of sexual harassment seriously.
3. Appropriately respond to a report or problem when they receive a report of sexual harassment, or when they are otherwise aware a problem exists.
4. Immediately report all allegations or incidents of sexual harassment to human resources or the agency Affirmative Action Officer.
5. Comply with their agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan.

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

IV. Human Resources Responsibilities

Agency human resources must:

1. Model appropriate behavior.
2. Distribute the sexual harassment policy to all employees, through a method whereby receipt can be verified.
3. Treat all complaints of sexual harassment seriously.
4. Comply with the agency's complaint and investigation procedures and/or their Affirmative Action Plan.

V. Affirmative Action Officer or Designee Responsibilities

Agency Affirmative Action Officer/designee must:

- Model appropriate behavior.
- Treat all complaints of sexual harassment seriously.
- Comply with the agency's complaint and investigation procedures.
- Keep the agency apprised of changes and developments in the law and policy.

VI. Investigation and Discipline

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

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

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

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

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

VII. Non-Retaliation

Retaliation against any person who opposes sexual harassment, who reports sexual harassment, or who participates in an investigation of such reports, is strictly prohibited. Retaliation also includes conduct or communication designed to prevent a person from opposing or reporting sexual harassment or participating in an investigation. Retaliation will not be tolerated. Any employee who is

found to have engaged in retaliation in violation of this policy will be subject to discipline, up to and including discharge. Third parties who are found to have engaged in retaliation in violation of this policy will be subject to appropriate action.

RESPONSIBILITIES

Agencies are responsible for:

- Adopting this policy.
- Disseminating this policy to agency employees through a method whereby receipt can be verified.
- Posting this policy in a manner that can be accessed by all employees and third parties.
- Including this policy in their Affirmative Action Plan.
- Implementing this policy, which includes:
 - Implementing an educational program
 - Developing and implementing a procedure for reporting complaints
 - Communicating the complaint procedure to employees
 - Developing and implementing a procedure under which reports will be addressed promptly
- Enforcing this policy.
- Reporting annually dispositions of reports of sexual harassment using the Affirmative Action Report.

MMB is responsible for:

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

REFERENCES, FORMS AND SUPPLEMENTS

For issues related to harassment or discrimination based on protected class, please refer to [HR/LR Policy#1436](#) Harassment and Discrimination Protected. For issues not related to sexual harassment or discrimination based on protected class, please refer to [HR/LR Policy #1432](#) Respectful Workplace.

Employees may consult their agency's Affirmative Action Plan for agency-specific information.

[Harassment Complaint Form](#)

(Or the google doc: [Workplace Incident or Complaint Forms](#))

Acknowledgment Form (below) – This form may be used to verify receipt by agency employees.

Acknowledgement

I acknowledge that I have received and read the policy, [HR/LR Policy #1329 Sexual Harassment Prohibited](#), including the policy's complaint procedure.

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

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

Signed: _____ Date: _____

Employee Name: _____

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

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

Who May File:

Any individual who believes that they have been subject to harassment, discrimination, or retaliation in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy is encouraged to use this internal complaint procedure.

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

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

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

The following are the procedures for filing a complaint:

1. The individual may, but is not required to, complete the “Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form” provided by the Affirmative Action Officer or designee. Individuals are encouraged to file a complaint within a reasonable period of time after the individual becomes aware that a situation may involve conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. The Affirmative Action Officer or designee will, if requested, provide assistance in filling out the form.
2. The Affirmative Action Officer or designee determines if the complainant is alleging conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy; or if the complaint instead is of a general personnel concern or a general concern of respect in the workplace.
 - If it is determined that the complaint is not related to conduct that would violate the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy, but rather involves general personnel concerns or general concerns of respect in the workplace, the Affirmative Action Officer or designee will inform the complainant, in writing, within ten (10) business days.
 - If it is determined that the complaint is related to conduct that would violate the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy, the Affirmative Action Officer or designee will determine whether corrective action may be taken without an investigation. If it is determined that an investigation is necessary, the Affirmative Action Officer or designee shall investigate the complaint.
3. The Affirmative Action Officer or designee shall create a written investigation report of every investigation conducted. If the investigation shows sufficient evidence to substantiate the complaint, appropriate corrective action will be taken.
4. Within (60) days after the complaint is filed, the Affirmative Action Officer or designee shall provide a written answer to the complainant, unless reasonable cause for delay exists. The complainant will be notified if the written answer is not expected to be issued within the sixty (60) day period. The written answer to the complainant must comply with the data privacy restrictions of the Minnesota Government Data Practices Act.
5. Disposition of the complaint will be filed with the Commissioner of Minnesota Management and Budget within thirty (30) days after the final determination.
6. The status of the complaint may be shared with the complainant(s) and respondent(s). All data related to the complaint are subject to the provisions of the Minnesota Government Data Practices Act.

7. The Affirmative Action Officer or designee shall maintain records of all complaints, investigation reports, and any other data or information the Affirmative Action Officer or designee deems pertinent for seven (7) years after the complaint is closed.
8. In extenuating circumstances, the employee or applicant may contact the State Affirmative Action Officer in the Office of Equal Opportunity at Minnesota Management and Budget for information regarding the filing of a complaint (for example, if the complaint is against the agency head or the agency Affirmative Action Officer).

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

Minnesota Statute 2023, section 43A.191, subdivision 3, (e).

An agency is encouraged to develop other innovative ways to promote awareness, acceptance, and appreciation for diversity and affirmative action. These innovations will be considered when evaluating an agency's compliance with this section.

DHS has an Executive Pathways Internship Program, an Externship Program, an Inclusive Retention Workgroup and a Diversity Recruitment and Retention Guidebook.

Appendices

Appendix A: Progress Report

Females (Promo = promotion)

Job Category	Prior AAP Total Employee #	Prior AAP Total Females #	Prior AAP Total Females %	Prior AAP Availa- bility Females %	Total Hires & Promo #	Total Hired #	Male Hired #	Females Hired #	Un- known Hired #	Females Hired %	Total Promo #	Male Promo #	Females Promo #	Un- known Promo #	Females Promo %	Actual Females Hiring (%)	Females Had Goals in Prior AAP?	Females Goal Met?
Officials and Managers	313	212	67.73%	72.11%	125	49	24	24	<10	48.98%	76	20	56	<10	73.68%	64.00%	Yes	No
Professionals	3522	2596	73.71%	71.35%	2069	1256	264	930	62	74.04%	813	207	599	<10	73.68%	73.90%	-	-
Technicians	733	600	81.86%	61.62%	402	339	62	250	27	73.75%	63	10	53	<10	84.13%	75.37%	-	-
Paraprofessionals	2170	1188	54.75%	61.62%	1522	1369	431	687	251	50.18%	153	70	80	<10	52.29%	50.39%	-	-
Administrative Support	293	293	100.00%	64.75%	181	147	12	129	<10	87.76%	34	<10	30	<10	88.24%	87.85%	-	-
Skilled Craft	58	<10	**. **%	18.40%	<10	<10	<10	<10	<10	**. **%	<10	<10	<10	<10	**. **%	**. **%	Yes	No
Service Maintenance	165	70	42.42%	42.49%	86	73	35	30	<10	41.10%	13	<10	<10	<10	**. **%	43.02%	-	-
Total	7254	4922	67.85%		4399	3241	834	2050	357	63.25%	1158	323	825	10	71.24%			

Racial or Ethnic Minorities (Promo = promotion; RE = Racial or Ethnic Minorities)

Job Category	Prior AAP Total Employee #	Prior AAP Total RE #	Prior AAP Total RE %	Prior AAP Availa- bility RE %	Total Hires & Promo #	Total Hired #	Non- RE Hired #	RE Hired #	Un- known Hired #	RE Hired %	Total Promo #	Non-RE Promo #	RE Promo #	Un- known Promo #	RE Promo %	Actual RE Hiring (%)	RE Had Goals in Prior AAP?	RE Goal Met?
Officials and Managers	313	53	16.93%	20.85%	125	49	35	<10	<10	**.***%	76	64	11	<10	14.47%	16.00%	Yes	No
Professionals	3522	675	19.17%	20.14%	2069	1256	850	317	89	25.24%	813	600	175	38	21.53%	23.78%	Yes	Yes
Technicians	733	142	19.37%	22.56%	402	339	199	87	53	25.66%	63	36	23	<10	36.51%	27.36%	Yes	Yes
Paraprofessionals	2170	448	20.65%	22.56%	1522	1369	727	337	305	24.62%	153	114	31	<10	20.26%	24.18%	Yes	-
Administrative Support	293	51	17.41%	19.32%	181	147	90	48	<10	32.65%	34	29	<10	<10	**.***%	28.73%	Yes	Yes
Skilled Craft	58	<10	**.***%	12.00%	<10	<10	<10	<10	<10	**.***%	<10	<10	<10	<10	**.***%	**.***%	Yes	No
Service Maintenance	165	20	12.12%	21.08%	86	73	50	10	13	13.70%	13	11	<10	<10	**.***%	13.95%	Yes	No
Total	7254	1394	19.22%		4399	3241	1957	809	475	24.96%	1158	860	246	52	21.24%			

Persons with Disabilities (Promo = promotion; PWD = Persons with Disabilities)

Job Category	Prior AAP Total Employee #	Prior AAP Total PWD #	Prior AAP Total PWD %	Prior AAP Availa- bility PWD %	Total Hires & Promo #	Total Hired #	PWD Hired #	Non- PWD Hired #	Un- known Hired #	PWD Hired %	Total Promo #	Non- PWD Promo #	PWD Promo #	Un- known Promo #	PWD Promo %	Actual PWD Hiring (%)	PWD Had Goals in Prior AAP?	PWD Goal Met?
Officials and Managers	313	31	9.90%	10.38%	125	49	37	11	<10	22.45%	76	64	12	<10	15.79%	18.40%	Yes	Yes
Professionals	3522	419	11.90%	9.30%	2069	1256	947	241	68	19.19%	813	677	101	35	12.42%	16.53%	-	-
Technicians	733	82	11.19%	4.38%	402	339	269	42	28	12.39%	63	52	<10	<10	**.***%	12.69%	-	-
Paraprofessionals	2170	221	10.18%	4.38%	1522	1369	889	227	253	16.58%	153	129	16	<10	10.46%	15.97%	-	-
Administrative Support	293	46	15.70%	8.31%	181	147	122	19	<10	12.93%	34	28	<10	<10	**.***%	12.71%	-	-
Skilled Craft	58	<10	**.***%	8.62%	<10	<10	<10	<10	<10	**.***%	<10	<10	<10	<10	**.***%	**.***%	-	-
Service Maintenance	165	12	7.27%	9.35%	86	73	55	<10	10	**.***%	13	10	<10	<10	**.***%	12.79%	Yes	Yes
Total	7254	819	11.29%		4399	3241	2325	548	368	16.91%	1158	966	145	47	12.52%			

Appendix B: Separation Analysis

Total Separations (Sep = Separation; RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Females % within Sep Type	Sep Type ² Sep Type % within Total Females Sep	Sep Type ¹ RE % within Sep Type	Sep Type ² Sep Type % within Total RE Sep	Sep Type ¹ PWD % within Sep Type	Sep Type ² Sep Type % within Total PWD Sep
Dismissal or Non-Certification	9.40%	55.98%	8.10%	28.80%	13.09%	26.63%	15.46%
Resignation	67.52%	64.60%	67.19%	22.39%	73.09%	14.75%	61.51%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	17.01%	70.27%	18.41%	9.01%	7.41%	13.51%	14.20%
Death	1.07%	61.90%	1.02%	**.***%	**.***%	**.***%	**.***%
Lay-off	**.***%	**.***%	**.***%	**.***%	**.***%	**.***%	**.***%
Termination without Rights	4.70%	69.57%	5.04%	23.91%	5.43%	21.74%	6.31%
Total Separations	100.00%	64.91%	100.00%	20.68%	100.00%	16.19%	100.00%

Officials and Managers (Sep = Separation; RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Females % within Sep Type	Sep Type ² Sep Type % within Total Females Sep	Sep Type ¹ RE % within Sep Type	Sep Type ² Sep Type % within Total RE Sep	Sep Type ¹ PWD % within Sep Type	Sep Type ² Sep Type % within Total PWD Sep
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation	34.62%	66.67%	36.36%	**.***%	**.***%	**.***%	**.***%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	48.08%	64.00%	48.48%	**.***%	**.***%	**.***%	**.***%
Death	**.***%	**.***%	**.***%	**.***%	**.***%	**.***%	**.***%
Lay-off	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	**.***%	**.***%	**.***%	**.***%	**.***%	**.***%	**.***%
Total Separations	100.00%	63.46%	100.00%	**.***%	100.00%	**.***%	100.00%

Professionals (Sep = Separation; RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Females % within Sep Type	Sep Type ² Sep Type % within Total Females Sep	Sep Type ¹ RE % within Sep Type	Sep Type ² Sep Type % within Total RE Sep	Sep Type ¹ PWD % within Sep Type	Sep Type ² Sep Type % within Total PWD Sep
Dismissal or Non-Certification	4.10%	76.92%	4.41%	**.***%	**.***%	50.00%	11.30%
Resignation	62.93%	71.93%	63.22%	24.81%	70.21%	14.29%	49.57%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	21.92%	74.82%	22.91%	12.23%	12.06%	20.14%	24.35%
Death	1.74%	**.***%	**.***%	**.***%	**.***%	**.***%	**.***%
Lay-off	*.***%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	9.15%	60.34%	7.71%	25.86%	10.64%	22.41%	11.30%
Total Separations	100.00%	71.61%	100.00%	22.24%	100.00%	18.14%	100.00%

Technicians (Sep = Separation; RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Females % within Sep Type	Sep Type ² Sep Type % within Total Females Sep	Sep Type ¹ RE % within Sep Type	Sep Type ² Sep Type % within Total RE Sep	Sep Type ¹ PWD % within Sep Type	Sep Type ² Sep Type % within Total PWD Sep
Dismissal or Non-Certification	7.76%	83.33%	7.98%	**.***%	**.***%	**.***%	**.***%
Resignation	70.69%	77.44%	67.55%	20.73%	82.93%	9.15%	62.50%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	17.67%	90.24%	19.68%	**.***%	**.***%	**.***%	**.***%
Death	**.***%	**.***%	**.***%	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	**.***%	**.***%	**.***%	0.00%	0.00%	**.***%	**.***%
Total Separations	100.00%	81.03%	100.00%	17.67%	100.00%	10.34%	100.00%

Administrative Support (Sep = Separation; RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Females % within Sep Type	Sep Type ² Sep Type % within Total Females Sep	Sep Type ¹ RE % within Sep Type	Sep Type ² Sep Type % within Total RE Sep	Sep Type ¹ PWD % within Sep Type	Sep Type ² Sep Type % within Total PWD Sep
Dismissal or Non-Certification	**.*%*	**.*%*	**.*%*	0.00%	0.00%	0.00%	0.00%
Resignation	42.65%	86.21%	40.98%	37.93%	61.11%	**.*%*	**.*%*
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	26.47%	94.44%	27.87%	**.*%*	**.*%*	**.*%*	**.*%*
Death	**.*%*	**.*%*	**.*%*	0.00%	0.00%	**.*%*	**.*%*
Lay-off	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	26.47%	94.44%	27.87%	**.*%*	**.*%*	**.*%*	**.*%*
Total Separations	100.00%	89.71%	100.00%	26.47%	100.00%	22.06%	100.00%

Skilled Craft (Sep = Separation; RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

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

Service Maintenance (Sep = Separation; RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Females % within Sep Type	Sep Type ² Sep Type % within Total Females Sep	Sep Type ¹ RE % within Sep Type	Sep Type ² Sep Type % within Total RE Sep	Sep Type ¹ PWD % within Sep Type	Sep Type ² Sep Type % within Total PWD Sep
Dismissal or Non-Certification	**.**%*	**.**%*	**.**%*	0.00%	0.00%	0.00%	0.00%
Resignation	63.04%	55.17%	66.67%	**.**%*	**.**%*	**.**%*	**.**%*
Enhanced Separation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	34.78%	**.**%*	**.**%*	**.**%*	**.**%*	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	52.17%	100.00%	**.**%*	100.00%	**.**%*	100.00%

Appendix C: Job Category Analysis

Officials and Managers

Job Code	Job Title
001424	Human Resources Director 4
001724	Labor Relations Manager
002147	Human Resources Director 2
003639	State Prog Admin Manager
003679	State Prog Admin Manager Sr
003719	State Prog Admin Manager Prin
008879	Exec Aide
003451	Behavioral Med Practitioner Sr
003681	Financial Services Director
000501	Human Resources Director 5
002916	Institutional Supp Svcs Dir
003919	Human Services Manager 4
003920	Human Services Manager 5
003917	Human Services Manager 2
008216	Deputy Commr Human Services
001841	Admin Officer
002899	Dir Care and Treatment Mgr 2
003916	Human Services Manager 1
008918	DHS Direct Care Executive Dir
002900	Residential Prog Svcs Dir 1
008593	Dir Care and Treatment Mgr 4
008323	Asst Commr Human Services
008913	Dir Care and Treatment Mgr 5
002448	Welfare Strat Plcy Analyst Cl
002918	Admin Svcs Dir
002594	Health Care Program Mgr Sr
003918	Human Services Manager 3
003621	Facility Security Director
000010	Admin Mgmt Director 1
002898	Dir Care and Treatment Mgr 1

Job Code	Job Title
003644	Dir Care and Treatment Mgr 3
003832	Nurse Executive
003159	Physical Plant Operations Mgr
002950	Dir Actuarial & Reg Plcy Analy
008880	Exec Assistant
008928	DHS Health Systems CEO
008748	Proj Functional Manager
008120	Commissioner-Human Services
003045	Human Resources Director 3
003944	General Counsel 2
003945	General Counsel 3
002523	Physical Plant Mgr
003965	Communications Manager 1
002033	Research Plan & Evaluation Dir
003045	Human Resources Director 3
003944	General Counsel 2
003945	General Counsel 3
002523	Physical Plant Mgr
003965	Communications Manager 1
002033	Research Plan & Evaluation Dir

Professionals

Job Code	Job Title
000006	Management Analyst 1
000141	Buyer 2
000498	Human Resources Specialist 1
000510	Planner Principal State
000577	Information Officer 3
000633	Accounting Officer Senior
000634	Management Analyst 4

Job Code	Job Title
000647	Information Officer 2
000652	Human Resources Consultant 1
000812	Planning Dir State
000837	Planner Senior State
000892	Research Analysis Spec
000893	Management Analyst 3
000979	Accounting Officer Inter
001304	Grants Specialist Sr
001410	Training & Development Spec 2
001528	Management Analyst 2
002241	Grants Specialist Coord
002687	Safety Administrator
003017	Human Resources Specialist 3
003171	Agency Policy Specialist
003176	Investigation Specialist
003604	State Prog Admin
003605	State Prog Admin Intermediate
003606	State Prog Admin Sr
003607	State Prog Admin Prin
003608	State Prog Admin Coordinator
003609	State Prog Admin Director
003689	State Prog Admin Supervisor Sr
003690	State Prog Admin Supervisor
003712	State Prog Admin Supv Prin
003730	Management Analyst Staff Spec
003533	Medical Specialist 4
000500	Human Resources Director 1
002390	Accounting Officer Principal
000003	Accounting Director
002572	Investigation Supv
000228	Dentist
002154	Registered Nurse Supervisor
000683	Special Teacher:Ba/Bs+Lic

Job Code	Job Title
001880	Registered Nurse Senior
000776	Physical Plant Director
002172	Registered Nurse Admin-Supv
003867	Clinical Program Therapist 4
001423	Human Resources Specialist 2
003683	Sign Language Interpreter Spec
000685	Special Teacher: Ma/Ms/5yr+Lic
003545	Clinical Program Therapist 3
000004	Accounting Officer
003701	Special Teacher:MA/MS+Lic+30gr
000996	Training & Development Spec 3
000499	Human Resources Supervisor 4
003544	Clinical Program Therapist 2
003882	Human Resources Consultant 2
002085	Recreation Therapist Senior
002084	Recreation Therapist
002138	Psychological Services Dir
002707	Special Teacher:Ba/Bs+Lic+40
000562	Psychologist 3
003864	Chaplain
003610	Registered Nurse Advanced Prac
002383	Special Teacher:Ba/Bs+Lic+30
002115	Management Analyst Supv 2
000659	Research Analysis Spec Sr
003825	Behavioral Med Practitioner
001878	Registered Nurse
002254	Research Analyst Supervisor Sr
001005	Social Work Spec
000755	Volunteer Services Coordinator
000234	Dietitian 1
003543	Clinical Program Therapist 1
003914	Human Services Supervisor 3
002003	Speech Pathology Clinician

Job Code	Job Title
003264	Human Svcs Prog Coordinator
002461	Human Svcs Prog Rep 2
000609	
002525	Vocational Rehab Placmnt Coord
000511	Planner
003884	Psych Adv Practice Reg Nurse
001431	Human Services Judge
002843	Skills Development Specialist
000235	Dietitian 2
003322	Human Svcs Prog Consultant
002459	Human Svcs Prog Spec 2
000856	Rehabilitation Therapist Supv
002715	Human Svcs Prog Rep 1
003913	Human Services Supervisor 2
000330	Group Supervisor
002458	Human Svcs Prog Spec 1
003105	Community Residential Supv
003887	Psychiatrist 1
002842	Behavior Analyst 2
002083	Occup Therapist Senior
001881	Registered Nurse Principal
003915	Human Services Supervisor 4
000070	Group Supervisor Asst
001493	Behavior Analyst 1
000658	Rehabilitation Couns Sr
001411	Training & Development Spec 4
001684	Physical Therapist
000274	Employment Counselor
003499	Mn Care Enrollment Supv
002254	Research Analyst Supervisor Sr

001005	Social Work Spec
000755	Volunteer Services Coordinator

000234	Dietitian 1
003543	Clinical Program Therapist 1
003914	Human Services Supervisor 3
002003	Speech Pathology Clinician
003264	Human Svcs Prog Coordinator
002461	Human Svcs Prog Rep 2
000609	
002525	Vocational Rehab Placmnt Coord
000511	Planner
003884	Psych Adv Practice Reg Nurse
001431	Human Services Judge
002843	Skills Development Specialist
000235	Dietitian 2
003322	Human Svcs Prog Consultant
002459	Human Svcs Prog Spec 2
000856	Rehabilitation Therapist Supv
002715	Human Svcs Prog Rep 1
003913	Human Services Supervisor 2
000330	Group Supervisor
002458	Human Svcs Prog Spec 1
003105	Community Residential Supv
003887	Psychiatrist 1
002842	Behavior Analyst 2
002083	Occup Therapist Senior
001881	Registered Nurse Principal
003915	Human Services Supervisor 4
000070	Group Supervisor Asst
001493	Behavior Analyst 1
000658	Rehabilitation Couns Sr
001411	Training & Development Spec 4
001684	Physical Therapist
000274	Employment Counselor
003499	Mn Care Enrollment Supv
003096	Reimbursement Specialist

003912	Human Services Supervisor 1
003866	Human Svcs Investigator
001495	Behavior Analyst 3
000367	Pharmacist
003888	Psychiatrist 2
002914	Childrens Services Prog Supv
001977	Training & Development Supv 2
000676	Social Svcs Supervisor
002462	Income Mntc Prog Supervisor
003464	Physical Plant Supervisor
003532	Medical Specialist 3
001883	Pharmacist Senior
000101	Audit Director
003927	Special Care Dentist
000873	Rehabilitation Regional Supv
003889	Psychiatrist 3
003931	Accounting Officer Coordinator
001399	Safety & Health Officer 1
002130	Psychologist Supervisor
002393	Nurse Specialist
003890	Psychiatrist 4
003891	Psychiatrist 5
002114	Management Analyst Supv 3
002081	Music Therapist
003928	Child and Adole Psychiatrist
008933	Trainee - Psychiatrist Fellow
001067	Auditor Principal
001303	Grants Specialist
002376	Planner Intermediate
000608	Research Scientist 2
002368	Human Resources Supervisor 2
003961	Communications Specialist 2
002359	Recreation Therapy Prog Supv
003948	Staff Attorney 3

003977	DEI Consultant
003947	Staff Attorney 2
003962	Communications Specialist 3
003963	Communications Specialist 4
003949	Staff Attorney Supervisor
003978	DEI Consultant Senior
001450	Affirmative Action Off 4
003946	Staff Attorney 1
001800	Investigator
001447	Affirmative Action Off 1
002633	Client Advocate
000926	Employment Counselor Spec
003983	DEI Supervisor
008755	Proj Consultant Sr
003974	DEI Specialist
008707	Pharmacy Resident
000560	Psychologist 1
003964	Communications Supervisor
003975	DEI Specialist Intermediate
003985	Advanced Dental Therapist

Technicians

Job Code	Job Title
000774	Accounting Technician
003709	State Prog Admin Tech Spec
001659	Licensed Practical Nurse
001623	Dental Assistant
003834	Electronic Systems Specialist
	Dental Hygienist
003661	Residential Prog Lead
001475	Medical Records Tech 2
002559	Mental Health Prog Asst
003468	Health Care Claim Spec
003892	MN Health Insurance Prog Rep 2
003618	Human Svcs Support Specialist
000875	Medical Records Tech 1
003498	MN Health Insurance Prog Rep 1
000409	Laboratory Services Supervisor
000031	Architectural Drafting Tech 2
001390	EDP Operations Technician 3
000716	EDP Operations Supervisor 2
002191	Medical Records Tech Supv 2
000886	EDP Operations Technician 2
000864	Medical Laboratory Tech 2

Paraprofessionals

Job Code	Job Title
001486	Human Resources Technician 2
000308	Library Technician
003611	Paralegal
000881	Human Resources Technician 1
001564	Human Svcs Technician
002567	Work Therapy Asst
002556	Chemical Depend Program Asst
000093	Security Counselor
002566	Work Therapy Technician
002555	Behavior Modification Asst
003696	Child Support Payment Speclist
002564	Structured Program Assistant
002561	Certified Occup Therapy Asst 2
000094	Security Counselor Lead
002580	Special Education Program Asst
001020	Pharmacy Technician
002565	Recreation Program Asst
003885	Certified Peer Specialist
003902	Peer Specialist
002560	Certified Occup Therapy Asst 1
008598	Student Worker Para Prof
003941	Hair Stylist

Administrative Support

Job Code	Job Title
000293	Exec 2
000294	Office Services Supervisor 3
000632	Account Clerk Senior
002028	Security/Comm Systems Monitor
002118	Office Services Supervisor 2
002192	Office Services Supervisor 1
003626	Office Specialist
003627	Office & Admin Specialist
003628	Office & Admin Specialist Int
003629	Office & Admin Specialist Sr
003630	Office & Admin Specialist Prin
003632	Central Svcs Admin Spec Inter
003633	Central Svcs Admin Spec Senior
003635	Customer Svcs Specialist
003636	Customer Svcs Specialist Int
003637	Customer Svcs Specialist Sr
003638	Customer Svcs Specialist Princ
003631	Central Svcs Admin Spec
003634	Central Svcs Admin Spec Prin
000427	Legal Secretary
000001	Account Clerk

Skilled Craft

Job Code	Job Title
000146	Carpenter
000132	Building Maintenance Supv 2
000525	Plant Mntc Engineer
002270	Building Maintenance Lead Wrkr
000530	Plumber
002101	Carpenter Lead
000135	Building Utilities Mechanic
003452	Electrician Master Record
000490	Painter
001019	Refrigeration Mechanic
000266	Electrician
003453	Plumber Master In Charge
001075	Pwr Plt Chief Engineer
002214	Building Maintenance Coord
000761	Welder
003431	Plant Mntc Engineer Chief

Service Maintenance

Job Code	Job Title
001357	General Repair Worker
001725	General Maintenance Wrkr
000779	Food Service Supervisor
000198	Cook Coordinator
001728	General Maintenance Wrkr Lead
000329	Groundskeeper Senior
000197	Cook
000305	Food Service Worker
000800	Dining Hall Coordinator
000861	Building Svcs Manager
002238	Building Svcs Lead

Job Code	Job Title
001555	Inserting Machine Operator
001556	Inserting Machine Operator Lea
000860	Building Services Supervisor 1
000157	Culinary Supervisor
000113	Baker
003623	Facility Grds/Transp Svcs Supv
000328	Groundskeeper
001326	Buildings & Grounds Worker

Appendix D: Feeder Jobs

Officials and Managers (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
001424	Officials and Administrators	Human Resources Director 4	0.58%	0.00%	0.00%
001724	Officials and Administrators	Labor Relations Manager	0.00%	0.00%	0.29%
002147	Officials and Administrators	Human Resources Director 2	0.29%	0.00%	0.00%
003639	Officials and Administrators	State Prog Admin Manager	0.29%	0.00%	0.00%
003679	Officials and Administrators	State Prog Admin Manager Sr	1.15%	0.00%	0.00%
003719	Officials and Administrators	State Prog Admin Manager Prin	0.29%	0.00%	0.00%
008879	Officials and Administrators	Exec Aide	0.29%	0.00%	0.00%
003451	Officials and Administrators	Behavioral Med Practitioner Sr	0.58%	0.29%	0.00%
003681	Officials and Administrators	Financial Services Director	0.00%	0.00%	0.00%
002916	Officials and Administrators	Institutional Supp Svcs Dir	0.00%	0.00%	0.00%
003919	Officials and Administrators	Human Services Manager 4	7.78%	2.31%	1.44%

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
003917	Officials and Administrators	Human Services Manager 2	18.73%	3.17%	3.75%
008216	Officials and Administrators	Deputy Commr Human Services	0.58%	0.58%	0.00%
001841	Officials and Administrators	Admin Officer	1.15%	0.29%	0.58%
002899	Officials and Administrators	Dir Care and Treatment Mgr 2	7.49%	1.15%	2.31%
003916	Officials and Administrators	Human Services Manager 1	6.92%	2.59%	2.02%
008918	Officials and Administrators	DHS Direct Care Executive Dir	0.58%	0.00%	0.29%
002900	Officials and Administrators	Residential Prog Svcs Dir 1	0.29%	0.00%	0.00%
008593	Officials and Administrators	Dir Care and Treatment Mgr 4	2.88%	0.58%	1.15%
008323	Officials and Administrators	Asst Commr Human Services	1.44%	0.86%	0.00%
002448	Officials and Administrators	Welfare Strat Plcy Analyst CI	0.29%	0.00%	0.00%
002918	Officials and Administrators	Admin Svcs Dir	0.29%	0.00%	0.29%
002594	Officials and Administrators	Health Care Program Mgr Sr	0.00%	0.29%	0.29%
003918	Officials and Administrators	Human Services Manager 3	5.48%	2.31%	1.44%
003621	Officials and Administrators	Facility Security Director	0.29%	0.00%	0.29%
000010	Officials and Administrators	Admin Mgmt Director 1	0.29%	0.00%	0.00%
002898	Officials and Administrators	Dir Care and Treatment Mgr 1	0.86%	0.00%	0.29%
003644	Officials and Administrators	Dir Care and Treatment Mgr 3	4.61%	0.58%	1.15%
003832	Officials and Administrators	Nurse Executive	0.86%	0.29%	0.00%
003159	Officials and Administrators	Physical Plant Operations Mgr	0.00%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
002950	Officials and Administrators	Dir Actuarial & Reg Plcy Analy	0.00%	0.00%	0.00%
008880	Officials and Administrators	Exec Assistant	0.29%	0.00%	0.00%
008928	Officials and Administrators	DHS Health Systems CEO	0.00%	0.00%	0.00%
008748	Officials and Administrators	Proj Functional Manager	0.29%	0.00%	0.00%
008120	Officials and Administrators	Commissioner-Human Services	0.29%	0.00%	0.00%
003045	Officials and Administrators	Human Resources Director 3	0.86%	0.29%	0.29%
003944	Officials and Administrators	General Counsel 2	1.15%	0.29%	0.00%
003945	Officials and Administrators	General Counsel 3	0.29%	0.00%	0.00%
002523	Officials and Administrators	Physical Plant Mgr	0.00%	0.00%	0.29%
003965	Officials and Administrators	Communications Manager 1	0.29%	0.00%	0.00%
002033	Officials and Administrators	Research Plan & Evaluation Dir	0.00%	0.00%	0.00%
Total			67.72%	15.85%	16.14%

Professionals (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
000006	Professionals	Management Analyst 1	0.25%	0.18%	0.08%
000141	Professionals	Buyer 2	0.15%	0.03%	0.05%
000498	Professionals	Human Resources Specialist 1	0.08%	0.03%	0.00%
000510	Professionals	Planner Principal State	0.05%	0.00%	0.00%
000577	Professionals	Information Officer 3	0.28%	0.08%	0.18%
000633	Professionals	Accounting Officer Senior	0.33%	0.13%	0.15%
000647	Professionals	Information Officer 2	0.03%	0.00%	0.03%
000652	Professionals	Human Resources Consultant 1	0.71%	0.13%	0.18%
000812	Professionals	Planning Dir State	0.55%	0.18%	0.23%
000837	Professionals	Planner Senior State	0.00%	0.00%	0.00%
000892	Professionals	Research Analysis Spec	0.15%	0.05%	0.00%
000893	Professionals	Management Analyst 3	0.45%	0.18%	0.20%
000979	Professionals	Accounting Officer Inter	0.33%	0.10%	0.03%
001304	Professionals	Grants Specialist Sr	0.08%	0.00%	0.03%
001410	Professionals	Training & Development Spec 2	0.13%	0.05%	0.05%
001528	Professionals	Management Analyst 2	0.88%	0.13%	0.18%
002241	Professionals	Grants Specialist Coord	0.23%	0.08%	0.08%
002687	Professionals	Safety Administrator	0.13%	0.05%	0.08%
003017	Professionals	Human Resources Specialist 3	0.25%	0.10%	0.08%
003171	Professionals	Agency Policy Specialist	1.34%	0.48%	0.30%
003176	Professionals	Investigation Specialist	0.13%	0.03%	0.13%
003604	Professionals	State Prog Admin	0.18%	0.05%	0.03%
003605	Professionals	State Prog Admin Intermediate	0.10%	0.00%	0.05%
003606	Professionals	State Prog Admin Sr	0.50%	0.08%	0.15%
003607	Professionals	State Prog Admin Prin	0.48%	0.10%	0.20%
003608	Professionals	State Prog Admin Coordinator	0.78%	0.23%	0.18%
003609	Professionals	State Prog Admin Director	0.86%	0.08%	0.15%
003689	Professionals	State Prog Admin Supervisor Sr	0.15%	0.00%	0.05%
003690	Professionals	State Prog Admin Supervisor	0.18%	0.10%	0.03%
003712	Professionals	State Prog Admin Supv Prin	0.15%	0.00%	0.05%
003730	Professionals	Management Analyst Staff Spec	0.10%	0.08%	0.03%

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
000500	Professionals	Human Resources Director 1	0.25%	0.03%	0.05%
002390	Professionals	Accounting Officer Principal	0.23%	0.05%	0.05%
000003	Professionals	Accounting Director	0.03%	0.03%	0.00%
002572	Professionals	Investigation Supv	0.03%	0.00%	0.00%
000228	Professionals	Dentist	0.03%	0.03%	0.00%
002154	Professionals	Registered Nurse Supervisor	1.06%	0.20%	0.10%
000683	Professionals	Special Teacher:Ba/Bs+Lic	0.00%	0.00%	0.00%
001880	Professionals	Registered Nurse Senior	1.59%	0.43%	0.20%
000776	Professionals	Physical Plant Director	0.00%	0.03%	0.00%
002172	Professionals	Registered Nurse Admin-Supv	0.33%	0.05%	0.05%
001423	Professionals	Human Resources Specialist 2	0.33%	0.08%	0.05%
003683	Professionals	Sign Language Interpreter Spec	0.05%	0.00%	0.00%
000685	Professionals	Special Teacher: Ma/Ms/5yr+Lic	0.03%	0.00%	0.00%
003545	Professionals	Clinical Program Therapist 3	2.45%	0.18%	0.48%
000004	Professionals	Accounting Officer	0.15%	0.03%	0.00%
003701	Professionals	Special Teacher:MA/MS+Lic+30gr	0.00%	0.00%	0.00%
000996	Professionals	Training & Development Spec 3	0.18%	0.03%	0.05%
003544	Professionals	Clinical Program Therapist 2	1.31%	0.15%	0.33%
003882	Professionals	Human Resources Consultant 2	0.03%	0.00%	0.03%
002085	Professionals	Recreation Therapist Senior	0.50%	0.00%	0.08%
002084	Professionals	Recreation Therapist	0.08%	0.03%	0.00%
002138	Professionals	Psychological Services Dir	0.00%	0.00%	0.03%
002707	Professionals	Special Teacher:Ba/Bs+Lic+40	0.05%	0.00%	0.00%
000562	Professionals	Psychologist 3	0.25%	0.03%	0.03%
003864	Professionals	Chaplain	0.08%	0.00%	0.03%
003610	Professionals	Registered Nurse Advanced Prac	0.40%	0.13%	0.00%
002383	Professionals	Special Teacher:Ba/Bs+Lic+30	0.03%	0.00%	0.00%
002115	Professionals	Management Analyst Supv 2	0.03%	0.00%	0.00%
000659	Professionals	Research Analysis Spec Sr	0.20%	0.13%	0.05%
003825	Professionals	Behavioral Med Practitioner	1.01%	0.15%	0.10%
001878	Professionals	Registered Nurse	6.40%	2.27%	0.86%
002254	Professionals	Research Analyst Supervisor Sr	0.00%	0.00%	0.03%

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
001005	Professionals	Social Work Spec	0.08%	0.00%	0.00%
000755	Professionals	Volunteer Services Coordinator	0.05%	0.00%	0.00%
000234	Professionals	Dietitian 1	0.15%	0.03%	0.00%
003543	Professionals	Clinical Program Therapist 1	0.76%	0.25%	0.18%
003914	Professionals	Human Services Supervisor 3	2.67%	0.96%	0.48%
002003	Professionals	Speech Pathology Clinician	0.03%	0.00%	0.00%
003264	Professionals	Human Svcs Prog Coordinator	0.66%	0.15%	0.18%
002461	Professionals	Human Svcs Prog Rep 2	13.67%	4.59%	2.70%
000609	Professionals	Research Scientist 3	0.78%	0.30%	0.13%
002525	Professionals	Vocational Rehab Placmnt Coord	0.00%	0.00%	0.00%
000511	Professionals	Planner	0.03%	0.00%	0.00%
003884	Professionals	Psych Adv Practice Reg Nurse	0.61%	0.30%	0.05%
001431	Professionals	Human Services Judge	0.43%	0.20%	0.15%
002843	Professionals	Skills Development Specialist	2.47%	0.78%	0.53%
000235	Professionals	Dietitian 2	0.05%	0.00%	0.00%
003322	Professionals	Human Svcs Prog Consultant	4.92%	1.19%	1.16%
002459	Professionals	Human Svcs Prog Spec 2	1.97%	0.58%	0.30%
000856	Professionals	Rehabilitation Therapist Supv	0.30%	0.05%	0.03%
002715	Professionals	Human Svcs Prog Rep 1	6.10%	2.17%	1.56%
003913	Professionals	Human Services Supervisor 2	0.83%	0.18%	0.20%
000330	Professionals	Group Supervisor	0.53%	0.08%	0.28%
002458	Professionals	Human Svcs Prog Spec 1	1.69%	0.83%	0.43%
003105	Professionals	Community Residential Supv	1.26%	0.10%	0.08%
003887	Professionals	Psychiatrist 1	0.08%	0.05%	0.00%
002842	Professionals	Behavior Analyst 2	0.00%	0.00%	0.00%
002083	Professionals	Occup Therapist Senior	0.40%	0.00%	0.03%
001881	Professionals	Registered Nurse Principal	0.35%	0.05%	0.05%
000070	Professionals	Group Supervisor Asst	0.40%	0.13%	0.08%
001493	Professionals	Behavior Analyst 1	0.28%	0.08%	0.08%
000658	Professionals	Rehabilitation Couns Sr	0.18%	0.03%	0.05%
001684	Professionals	Physical Therapist	0.03%	0.00%	0.00%
000274	Professionals	Employment Counselor	0.20%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
003499	Professionals	Mn Care Enrollment Supv	0.15%	0.08%	0.00%
003096	Professionals	Reimbursement Specialist	0.25%	0.13%	0.03%
003912	Professionals	Human Services Supervisor 1	0.48%	0.05%	0.08%
003866	Professionals	Human Svcs Investigator	0.08%	0.03%	0.05%
001495	Professionals	Behavior Analyst 3	0.00%	0.00%	0.00%
000367	Professionals	Pharmacist	0.33%	0.03%	0.03%
003888	Professionals	Psychiatrist 2	0.05%	0.00%	0.00%
002914	Professionals	Childrens Services Prog Supv	0.10%	0.00%	0.00%
001977	Professionals	Training & Development Supv 2	0.03%	0.00%	0.03%
000676	Professionals	Social Svcs Supervisor	0.03%	0.00%	0.00%
002462	Professionals	Income Mntc Prog Supervisor	0.08%	0.05%	0.03%
003464	Professionals	Physical Plant Supervisor	0.00%	0.03%	0.00%
003532	Professionals	Medical Specialist 3	0.03%	0.00%	0.03%
001883	Professionals	Pharmacist Senior	0.05%	0.00%	0.00%
000101	Professionals	Audit Director	0.03%	0.00%	0.00%
003927	Professionals	Special Care Dentist	0.10%	0.03%	0.00%
000873	Professionals	Rehabilitation Regional Supv	0.03%	0.00%	0.00%
003889	Professionals	Psychiatrist 3	0.05%	0.05%	0.03%
003931	Professionals	Accounting Officer Coordinator	0.03%	0.05%	0.05%
001399	Professionals	Safety & Health Officer 1	0.00%	0.00%	0.00%
002130	Professionals	Psychologist Supervisor	0.03%	0.00%	0.00%
002393	Professionals	Nurse Specialist	0.03%	0.00%	0.00%
003890	Professionals	Psychiatrist 4	0.05%	0.03%	0.00%
002114	Professionals	Management Analyst Supv 3	0.03%	0.00%	0.03%
002081	Professionals	Music Therapist	0.03%	0.00%	0.00%
003928	Professionals	Child and Adole Psychiatrist	0.03%	0.00%	0.00%
008933	Professionals	Trainee - Psychiatrist Fellow	0.03%	0.00%	0.00%
001067	Professionals	Auditor Principal	0.03%	0.00%	0.00%
001303	Professionals	Grants Specialist	0.03%	0.00%	0.03%
002376	Professionals	Planner Intermediate	0.03%	0.00%	0.00%
000608	Professionals	Research Scientist 2	0.03%	0.00%	0.03%
002368	Professionals	Human Resources Supervisor 2	0.03%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
003961	Professionals	Communications Specialist 2	0.05%	0.05%	0.00%
002359	Professionals	Recreation Therapy Prog Supv	0.05%	0.00%	0.00%
003977	Professionals	DEI Consultant	0.13%	0.15%	0.10%
003947	Professionals	Staff Attorney 2	0.58%	0.20%	0.15%
003962	Professionals	Communications Specialist 3	0.13%	0.03%	0.08%
003963	Professionals	Communications Specialist 4	0.08%	0.03%	0.00%
003949	Professionals	Staff Attorney Supervisor	0.18%	0.00%	0.00%
003978	Professionals	DEI Consultant Senior	0.15%	0.18%	0.08%
003946	Professionals	Staff Attorney 1	0.18%	0.08%	0.03%
001800	Professionals	Investigator	0.05%	0.00%	0.00%
001447	Professionals	Affirmative Action Off 1	0.03%	0.00%	0.03%
002633	Professionals	Client Advocate	0.03%	0.00%	0.00%
000926	Professionals	Employment Counselor Spec	0.13%	0.03%	0.00%
003983	Professionals	DEI Supervisor	0.03%	0.03%	0.03%
008755	Professionals	Proj Consultant Sr	0.03%	0.00%	0.00%
003974	Professionals	DEI Specialist	0.03%	0.00%	0.00%
008707	Professionals	Pharmacy Resident	0.05%	0.03%	0.00%
000560	Professionals	Psychologist 1	0.20%	0.05%	0.00%
003964	Professionals	Communications Supervisor	0.03%	0.00%	0.00%
003975	Professionals	DEI Specialist Intermediate	0.00%	0.03%	0.00%
003985	Professionals	Advanced Dental Therapist	0.00%	0.00%	0.00%
Total			73.27%	21.13%	15.08%

Technicians (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
000774	Technicians	Accounting Technician	0.68%	0.00%	1.09%
003709	Technicians	State Prog Admin Tech Spec	4.36%	1.50%	3.68%
001659	Technicians	Licensed Practical Nurse	22.34%	5.18%	0.14%
001623	Technicians	Dental Assistant	2.18%	0.14%	0.00%
003834	Technicians	Electronic Systems Specialist	0.00%	0.00%	0.41%
003661	Technicians	Residential Prog Lead	3.00%	0.54%	0.54%
001475	Technicians	Medical Records Tech 2	2.04%	0.54%	2.32%
002559	Technicians	Mental Health Prog Asst	11.72%	8.17%	0.00%
003468	Technicians	Health Care Claim Spec	1.63%	0.95%	2.45%
003892	Technicians	MN Health Insurance Prog Rep 2	14.85%	2.45%	1.63%
003618	Technicians	Human Svcs Support Specialist	10.22%	2.86%	0.00%
000875	Technicians	Medical Records Tech 1	0.14%	0.00%	0.68%
003498	Technicians	MN Health Insurance Prog Rep 1	4.50%	1.91%	0.00%
000409	Technicians	Laboratory Services Supervisor	0.14%	0.00%	0.00%
000031	Technicians	Architectural Drafting Tech 2	0.00%	0.00%	0.00%
000716	Technicians	EDP Operations Supervisor 2	0.00%	0.00%	0.00%
002191	Technicians	Medical Records Tech Supv 2	0.14%	0.00%	0.00%
000886	Technicians	EDP Operations Technician 2	0.27%	0.14%	0.00%
000864	Technicians	Medical Laboratory Tech 2	0.41%	0.00%	1.09%
Total			78.61%	24.39%	13.08%

Paraprofessionals (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
000308	Paraprofessionals	Library Technician	0.04%	0.00%	0.00%
003611	Paraprofessionals	Paralegal	0.18%	0.04%	0.09%
000881	Paraprofessionals	Human Resources Technician 1	0.40%	0.04%	0.22%
001564	Paraprofessionals	Human Svcs Technician	11.17%	4.68%	1.32%
002567	Paraprofessionals	Work Therapy Asst	1.81%	0.44%	0.31%
002556	Paraprofessionals	Chemical Depend Program Asst	1.32%	0.26%	0.35%
000093	Paraprofessionals	Security Counselor	7.63%	3.49%	3.80%
002566	Paraprofessionals	Work Therapy Technician	4.41%	1.90%	0.71%
002555	Paraprofessionals	Behavior Modification Asst	20.39%	11.17%	4.55%
003696	Paraprofessionals	Child Support Payment Speclist	0.26%	0.13%	0.09%
002564	Paraprofessionals	Structured Program Assistant	0.04%	0.00%	0.00%
000094	Paraprofessionals	Security Counselor Lead	1.24%	0.53%	0.44%
002580	Paraprofessionals	Special Education Program Asst	0.00%	0.00%	0.00%
001020	Paraprofessionals	Pharmacy Technician	0.35%	0.04%	0.04%
002565	Paraprofessionals	Recreation Program Asst	0.26%	0.04%	0.09%
003885	Paraprofessionals	Certified Peer Specialist	0.00%	0.00%	0.09%
003902	Paraprofessionals	Peer Specialist	0.09%	0.00%	0.00%
002560	Paraprofessionals	Certified Occup Therapy Asst 1	0.04%	0.00%	0.04%
008598	Paraprofessionals	Student Worker Para Prof	0.00%	0.00%	0.00%
003941	Paraprofessionals	Hair Stylist	0.04%	0.00%	0.00%
Total			49.69%	3.70%	12.14%

Administrative Support (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
000293	Administrative Support	Exec 2	5.42%	0.00%	0.00%
002028	Administrative Support	Security/Comm Systems Monitor	2.50%	0.04%	0.09%
002118	Administrative Support	Office Services Supervisor 2	1.67%	0.04%	0.22%
002192	Administrative Support	Office Services Supervisor 1	0.83%	4.68%	1.32%
003626	Administrative Support	Office Specialist	1.25%	0.44%	0.31%
003627	Administrative Support	Office & Admin Specialist	2.50%	0.26%	0.35%
003628	Administrative Support	Office & Admin Specialist Int	38.75%	3.49%	3.80%
003629	Administrative Support	Office & Admin Specialist Sr	25.42%	1.90%	0.71%
003632	Administrative Support	Central Svcs Admin Spec Inter	2.50%	11.17%	4.55%
003635	Administrative Support	Customer Svcs Specialist	0.00%	0.13%	0.09%
003636	Administrative Support	Customer Svcs Specialist Int	4.58%	0.00%	0.00%
003637	Administrative Support	Customer Svcs Specialist Sr	1.25%	0.53%	0.44%
003631	Administrative Support	Central Svcs Admin Spec	0.00%	0.00%	0.00%
000427	Administrative Support	Legal Secretary	0.42%	0.04%	0.04%
000001	Administrative Support	Account Clerk	0.42%	0.04%	0.09%
Total			87.50%	25.83%	20.00%

Skilled Craft (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
000146	Skilled Craft	Carpenter	0.00%	2.17%	0.00%
000525	Skilled Craft	Plant Mntc Engineer	0.00%	0.00%	6.52%
002270	Skilled Craft	Building Maintenance Lead Wrkr	0.00%	0.00%	0.00%
000530	Skilled Craft	Plumber	0.00%	0.00%	0.00%
002101	Skilled Craft	Carpenter Lead	0.00%	0.00%	0.00%
000135	Skilled Craft	Building Utilities Mechanic	0.00%	0.00%	2.17%
003452	Skilled Craft	Electrician Master Record	0.00%	2.17%	0.00%
000490	Skilled Craft	Painter	0.00%	2.17%	0.00%
001019	Skilled Craft	Refrigeration Mechanic	0.00%	2.17%	2.17%
000266	Skilled Craft	Electrician	0.00%	0.00%	2.17%
001075	Skilled Craft	Pwr Plt Chief Engineer	0.00%	0.00%	2.17%
002214	Skilled Craft	Building Maintenance Coord	0.00%	0.00%	0.00%
000761	Skilled Craft	Welder	0.00%	0.00%	0.00%
Total			0.00%	8.70%	15.22%

Service Maintenance (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Job Code	EEO Category	Job Title	Weighted Females %	Weighted RE %	Weighted PWD %
001357	Service Maintenance	General Repair Worker	0.00%	1.32%	0.66%
001725	Service Maintenance	General Maintenance Wrkr	22.52%	3.31%	3.31%
000197	Service Maintenance	Cook	3.97%	1.32%	1.99%
000305	Service Maintenance	Food Service Worker	7.95%	2.65%	1.32%
000800	Service Maintenance	Dining Hall Coordinator	1.32%	0.00%	0.00%
002238	Service Maintenance	Building Svcs Lead	2.65%	0.66%	1.32%
001555	Service Maintenance	Inserting Machine Operator	0.66%	1.99%	0.66%
001556	Service Maintenance	Inserting Machine Operator Lea	0.00%	0.00%	0.00%
000860	Service Maintenance	Building Services Supervisor 1	0.66%	0.66%	0.00%
000157	Service Maintenance	Culinary Supervisor	0.66%	0.00%	0.00%
000113	Service Maintenance	Baker	0.66%	0.00%	0.00%
003623	Service Maintenance	Facility Grds/Transp Svcs Supv	0.00%	0.00%	0.00%
000328	Service Maintenance	Groundskeeper	0.00%	0.00%	0.00%
001326	Service Maintenance	Buildings & Grounds Worker	0.00%	0.00%	0.66%
Total			41.06%	11.92%	9.93%

Appendix E: Determining Availability

Officials and Managers (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Factor	Weight Ratio	Raw Statistics Females	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Females	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	39.00%	52.28%	27.78%	4.60%	20.39%	10.83%	1.79%	US	DHS' two-year historical appointments in this job category shows 39% from external and 61% from internal movements.
2: Internal - Percentage of females, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with your agency.	61.00%	67.72%	15.85%	16.14%	41.31%	9.67%	9.84%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	-	-	Final Avail %	61.70%	20.50%	11.64%		

Professionals (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Factor	Weight Ratio	Raw Statistics Females	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Females	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	61.00%	73.04%	20.21%	4.84%	44.55%	12.33%	2.95%	State MN	DHS' two-year historical appointments in this job category shows 61% from external and 39% from internal movements.
2: Internal - Percentage of females, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with your agency.	39.00%	73.27%	21.13%	15.08%	28.58%	8.24%	5.88%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	-	-	Final Avail %	73.13%	20.57%	8.83%		

Technicians (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Factor	Weight Ratio	Raw Statistics Females	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Females	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage females, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	84.00%	78.46%	21.46%	5.21%	65.91%	18.02%	0.00%	State MN	DHS' two-year historical appointments in this job category shows 84% from external and 16% from internal movements.
2: Internal - Percentage of females, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with your agency.	16.00%	78.61%	24.39%	13.08%	12.58%	3.90%	2.09%	Employee workforce for the job groups that constitute feeders to this job group.	
The value of weight must equal to 100.00% →	100.00%	-	-	Final Avail %	78.49%	21.93%	2.09%		

Paraprofessionals (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Factor	Weight Ratio	Raw Statistics Females	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Females	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	84.00%	52.66%	22.63%	6.37%	44.23%	19.01%	5.35%	State MN	DHS' two-year historical appointments in this job category shows 84% from external and 16% from internal movements.
2: Internal - Percentage of females, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with your agency.	16.00%	49.69%	3.70%	12.14%	7.95%	0.59%	1.94%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	-	-	Final Avail %	52.18%	19.60%	7.29%		

Administrative Support (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Factor	Weight Ratio	Raw Statistics Females	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Females	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	81.00%	68.85%	17.46%	4.56%	55.77%	14.14%	3.70%	State MN	DHS' two-year historical appointments in this job category shows 81% from external and 19% from internal movements.
2: Internal - Percentage of females, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with your agency.	19.00%	87.50%	25.83%	20.00%	16.63%	4.91%	3.80%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	-	-	Final Avail %	72.40%	19.05%	7.50%		

Skilled Craft (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Factor	Weight Ratio	Raw Statistics Females	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Females	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	57.00%	3.43%	13.71%	5.49%	1.96%	7.82%	3.13%	State MN	DHS' two-year historical appointments in this job category shows 57% from external and 43% from internal movements.

2: Internal - Percentage of females, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with your agency.	43.00%	0.00%	8.70%	15.22%	0.00%	3.74%	6.54%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	-	-	Final Avail %	1.96%	11.55%	9.67%		

Service Maintenance (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Factor	Weight Ratio	Raw Statistics Females	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Females	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	85.00%	26.65%	24.62%	9.10%	22.65%	20.93%	7.73%	State MN	DHS' two-year historical appointments in this job category shows 85% from external and 15% from internal movements.
2: Internal - Percentage of females, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with your agency.	15.00%	41.06%	11.92%	9.93%	6.16%	1.79%	1.49%	Employee workforce for the job classifications that constitute feeders to this job category.	-
The value of weight must equal to 100.00% →	100.00%	-	-	Final Avail %	28.81%	22.72%	9.22%	Blank	Blank

Appendix F: Utilization-Goal Analysis

Females

Job Categories	Total Number of Employee in Job Category	Total Number of Females Employee in the Job Category	% of Females Employee in the Job Category	Females Availa- bility %	Females Establish Goals?	If Yes, Goals for FY 2024- 2026
Officials and Managers	373	249	66.76%	61.70%	-	-
Professionals	4173	3056	73.23%	73.13%	-	-
Technicians	735	577	78.50%	78.49%	Monitor	-
Paraprofessionals	2287	1146	50.11%	52.18%	Yes	52.18%
Administrative Support	308	267	86.69%	72.40%	-	-
Skilled Craft	55	<10	**.**%*	1.96%	Monitor	-
Service Maintenance	165	69	41.82%	28.81%	-	-
Totals	8096	5365	66.27%	Blank	Blank	Blank

Racial or Ethnic Minorities (RE)

Job Categories	Total Number of Employee in Job Category	Total Number of RE Employee in the Job Category	% of RE Employee in the Job Category	RE Availa-bility %	RE Establish Goals?	If Yes, Goals for FY 2024-2026
Officials and Managers	373	61	16.35%	20.50%	Yes	20.50%
Professionals	4173	872	20.90%	20.57%	-	-
Technicians	735	179	24.35%	21.93%	-	-
Paraprofessionals	2287	518	22.65%	19.60%	-	-
Administrative Support	308	69	22.40%	19.05%	-	-
Skilled Craft	55	<10	**. **%	11.55%	Yes	11.55%
Service Maintenance	165	19	11.52%	22.72%	Yes	22.72%
Totals	8096	1722	21.27%	Blank	Blank	Blank

Persons with Disabilities (PWD)

Job Categories	Total Number of Employee in Job Category	Total Number of PWD Employee in the Job Category	% of PWD Employee in the Job Category	PWD Availa- bility %	PWD Establish Goals?	If Yes, Goals for FY 2024- 2026
Officials and Managers	373	58	15.55%	11.64%	-	-
Professionals	4173	623	14.93%	8.83%	-	-
Technicians	735	96	13.06%	2.09%	-	-
Paraprofessionals	2287	278	12.16%	7.29%	-	-
Administrative Support	308	54	17.53%	7.50%	-	-
Skilled Craft	55	<10	**. **%	9.67%	-	-
Service Maintenance	165	16	9.70%	9.22%	Monitor	-
Totals	8096	1037	12.81%	Blank	Blank	Blank

Definitions of Terms Used in This Affirmative Action Plan

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

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

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

Feeder job: staffed positions within the agency that can be promoted and/or transferred into other EEO job categories.

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

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

Labor market area or Reasonable recruitment area: a geographic area in which an agency is seeking a worker in a particular goal unit and where there is an available supply of workers employed or seeking jobs in that goal unit.

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

Protected groups: Females, persons with disabilities, and members of the following Minorities: Black, Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native ([M.S. 43A.02, subd. 33](#)).

Snapshot: one particular point in time. A snapshot of a workforce is taken at one particular point in time as the basis for Affirmative Action Plan analyses because the workforce numbers are always fluctuating.

Supported Work Program: The state legislature established the program in 1987 to expand employment opportunities for people with significant disabilities. but has been expanded to include individuals who experience other significant disabilities, including, but not limited to, head injury, mental illness, and deaf blindness. Under the program, a supported worker must require ongoing support and may share a single position with up to two other supported work employees.

Underutilization: the representation of females, persons with disabilities, and racial or ethnic minorities in a specific job category is less than reasonably would be expected given from workforce participation in the labor market area.