



State of Minnesota

Department of Natural Resources

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

Minnesota Department of Natural Resources

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Statement of Commitment

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

This statement reaffirms the Minnesota Department of Natural Resources (thereafter "the DNR") 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.
- The DNR 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.
- The DNR will continue to actively promote a program of affirmative action, wherever women, 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.
- The DNR 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, the DNR will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.

It is the DNR'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: _____



Date Signed: Jan 17, 2025

Executive Summary

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

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

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

Job Category	Women	Persons with Disabilities	Racial or Ethnic Minorities
Officials and Administrators	X	-	-
Professionals	-	-	X
Technicians	X	-	X
Protective Services: Sworn	-	-	-
Protective Services: Non-sworn	X	X	X
Paraprofessionals	-	-	-
Administrative Support	-	-	X
Skilled Craft	X	-	-
Service Maintenance	-	-	X

Affirmative Action Officer: Yumi Finney Digitally signed by Yumi Finney Date: 2024.12.13 16:41:04 -06'00' Date Signed: _____

Human Resources Director: Denise F. Legato Digitally signed by Denise F. Legato Date: 2024.12.13 18:18:01 -06'00' Date Signed: _____

Commissioner:  Date Signed: Jan 17, 2025

Organizational Profile

About the Minnesota Department of Natural Resources

The mission of the Minnesota Department of Natural Resources (DNR) is to work with Minnesotans to conserve and manage the state's natural resources, to provide outdoor recreation opportunities, and to provide for commercial uses of natural resources in a way that creates a sustainable quality of life.

The DNR fulfills its mission through four goals. These goals are designed to serve the department over the long-term — ten years or more. The first three goals focus on conserving the state's natural resources, providing outdoor recreation opportunities, and supporting sustainable commercial uses of natural resources. The fourth goal, operational excellence, focuses on ensuring that the internal workings of the department deliver high quality services to Minnesotans.

- Goal 1. *Minnesota's waters, natural lands, and diverse fish and wildlife habitats are conserved and enhanced.*** Minnesota is known for its water, forests, prairies, and wildlife. Not only does our state boast a diversity of natural lands, plants, and animals, many of these natural resources are of relatively high quality. As such, the quality of Minnesota's natural resources is inextricably linked to our quality of life. We must address multiple pressures — land use change, invasive species spread, pollution, and a changing climate — to sustain the places and experiences we value.
- Goal 2. *Minnesota's outdoor recreation opportunities meet the needs of new and existing participants so all benefit from nature.*** Minnesota consistently ranks among one of the top states in which to live, and a key factor is our healthy natural environment with abundant parks, natural lands, and high-quality recreation opportunities. All Minnesotans should be able to access and enjoy the benefits of natural areas and outdoor time. We are challenged, however, to maintain basic operations at many state recreation facilities. Demand is increasing for new and enriched outdoor experiences. Innovative targeted strategies will provide support to help connect families with nature and active outdoor experiences.
- Goal 3. *Minnesota's natural resources contribute to strong and sustainable job markets, economies, and communities.*** Minnesota's lands and waters define our state and are a major reason people choose to live, work, and play here. Sound natural resource-based economic development will ensure our state's competitive advantage. We have been successful in the past at growing a vibrant economy and protecting the land and water that make Minnesota among the nation's leaders in quality-of-life measures.
- Goal 4. *DNR demonstrates operational excellence and continuous improvement in service to Minnesotans.*** Accomplishing our natural resource goals requires operational excellence. DNR must continually seek to improve efficiency and effectiveness on behalf of Minnesotans. Increasing efficiency alone cannot address today's conservation challenges that operate at a larger and more complex scale than in the past. Investing in our employees is crucial to maintain our ability to support core operations, be nimble in the face of new challenges, and recruit and retain tomorrow's workers. To succeed in a changing world, DNR staff must bring diverse perspectives, skills, and focus to their work.

In working with Minnesotans to advance the DNR mission, the DNR strives to ensure that the benefits of Minnesota’s abundant natural resources are enjoyed by all Minnesotans. These efforts also contribute to broader outcomes for Minnesota. For example, the DNR helps to improve the wellbeing of children and families by advancing connections to the outdoors and the health and wellness benefits those connections provide. The DNR also advances diversity, equity, and inclusion by striving to ensure its facilities, lands, and engagement processes are welcoming and accessible, and its services are equitable across economic and cultural communities.

The DNR is one department, working through seven divisions, organized into four geographical regions. The divisions each offer expertise to help achieve our mission, while the regions allow for in-depth local community knowledge and engagement. All divisions and regions work together under the same mission, goals, and priorities.

Divisions

- Ecological and Water Resources
- Enforcement
- Fish and Wildlife
- Forestry
- Lands and Minerals
- Operations Services
- Parks and Trails

Visit [the DNR’s Strategic Plan \(dnr.state.mn.us/conservationagenda/index.html\)](https://dnr.state.mn.us/conservationagenda/index.html) webpage to learn more about the DNR’s four goals and their associated strategies, trends, and actions that drive our work.

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 DNR's progress in meeting its affirmative action goals and objectives to the commissioner of Minnesota Management and Budget (MMB). The commissioner, through the commissioner of MMB, will report annually to the Governor and the Legislature the DNR'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 DNR's Affirmative Action Plan in his, her, or their position description.
- Take action, if needed, on complaints of discrimination and discriminatory harassment.
- Issue a statement affirming the DNR'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 DNR.
- Actively promote equal employment opportunity and incorporate diversity, equity, and inclusion principles in annual business plans, strategic plans, and the DNR'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 all DNR directors, managers, and supervisors to 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 DNR 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: Sarah Strommen

Email: commissioner.dnr@state.mn.us

Title: Commissioner

B. Affirmative Action Officer

Responsibilities

The affirmative action officer is directly responsible for developing, coordinating, implementing, and monitoring the DNR's Affirmative Action Plan.

Duties

The duties of the affirmative action officer include, but are not limited to:

- Develop and lead the DNR's approach to implementing and complying with federal and state laws and regulations for Equal Employment Opportunity (EEO), including administering the DNR's Affirmative Action Plan.
- Develop and set DNR-wide affirmative action hiring goals.
- Monitor the DNR's compliance and fulfill all affirmative action reporting requirements.
- Disseminate the DNR affirmative action policy to employees in the DNR.
- Inform the commissioner, deputy commissioner, assistant commissioners, and senior managers of progress on affirmative action and equal opportunity goals and potential concerns and make recommendations for improvement.
- Act as the affirmative action liaison between the DNR, MMB, and the Governor's Office.
- Determine the need for affirmative action training within the DNR and develop training goals and content collaboratively with internal and external resources, as necessary.
- Review and recommend changes in policies, procedures, programs, and physical accommodations to implement affirmative action and equal opportunity.
- Collaborate and maintain effective working relationships with division and regional directors, the DEI program manager, and Human Resources staff to support and recruit protected groups for employment, promotion, retention, and training opportunities.
- Serve as a subject matter expert to the Equity Change Team (ECT) and Organizational Health Team (OHT) by providing Affirmative Action/Equal Employment Opportunity (AA/EEO) guidance, technical support, and compliance-related information.
- Provide leadership for the DNR's DEI Action Team (AT) with the collaboration of the DEI program manager.

- Manage the DNR’s pre-hire review process, review requests for non-affirmative hires, and refer unresolved issues to the OAI manager, OSD director, and commissioner for final decision.
- Ensure supervisors and managers make good faith efforts (GFEs) to recruit and retain qualified candidates and employees from protected groups.
- Oversee and manage the DNR’s procedure for processing complaints under the Harassment and Discrimination Prohibited Policy and Sexual Harassment Prohibited Policy.
- Consult and maintain records of requests for religious and lactation accommodations.
- Support and collaborate with the DEI program manager in the administration of the DNR’s workforce diversity efforts as outlined in the Equity Change Plan, as well as division and regional DEI plans.
- Ensure compliance with federal Civil Rights laws, the MHRA, and other applicable laws and equal opportunity-related matters. In addition, ensure that aggregate data and trends of complaints, hiring, and retention are provided to the commissioner and deputy commissioner on a quarterly basis.
- Comply with state-wide and DNR anti-discrimination and anti-harassment policies.

Accountability

The affirmative action officer reports and is accountable to the commissioner for program impacts and for ongoing program activities and direction and receives daily direction and supervision from the Office of Access and Inclusion manager. The affirmative action officer monitors the administration of equal opportunity-related matters. In addition, the affirmative action officer ensures that aggregate data and trends of complaints of illegal discrimination and harassment on the basis of the MHRA are provided and shared with the commissioner on a quarterly basis.

Name of individual(s) responsible

Name: Yumi Finney

Email: AAOdiversity.DNR@state.mn.us

Title: Affirmative Action Officer

Phone: 651-259-5016

D. Human Resources Director or Designee(s)

Responsibilities

The Human Resource (HR) Office is responsible for ensuring equitable and uniform administration of all personnel policies. The HR director is responsible for assisting managers and supervisors in human resources management activities.

The HR director is responsible, in conjunction with the DNR’s Americans with Disabilities Act (ADA) Title I coordinator, for ensuring timely responses to all ADA requests for reasonable accommodations to

remove barriers to equal employment opportunity with the DNR. Staff within HR who work on affirmative action, equal opportunity, 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 DNR affirmative action officer and the OAI manager.
- 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.
- Ensure that the reasonable accommodation process is implemented and followed for all employees and applicants in need of a reasonable accommodation.
- Assist supervisors, managers, the DNR recruiter, the career pathways program coordinator, 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 DNR 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.
- Ensure that supervisors and managers include responsibility statements for affirmative action/equal employment opportunity in position descriptions and annual performance objectives.
- Comply with state-wide and DNR anti-discrimination and anti-harassment policies.

Accountability

The HR director is accountable to the Operations Services Division director.

Name of individual(s) responsible

Name: Denise Legato

Email: denise.legato@state.mn.us

Title: Human Resources Director

Phone: 651-259-5317

E. Americans with Disabilities Act Title I Coordinator

Responsibilities

The ADA Title I coordinator is responsible for ensuring the DNR's compliance with the ADA Title I – Employment, in accordance with the ADA - as amended, and the Minnesota Human Rights Act. The ADA Title I coordinator collaborates with the ADA Title II coordinator to provide training, technical guidance, and consultation on evolving issues of ADA compliance.

Duties

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

- Provide guidance, coordination, and direction to DNR management on the ADA. The DNR develops and implements policies, procedures, and practices to ensure DNR employment practices and programs are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to DNR management and staff on compliance and best practices for hiring and retaining persons with disabilities, as well as reasonable accommodations to employees and job applicants.
- Track and facilitate requests for reasonable accommodations for job applicants, employees, and members of the public accessing DNR services, and submit a report on reasonable accommodations annually to MMB.
- Research case law rules and regulations and update the HR director on evolving ADA issues.
- Meet biannually 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 such as new employees at the DNR.
- Submit reasonable accommodation reimbursement under the guidelines of the statewide 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 job functions, and/or enjoy equal benefits and privileges. The ADA Title I 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 DNR anti-discrimination and anti-harassment policies.

Accountability

The ADA Title I coordinator is accountable to the Operations Services Division director through the Office of Access and Inclusion manager.

Name of individual(s) responsible

Name: Jennifer Cole

Email: jennifer.cole@state.mn.us

Title: ADA Title I Coordinator

Phone: 651-259-5326

F. Americans with Disabilities Act Title II Coordinator

Responsibilities

The ADA Title II coordinator is responsible for facilitating reporting, providing subject matter expertise, supporting the DNR staff who provide public services, and ensuring the DNR’s compliance with ADA Title II – Public Services, in accordance with the ADA as amended, and the MHRA.

Duties

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

- Provide guidance, coordination, and direction to DNR management on the ADA Title II. The DNR develops and implements policies, procedures, and practices to ensure that DNR employment practices, public services, programs, and activities are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to the DNR’s management and staff on compliance and best practices with regards and obligations to members of the public with disabilities and reasonable modifications for visitors.
- Track and facilitate requests for reasonable modifications for members of the public accessing DNR services.
- Collaborate with the ADA Title I coordinator to report reasonable modifications annually to MMB.

- Research case law, rules, and regulations and update the senior management team on evolving ADA issues. Meet bi-annually with ADA coordinators and learn updates and share practices on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Collaborate with the affirmative action officer and ADA Title I coordinator in designing and delivering training for DNR employees who assist the public with ADA modifications.
- 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 with the implementing division within the DNR as needed to help the division to:
 - Discuss the purpose and essential functions of the reasonable modification,
 - Identify the potential modifications/accommodations and assess the effectiveness of each request,
 - After discussion and review, select and implement the modifications/accommodations that are appropriate for both the member of the public and the DNR, and
 - Document this review and report it in the State ADA Annual Report.
- Comply with state-wide and DNR anti-discrimination and anti-harassment policies.

Accountability

The ADA Title II coordinator is accountable to the Operations Services Division director through the Office of Access and Inclusion manager.

Name of individual(s) responsible

Name: Sivpheng Lim

Email: titleiiaordinator.dnr@state.mn.us

Email: Statewide Planning, ADA Title II Coordinator

Phone: 651-296-6157

G. Diversity, Equity, and Inclusion Program Manager

Responsibilities

The DEI program manager is responsible for developing and implementing a comprehensive workforce diversity program to advance agency-wide DEI initiatives.

Duties

The duties of the DEI program manager include, but are not limited to:

- Coordinate the planning and implementation of DNR DEI programming and initiatives.

- Support the DNR in increasing workforce diversity through collaborating with the DNR recruiter to develop and implement a strategic recruitment and retention plan.
- Provide consultation to the DNR leadership and staff to embed DEI in department policies and programs.
- Determine the need for DEI training within the DNR and coordinate the development of training programs with assistance from internal and external resources, as necessary.
- Collaborate with the affirmative action officer to develop, compile, and/or centralize DEI training, cultural competency, diversity awareness building, and diversity recruiting materials and resources for DNR employee use.
- Maintain relationships with DNR Senior Management Team, HR Office, Equity Change Team (ECT), and managers and supervisors to make decisions about the DNR's DEI training needs and assist in identifying diversity recruitment needs.
- Collaborate with the DNR recruiter to foster and maintain relationships with community stakeholders, colleges and universities, and workforce centers for more effective collaboration on DEI efforts, including diversity recruitment strategies.
- Coordinate requests for assistance from MMB to support diversity recruitment efforts and the retention of protected group members in hard-to-fill or executive-level positions.
- Provide DEI expertise, technical assistance, and information to the ECT and Organizational Health Team (OHT).
- Provide leadership to the DEI Action Team (AT).
- Comply with state-wide and DNR anti-discrimination and anti-harassment policies.

Accountability

The DEI program manager is accountable to the Operations Services Division director through the Office of Access and Inclusion manager.

Name of individual(s) responsible

Name: Mimi Daniel

Email: mimi.daniel@state.mn.us

Title: DEI Program Manager

Phone: 651-259-5308

H. DNR Recruiter

Responsibilities

The DNR recruiter is responsible for collaborating with the DEI program manager and the HR Office to develop and implement a strategic recruitment and retention plan.

Duties

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

- Identify high-need recruitment job areas within the DNR.
- Communicate the strategic recruitment plan to HR, the SMT, the affirmative action officer, managers and supervisors, and staff.
- Collaborate with the DEI program manager and affirmative action officer to conduct periodic audits of recruitment activity to measure the effectiveness of efforts and activities toward attaining strategic diversity goals and objectives.
- Maintain relationships with the SMT, HR, and management to make decisions about the DNR's recruitment needs, including diversity recruitment.
- Maintain relationships with community stakeholders, colleges and universities, and workforce centers to continue effective recruitment strategies, including diversity recruitment.
- Maintain active participation in the state-wide recruiters' group.
- Comply with state-wide and DNR anti-discrimination and anti-harassment policies.

Accountability

The DNR Recruiter is accountable to the DNR Human Resources director.

Name of individual(s) responsible

Name: Cynthia (Cyndi) Camarillo **Email:** cynthia.camarillo@state.mn.us

Title: Recruiter **Phone:** 651-259-5363

I. Senior Managers and Executive Team Leaders

Responsibilities

DNR senior managers and executive team leaders are responsible for implementing all aspects of the DNR Affirmative Action Plan and the DNR'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 preventing equal employment opportunities within the DNR.
- Communicate the equal opportunity employment policy and the Affirmative Action Plan to all employees.

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

Accountability

The DNR senior managers are accountable directly to the appropriate assistant commissioner, the deputy commissioner, or the commissioner.

The DNR Senior Management Team is accountable to the Executive Team.

Executive Team: commissioner, deputy commissioner, and assistant commissioners (3)

Senior Management Team: Executive Team, division directors (7), regional directors (4), special assistant to the commissioner for strategy, tribal relations director, chief financial officer, human resources director, communications director, chief business technology officer, and general counsel.

J. 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 or member of the public to negative treatment based on 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 DNR'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 or member of the public based on 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 DNR anti-discrimination and anti-harassment policies.

Accountability

Employees are accountable to their designated supervisor and the DNR leadership. 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 the DNR takes to communicate the Affirmative Action Plan to employees and the general public:

Internal Methods of Communication

- **Internal memorandum.** Each year, DNR leadership or the affirmative action officer sends an internal memo to DNR employees. 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 DNR's Affirmative Action Plan is available to all employees on the DNR's internal (Intranet) website at [DNR Affirmative Action Plan \(files-intranet.dnr.state.mn.us/user_files/1870/dnr-affirmative-action-plan.pdf\)](https://files.intranet.dnr.state.mn.us/user_files/1870/dnr-affirmative-action-plan.pdf) and in print to anyone who requests it. As requested, the DNR will make the plan available in alternative formats.
- **Printed copy.** A physical copy of the DNR's Affirmative Action Plan is available to employees upon request to AAOdiversity.DNR@state.mn.us or at the following address:

Attn: Affirmative Action Officer
500 Lafayette Road
St. Paul, MN 55155

External Methods of Communication

- **Public website.** The DNR's Affirmative Action Plan is available on the DNR's public website at [Department Natural Resources Affirmative Action Plan \(files.dnr.state.mn.us/aboutdnr/commissioner/affirmative_action/aa_plan.pdf\)](https://files.dnr.state.mn.us/aboutdnr/commissioner/affirmative_action/aa_plan.pdf). When requested, the DNR will make the plan available in alternative formats.
- **Equal opportunity employer language.** The DNR's website homepage, letterhead, publications, and all job postings include the statement, "The Minnesota Department of Natural Resources is an equal opportunity employer." The DNR will also ensure a representative diversity ratio is on all marketing materials.

- **Printed copy.** A physical copy of the DNR’s Affirmative Action Plan is available to contractors, vendors, and members of the public upon request to AAOdiversity.DNR@state.mn.us or at the following address:

Attn: Affirmative Action Officer
Office of Access and Inclusion
500 Lafayette Road
St. Paul, MN 55155

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 DNR conducted a job category analysis (refer to [Appendix C. Job Category Analysis](#)) to determine the percentage 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 DNR. 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 pay schedules can be applied with equity to all positions in the class that fall under the same or substantially the same employment conditions.

Progress Reports

The progress report examines hiring goals established in the prior Affirmative Action Plan. As a part of the DNR’s monitoring practices, the DNR 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 goals established in the prior Affirmative Action Plan and it evaluates if the DNR attained the hiring goals.

Table 2 provides a summary of data from [Appendix A](#). Where the indication of the “Goal Met?” column in Table 2 is:

- “Yes”: the DNR met the goal established in the prior Affirmative Action Plan.
- “No”: the DNR 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.

A narrative summary of progress towards the goals, by protected group and job category, follows Table 2. In the summary, numbers less than 10 are indicated with “<10” or “**.***%”, in accordance with MMB’s guidance on data privacy.

Table 2. Progress Report from 2022-2024 Affirmative Action Plan (A dash “ - ” indicates where there was no underutilization in the 2022-2024 Affirmative Action Plan.)

Job Category	Women	Persons with Disabilities	Racial or Ethnic Minorities
Officials and Administrators	-	-	Yes
Professionals	Yes	-	Yes
Technicians	-	-	Yes
Protective Services: Sworn	No	Yes	No
Protective Services: Non-sworn	No Hire/Prom	No Hire/Prom	No Hire/Prom
Paraprofessionals	No	-	-
Administrative Support	-	-	Yes
Skilled Craft	No	-	-
Service Maintenance	-	Yes	No

Women

Hires and Promotions

Professionals: A hiring goal of 40.38% was established for the 2022-2024 Affirmative Action Plan period. There were 582 opportunities, and more than 40.38% of them were filled by women. The goal was met.

Protective Services: Sworn: A hiring goal of 42.91% was established for the 2022-2024 Affirmative Action Plan period. There were 61 opportunities, and less than 42.91% were filled by women. The goal was not met.

Protective Services: Non-sworn: A hiring goal rate of 24.21% was established for the 2022-2024 Affirmative Action Plan period. There were no opportunities.

Paraprofessionals: A hiring goal of 89.06% was established for the 2022-2024 Affirmative Action Plan period. There were 13 opportunities and less than 89.06% of them were filled by women. The goal was not met.

Skilled Craft: A hiring goal of 6.11% was established for the 2022-2024 Affirmative Action Plan period. There were less than 10 opportunities, and less than 6.11% of them were filled by women. The goal was not met.

Persons with Disabilities

Hires and Promotions

Protective Services: Sworn: A hiring goal of 5.56% was established for the 2022-2024 Affirmative Action Plan period. There were 61 opportunities, and more than 5.56% were filled by persons with disabilities. The goal was met.

Protective Services: Non-sworn: A hiring goal of 7.51% was established for the 2022-2024 Affirmative Action Plan period. There were no opportunities.

Service Maintenance: A hiring goal of 10.18% was established for the 2022-2024 Affirmative Action Plan period. There were 638 opportunities, and more than 10.18% of them were filled by persons with disabilities. The goal was met.

Racial or Ethnic Minorities

Hires and Promotions

Officials and Administrators: A hiring goal of 5.72% was established for the 2022-2024 Affirmative Action Plan period. There were 41 opportunities, and more than 5.72% were filled by racial or ethnic minorities. The goal was met.

Professionals: A hiring goal of 6.34% was established for the 2022-2024 Affirmative Action Plan period. There were 582 opportunities, and more than 6.34% of them were filled by racial or ethnic minorities. The goal was met.

Technicians: A hiring goal of 8.45% was established for the 2022-2024 Affirmative Action Plan period. There were 193 opportunities, and more than 8.45% of them were filled by racial or ethnic minorities. The goal was met.

Protective Services: Sworn: A hiring goal of 13.94% was established for the 2022-2024 Affirmative Action Plan period. There were 61 opportunities, and less than 13.94% of them were filled by racial or ethnic minorities. The goal was not met.

Protective Services: Non-sworn: A hiring goal of 15.38% was established for the 2022-2024 Affirmative Action Plan period. There were no opportunities.

Administrative Support: A hiring goal of 13.02% was established for the 2022-2024 Affirmative Action Plan period. There were 163 opportunities, and more than 13.02% of them were filled by racial or ethnic minorities. The goal was met.

Service Maintenance: A hiring goal of 16.36% was established for the 2022-2024 Affirmative Action Plan period. There were 638 opportunities, and less than 16.36% of them were filled by racial or ethnic minorities. The goal was not met.

Separations Analysis

[Appendix B. Separation Analysis](#) shows the results by separation type and 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 period. Tables 3-a and 3-b and the narrative that follows provide a summary of data from [Appendix B](#).

The DNR evaluates all protected group separations using a Type 1¹ analysis and assesses the factors influencing protected group member separations using a Type 2² analysis. In this Affirmative Action Plan, the DNR only discloses the leading separation reason(s) where the total number of separations or the specific type of separation is more than 10, in accordance with MMB’s guidance on data privacy.

For the DNR, the separation type “termination without rights” includes mostly seasonal or temporary employees. The Affirmative Action Plan data is based on a biennial cycle; because of this, temporary or seasonal employees may have separated multiple times during the prior Plan period and the statistics for the “termination without rights” separation type therefore may be inflated. Seasonal or temporary employees separate based on the length of their employment contracts, which varies by position. Therefore, this data may have limited use and be prone to misinterpretation.

In Tables 3-a and 3-b and the narrative summary, a dash “ - ” indicates where there was no separation, while the symbol (**.**) indicates when the actual separation number is less than 10 in accordance with MMB’s guidance on data privacy.

Table 3-a. Type 1 Separation Analysis (the percentage of a protected group within a separation type).

Separation Type	Women	Persons with Disabilities	Racial or Ethnic Minorities
Dismissal or non-certification	**.**)%	**.**)%	**.**)%
Resignation	45.11%	8.97%	6.52%
Enhanced Separation	-	-	-
Retirement	34.20%	10.88%	**.**)%
Death	**.**)%	**.**)%	-
Lay-off	**.**)%	**.**)%	-
Termination without Rights	30.22%	4.57%	3.91%
All Separations	36.11%	7.57%	4.60%

¹ Type 1 indicates the percentage of a protected group within a separation type (e.g., out of all retirements, 34.20% of the employees who retired were women).

² Type 2 indicates the percentage of a separation type within a protected group (e.g., out of all women who separated, 44.03% separated via retirement).

Table 3-b. Type 2 Separation Analysis (the percentage of a separation type within a protected group).

Protected Group	Dismissal or Non-certification	Resignation	Enhanced Separation	Retirement	Death	Lay-off	Termination without Rights
Women	**.**%*	44.03%	-	17.51%	**.**%*	**.**%*	36.87%
Persons with Disabilities	**.**%*	41.77%	-	26.58%	**.**%*	**.**%*	26.58%
Racial or Ethnic Minorities	**.**%*	50.00%	-	**.**%*	-	-	37.50%

Women

Total Women: A total of 377 women separated employment with the DNR in the 2022-2024 Affirmative Action Plan period, accounting for 36.11% of the total separations. The leading reason for women separating employment was resignation (44.03%), followed by termination without rights (36.87%).

Officials and Administrators: The total separation rate for women was **.**%*. For data privacy purposes, the leading separation reason(s) in this job category are not discussed.

Professionals: The total separation rate for women was 42.46%. The leading reason for separation in this job category was resignation (50.00%), followed by retirement (40.79%).

Technicians: The total separation rate for women was 28.77%. The leading reason for separation in this job category was resignation (47.62%). The second leading reason is not discussed for data privacy purposes.

Protective Services: Sworn: The total separation rate for women was **.**%*. For data privacy purposes, the leading separation reason(s) in this job category are not discussed.

Protective Services: Non-sworn: There were no instances of women separating in this job category.

Paraprofessionals: The total separation rate for women was **.**%*. For data privacy purposes, the leading separation reason(s) in this job category are not discussed.

Administrative Support: The total separation rate for women was 64.76%. The leading reason for separation in this job category was resignation (42.65%), followed by retirement (36.76%).

Skilled Craft: There were no instances of women separating in this job category.

Service Maintenance: The total separation rate for women was 32.12%. The leading reason for separation in this job category was termination without rights (55.72%), followed by resignation (41.29%).

Persons with Disabilities

Total Persons with Disabilities: A total of 79 persons with disabilities separated employment with the DNR, accounting for 7.57% of the separations during the 2022-2024 Affirmative Action Plan period. The leading reason for separation was resignation (41.77%), followed by retirement and termination without rights, which had the same rate (26.58%).

Officials and Administrators: The total separation rate for persons with disabilities was **.***%. The leading separation reason(s) in this job category is not discussed for data privacy purposes.

Professionals: The total separation rate for persons with disabilities was 15.08%. The two leading reasons for separation in this job category were resignation and retirement, which had the same rate (44.44%).

Technicians: The total separation rate for persons with disabilities was **.***%. The leading separation reason(s) in this job category is not discussed for data privacy purposes.

Protective Services: Sworn: There were no instances of persons with disabilities separating in this job category.

Protective Services: Non-sworn: There were no instances of persons with disabilities separating in this job category.

Paraprofessionals: The total separation rate for persons with disabilities was **.***%. The leading separation reason(s) in this job category is not discussed for data privacy purposes.

Administrative Support: The total separation rate for persons with disabilities was 11.43%. For data privacy purposes, the leading separation reason(s) in this job category are not discussed.

Skilled Craft: There were no instances of persons with disabilities separating in this job category.

Service Maintenance: The total separation rate for persons with disabilities was 4.94%. The leading reason for separation in this job category was resignation (51.61%), followed by termination without rights (38.71%).

Racial or Ethnic Minorities

Total of Racial or Ethnic Minorities: There were 48 racial or ethnic minorities separations, which accounted for 4.60% of the total separations during the 2022-2024 Affirmative Action Plan period. The leading reason for separation was resignation (50.00%), followed by termination without rights (37.50%).

Officials and Administrators: The total separation rate for racial or ethnic minorities was **.***%. For data privacy purposes, the leading separation reason(s) in this job category are not discussed.

Professionals: The total separation rate for racial or ethnic minorities was **.***%. For data privacy purposes, the leading separation reason(s) in this job category are not discussed.

Technicians: The total separation rate for racial or ethnic minorities was **.**. For data privacy purposes, the leading separation reason(s) in this job category are not discussed.

Protective Services: Sworn: The total separation rate for racial or ethnic minorities was **.**. For data privacy purposes, the leading separation reason(s) in this job category are not discussed.

Protective Services: Non-sworn: There were no instances of racial or ethnic minorities separating in this job category.

Paraprofessionals: The total separation rate for racial or ethnic minorities was **.**. For data privacy purposes, the leading separation reason(s) in this job category are not discussed.

Administrative Support: The total separation rate for racial or ethnic minorities was **.**. For data privacy purposes, the leading separation reason(s) in this job category are not discussed.

Skilled Craft: There were no instances of racial or ethnic minorities separating in this job category.

Service Maintenance: The total separation rate for racial or ethnic minorities was 4.78%. The leading reason for separation was termination without rights (53.33%), followed by resignation (40.00%).

Determining Availability

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

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

Utilization and Comparison of Employees to Availability

Utilization is an analysis of affirmative action and EEO data to assess the available workforce for reasonable recruitment area(s).

Underutilization Analysis worksheets are attached in the [Appendices](#). Numbers less than 10 are indicated with "<10", and the corresponding percentage with ".%", in accordance with MMB's guidance on data privacy.

Through the utilization and availability analysis, the DNR has determined which job categories are underutilized for women, persons with disabilities, and racial or ethnic minorities in the DNR, 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 DNR 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 DNR makes good faith efforts to remove barriers to equal employment opportunity.

The DNR used the “whole person rule” to establish a hiring goal. This means when the actual representation percentage at the DNR of women, persons with disabilities, or 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 equal to the final availability percentage is calculated for women, persons with disabilities, and racial or ethnic minorities in that job category.

In [Appendix F](#), the Utilization Goals indicate whether a job category is underutilized by a protected group.

In Table 4, 2024-2026 Hiring Goals by Job Category and Protected Group, if a protected group in a job category shows “Monitor,” the DNR will proactively make good faith efforts to recruit externally qualified protected groups. If a protected group in a job category has a hiring goal (indicated by a percentage in that field), the DNR will make good faith efforts to strive to achieve that goal during the 2024-2025 Plan period. The DNR 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 on underutilization and hiring goals.

The DNR has a summary of hiring goals by job category and protected group. The DNR’s goals and objectives are outlined in the [Goals, Objectives, and Timetables](#) section and the actions the DNR will take to address the hiring goals can be found in the [Recruitment, Retention, and Training](#) section.

Table 4. 2024-2026 Hiring Goals by Job Category and Protected Group (A dash “ - ” indicates where there is no underutilization.)

Job Category	Women	Persons with Disabilities	Racial or Ethnic Minorities
Officials and Administrators	43.25%	-	-
Professionals	-	-	7.59%
Technicians	31.08%	-	10.96%
Protective Services: Sworn	-	Monitor	-
Protective Services: Non-sworn	31.43%	12.59%	12.33%
Paraprofessionals	Monitor	Monitor	-
Administrative Support	-	-	15.41%
Skilled Craft	5.22%	Monitor	Monitor
Service Maintenance	-	-	17.34%

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 establishes goals for each goal unit by protected group. The goals are based on a comparison of the composition of the DNR subdivision workforce with the composition of the relevant civilian labor force in an identified labor market area and the internal labor force, which is a promotable, transferrable, and trainable workforce for each goal unit. If the comparison shows that a goal unit underutilizes a protected group, the commissioner must establish a goal for that group in that goal unit.

Definition: A goal is a broad statement about the long-term expectation of what should happen as a result of the program (the desired result) and serves as the foundation for developing program objectives.

Objectives

The DNR's Affirmative Action Plan identifies and describes the methods for developing programs and program objectives designed to meet affirmative action goals, implement the provisions of this Affirmative Action Plan, and meet requirements found in the action-oriented programs.

Definition: Objectives are statements describing the results to be achieved and the manner in which they will be achieved. Multiple objectives usually are needed 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

Women

Goals	Objectives	Timetables
<p>Increase the representation of women in the officials and administrators, technicians, protective services: non-sworn, and skilled craft job categories in the 2026-2028 Affirmative Action Plan period.</p>	<p><u>Officials and Administrators</u></p> <ul style="list-style-type: none"> • Achieve the 43.25% hiring goal by promoting opportunities to qualified internal and external candidates, particularly women in the professionals job category (a feeder job category to officials and administrators without underutilization.) • Increase the number of women who take part in leadership training opportunities. <p><u>Technicians</u></p> <ul style="list-style-type: none"> • Achieve the 31.08% hiring goal by promoting opportunities to qualified internal and external candidates, particularly women in the service maintenance job category, which is a feeder job category to the technicians category. <ul style="list-style-type: none"> ○ The service maintenance job category has notable representation of women at the DNR. This internal recruitment opportunity should be leveraged. • Establish clear career pathways for, and promote success stories of, women in technician roles within the DNR. • Develop partnerships with schools, universities, and organizations that focus on women in STEM and natural resources to promote technician careers. <p><u>Protective Services: Non-sworn</u></p> <ul style="list-style-type: none"> • Achieve the 31.43% hiring goal annually by promoting opportunities to internal and external qualified candidates. • Continue efforts to identify and address PPE and other equipment challenges that affect women in this job category. <p><u>Skilled Craft</u></p> <ul style="list-style-type: none"> • Achieve the 5.22% hiring goal by proactively recruiting and engaging with diverse communities when skilled craft job opportunities arise at the DNR. • Increase outreach efforts to educate diverse communities about skilled craft job opportunities at the DNR. <p><u>Actions</u></p> <p>Refer to the Recruitment, Retention, and Training section.</p>	<p>Refer to the Recruitment, Retention, and Training section.</p>

Goals	Objectives	Timetables
<p>Decrease the number of women who separate from the DNR due to resignation.</p>	<p><u>All job categories</u></p> <ul style="list-style-type: none"> • Increase retention of women employees by enhancing support systems and career advancement opportunities. • Encourage increased participation in exit interviews in order to identify and address recurring themes. <p><u>Actions</u></p> <p>Refer to the Recruitment, Retention, and Training section.</p>	<p>Refer to the Recruitment, Retention, and Training section.</p>

Persons with Disabilities

Goals	Objectives	Timetables
<p>Increase the representation of persons with disabilities in the protective services: non-sworn job category.</p>	<ul style="list-style-type: none"> • Achieve the hiring goal of 12.59% by promoting opportunities to internal and external potential candidates. • In particular, recruit from feeder jobs within the service maintenance and administrative support job categories (for which there are not underutilization at the DNR) when opportunities occur. <p><u>Actions</u></p> <p>Refer to the Recruitment, Retention, and Training section.</p>	<p>Refer to the Recruitment, Retention, and Training section.</p>
<p>Decrease the number of persons with disabilities who separate from the DNR due to resignation.</p>	<p><u>All job categories</u></p> <ul style="list-style-type: none"> • Implement training programs for all employees to increase awareness of diversity, equity, inclusion and access. • Promote knowledge of disability-related resources, including reasonable accommodations, support groups, and external organizations. • Encourage increased participation in exit interviews in order to identify and address recurring themes. <p><u>Actions</u></p> <p>Refer to the Recruitment, Retention, and Training section.</p>	<p>Refer to the Recruitment, Retention, and Training section.</p>

Racial or Ethnic Minorities

Goals	Objectives	Timetables
<p>Increase the representation of racial and ethnic minorities in the professionals, technicians, protective services: non-sworn, administrative support, and service maintenance job categories.</p>	<ul style="list-style-type: none"> • Achieve the following job-category-specific hiring goals: <ul style="list-style-type: none"> ○ Professionals – 7.5% ○ Technicians – 10.96% ○ Protective services: non-sworn – 12.33% ○ Administrative support – 15.41% ○ Service maintenance – 17.34% • Enhance the “pipeline” of candidates by participating in internship, student worker and career pathways programs. • Enhance equitable career advancement opportunities to increase the promotion rate of racial and ethnic minorities. • Leverage internal recruitment opportunities by ensuring employees in feeder job categories without underutilization are aware of lateral and promotional opportunities. • Implement targeted outreach campaigns to attract diverse applicants. • Partner with diverse organizations and educational institutions to reach underrepresented groups. <p><u>Actions</u> Refer to the Recruitment, Retention, and Training section.</p>	<p>Refer to the Recruitment, Retention, and Training section.</p>
<p>Decrease the number of racial and ethnic minorities who separate from the DNR due to resignation.</p>	<p><u>All job categories</u></p> <ul style="list-style-type: none"> • Implement training programs for all employees to increase awareness of diversity, equity, inclusion and access. • Explore the formation of additional employee resource groups (ERGs) to provide community and peer support within the DNR. • Encourage increased participation in exit interviews in order to identify and address recurring themes. <p><u>Actions</u> Refer to the Recruitment, Retention, and Training section.</p>	<p>Refer to the Recruitment, Retention, and Training section.</p>

Barriers to Achieving Goals and Objectives

The DNR has the following constraints to address the underutilization and areas for monitoring identified in the previous section:

- Unwillingness of employees or job applicants to self-identify, including persons with disabilities. This affects the representation of employees and assessment of recruitment effectiveness in a protected group.
- The geographic location of open positions may affect the DNR’s ability to attract qualified applicants from protected groups.
- The comparatively low rate of pay for some DNR positions relative to other private and public employers can affect the DNR’s ability to attract diverse candidates at a time when many employers are striving to diversify their workforce.
- College enrollment in some specific natural resources programs is declining, affecting the pipeline of potential applicants for many DNR positions.
- Anticipated lack of opportunities in certain job categories.

Recruitment, Retention, and Training

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

This section outlines the good faith efforts the DNR will undertake during the 2024-2026 Affirmative Action Plan period in the areas of recruitment, retention and training. Appendix G also identifies actions each DNR division and region will take during the 2024-2026 Affirmative Action Plan period to address underutilization, increase DNR workforce diversity, strengthen relationships with diverse communities, and enhance the pipeline for entry-level jobs.

Recruitment

The DNR will demonstrate a good faith effort to build a coordinated plan to recruit and retain qualified women, persons with disabilities, and racial and ethnic minorities. Strategies and actions to advance that plan are summarized in this section.

Job Advertisements

Continued Efforts

- Advertise job opportunities on the [State of MN Careers site \(mn.gov/mmb/careers/search-for-jobs/\)](https://mn.gov/mmb/careers/search-for-jobs/).
- Communicate new job opportunities to all DNR employees daily.
- Ensure recruitment materials, fact sheets, newsletters, and other program materials and publications include photos and references representative of diverse communities, including protected groups.
- Use the LinkedIn job posting feature to efficiently recruit qualified applicants from protected groups.

- Advertise the [Connect 700 program](https://mn.gov/mmb/careers/diverse-workforce/people-with-disabilities/connect700/) (<https://mn.gov/mmb/careers/diverse-workforce/people-with-disabilities/connect700/>) to attract qualified persons with disabilities.
- Ensure that reasonable accommodations are provided to applicants needing them.
- Use the [Workforce Community Email](#) to send job announcements to over 500 diverse contacts.
- Use the EEO tagline on all job postings and advertisements and ensure that employees and applicants are aware of nondiscrimination policies and procedures.
- Consider women, racial and ethnic minorities, and persons with disabilities for all positions for which they apply and qualify.
- Coordinate and collaborate with Vocational Rehabilitation Services for outreach to persons with disabilities.

New Efforts

- By March 31, 2025, create a comprehensive list of communities, organizations, colleges, and universities through which the DNR can reach out to qualified, diverse candidates.

Job Fairs and Events

Continued Efforts

- Encourage women, persons with disabilities, and racial and ethnic minorities to apply for all DNR positions for which they qualify.
- Participate in job fairs and events to recruit women, persons with disabilities, and racial and ethnic minorities, including the following:
 - Veterans Fair Chance Job Fair hosted by the Goodwill-Easter Seals of Minnesota, Hmong American Partnership
 - Persons with disability community events
 - Semi-annual People of Color Career Fair
- Participate in virtual job fairs that have been demonstrated to attract qualified protected group applicants.
- Revamp the [DNR career website page](#) for the public by March 31, 2025.

New Efforts

- Create a job fair and events coordination strategy by June 30, 2026.

Workforce Pipeline Development and Community Building

Continued Efforts

- Enhance the pipeline for entry-level jobs across job categories, using statewide internship opportunities such as Right Track, Step Up, Urban Scholar, and Star of the North Fellows.

- Partner with the Conservation Corps Minnesota & Iowa (CCMI), the Minnesota Pollution Control Agency (MPCA), and the Minnesota Board of Water and Soil Resources (BWSR) to attract diverse candidates for college undergraduate IDEC participants.
- Support the Increasing Diversity in Environmental Careers (IDEC) program. The IDEC is a program that aims to reduce and eliminate barriers that inhibit under-represented college students (women, racial and ethnic minorities, and persons with disabilities) from completing STEM degrees and obtaining environmental careers after graduation. DNR’s IDEC partners are the Minnesota Department of Pollution Control Agency, the Minnesota Board of Water and Soil Resources, and the Conservation Corps Minnesota and Iowa.
- Build relationships with university and college students with disabilities, identify and connect with communities unfamiliar with DNR's programs and services, and establish diverse connections to recruit for entry-level positions.

New Efforts

- Create a comprehensive list of the DNR pipeline programs.

Job Posting Evaluation

Continued Efforts

- Review job postings to ensure they do not contain exclusive language. Exclusive language refers to any language that unintentionally screens out a person based on their sex, race, age, disability, or other identity-related characteristics.
- Review minimum and preferred qualifications on job postings to ensure they are truly “must haves” and accurately reflect the essential job functions of the position (including degree and/or course requirements).

New Efforts

- Improve the IHP process by conducting a feedback survey by March 31, 2025, and refining the process as needed based on the feedback by December 31, 2025.

Name of individual(s) responsible

Name	Title	Email	Phone Number
Yumi Finney	Affirmative Action Officer	yumi.k.finney@state.mn.us	651-25-5016
Cynthia Camarillo	DNR Recruiter	cynthia.camarillo@state.mn.us	651-259-5363
Mimi Daniel	DEI Program Manager	mimi.daniel@state.mn.us	651-259-5308

Retention

The DNR will take the following actions to improve retention of women, persons with disabilities, and racial and ethnic minorities:

Onboarding

Continued Efforts

- Provide new hires with a robust onboarding program that gives them the information they need to be successful in their jobs; assist them in understanding the DNR’s values, structure, culture, policies, and procedures; and connect them with key resources and other employees. This includes:
 - Completing New Employee Orientation—a full-day webinar with other new hires that allows employees to hear directly from and interact with subject matter experts on DEI, the ADA, accessibility, employee wellness, benefits, safety, and other topics. This course includes a personal welcome from the DNR Commissioner’s Office and written resources attendees can download.
 - Completing online courses “DNR Introduction to Diversity, Equity and Inclusion” and the “DNR Policies and Procedures for All Employees” as part of their new hire required training. New employees are also expected to complete the enterprise’s required training program.

Career Development

Continued Efforts

- Announce all promotion and transfer opportunities daily.
- Encourage the use of the DNR’s mentor-mentee programs.
- Support employee participation in professional development opportunities within the DNR, MMB and other state agencies, as well as relevant workshops, conferences and seminars hosted by other entities.
- Ensure that GO plans are completed annually for every DNR employee.
- Continue to communicate and enhance career ladders available to DNR employees.

New Efforts

- Provide additional leadership development for existing DNR leaders and prospective DNR leaders and encourage participation by employees in protected groups.

Employee Support

Continued Efforts

- Provide bi-monthly Diversity Chat opportunities to all DNR employees to learn, foster a DEI and accessibility culture, and enhance the DNR Culture of Respect.
- Ensure that reasonable accommodations are made to employees needing them.
- Encourage staff to participate in the DNR’s DEI Employee Resource Group (DEI ERG), which exists to build community, discuss and create awareness around DEI issues in the workplace, provide tools and resources to elevate DEI, and increase cultural competence.

- Widely publicize the [Employee Assistance Program \(EAP\)](#) to support health and wellness, credit counseling, critical events, crisis management, legal assistance, and other services EAP provides.
- Ensure flexible work arrangements (as much as positions allow), an inclusive work environment and equal opportunities for all employees.
- Provide a brief orientation to C700 employees prior to their start date and meet them within their first week of DNR employment to address additional reasonable accommodations as needed to foster their success.
- Encourage managers/supervisors to reach out to employees to participate in exit interviews.
- Ensure that DNR employees are aware of anti-harassment and nondiscrimination policies and grievance procedures, and post policies in visible locations.

Other

Continued Efforts

- Provide the option for all uniformed employees to add their pronouns to their nametag, except in cases where state statute prohibits modifications to uniforms. The pronouns contribute to a welcoming atmosphere for both members of the public and DNR staff.
- Implement the Equity Lens Framework – The Framework aims to advance equity as an agency strategic priority through enhanced policy development and review processes with an emphasis on underserved and underrepresented groups.
- Equip fire alarm horns/strobe lights where we need for employees with disabilities.

New Efforts

- Assess opportunities to enhance public and non-public restroom signage to promote inclusion and belonging by June 30, 2026.
- Implement a nursing-friendly workplace policy by June 30, 2026.
- Implement a traveling lactation kit and procedure by June 30, 2025 for nursing mothers conducting fieldwork who lack a shelter or office to utilize for pumping.
- Review and revise the holiday decoration guidelines by the end of November 2024.

Name of individual(s) responsible

Name	Title	Email	Phone Number
Yumi Finney	Affirmative Action Officer	yumi.k.finney@state.mn.us	651-25-5016
Denise Legato	HR Director	denise.legato@state.mn.us	651-259-5317
Sheila Moore	Learning and Development Manager	sheila.m.moore@state.mn.us	651-259-5564

Name	Title	Email	Phone Number
Mimi Daniel	DEI Program Manager	mimi.daniel@state.mn.us	651-259-5308

Training

The DNR will take the following actions to improve promotional opportunities and career development of women, persons with disabilities, and racial and ethnic minorities.

Continued Efforts

- Implement learning programs to develop employee skills and competencies. In 2024 and 2025 a new initiative, the DNR Work EVO: Upskill Challenge, offers a wide array of learning opportunities and courses related to upskilling to meet the challenges of today’s work world.
- Announce training opportunities to all employees through a monthly employee newsletter.
- Encourage all employees to receive applicable trainings for their career development.
- Provide new DNR supervisors and managers with an in-depth orientation program that includes additional required training on topics related to supervisory responsibilities in supporting the DNR’s DEI and affirmative action efforts. Topics includes modules on:
 - Inclusive Hiring
 - Overview of Affirmative Action and Equal Employment Opportunity
 - Introduction to the ADA
 - Supervising in a Culture of Respect, and
 - The DNR Supervisors Role in Supporting DEI.
- Provide new and updated eLearning courses, such as:
 - Allyship for all employees to learn more about what it means to be an ally and what characteristics an ally embodies;
 - Inclusive Hiring Plan (this is specific for all supervisors and managers) to learn more about definitions, demographics and the business case for DEI;
 - Digital accessibility; and
 - Access to LinkedIn Learning courses.
- Ensure information on planning accessible meetings and events is available for all DNR employees through the DNR Intranet, including but not limited to the [Guide to providing CART](#) and [Guide to providing sign language interpretation](#).
- Ensure all employees complete a required unconscious bias training offered by MMB (the course will be launched in fall 2024).
- Ensure all interview panelists complete a required unconscious bias training for interviewers prior to the interviews.

- Ensure all employees complete annual eLearning trainings including but not limited to Preventing Sexual Harassment Policy Acknowledgement, Prohibition of Harassment and Discrimination Policy Review, Respectful Workplace, and Safety training courses.
- Provide other learning opportunities outside of the DNR or MMB training materials such as workshops and conferences.

New Efforts

- Work with a vendor, through a request for proposal (RFP) process, to provide DEI training for DNR employees. The primary objectives of the DEI Training are to:
 - Enhance employees’ understanding of DEI and its relevance to their work.
 - Provide practical tools and strategies for fostering an inclusive workplace.
 - Address and mitigate unconscious biases and stereotypes.
 - Promote respectful and effective communication across diverse groups.
- Regularly review training materials on equal employment opportunities, affirmative action, DEI, and ADA on an ongoing basis.

Name of individual(s) responsible

Name	Title	Email	Phone Number
Yumi Finney	Affirmative Action Officer	yumi.k.finney@state.mn.us	651-25-5016
Sheila Moore	Learning and Development Manager	sheila.m.moore@state.mn.us	651-259-5564
Matt Olinger	Assistant HR Director	matt.olinger@state.mn.us	651-259-5315
Mimi Daniel	DEI Program Manager	mimi.daniel@gmail.com	651-259-5308

Good Faith Efforts During the 2022-2024 Affirmative Action Plan Period

The DNR made various good faith efforts during the 2022-2024 Affirmative Action Plan period to advance our established goals and enhance diversity in our workplace. Those efforts are summarized in this section.

Outreach

The DNR participated in job fairs, conferences, and community events. In addition, the DNR made use of MMB's community mailing list, which includes more than 500 diverse partners and organizations, to alert potential job applicants about posted positions. Listed below are events that the DNR attended during the 2022–2024 Affirmative Action Plan period.

Career Fairs and Events

- First Responder Career Fair and Hiring Event at Beltrami County
- Disability In-Virtual Career Fair and Workshop

- Hmong American Partnership Career Fair
- The Inaugural Women’s Forest Congress
- Minnesota Department of Employment and Economic Development (DEED) Veterans Career Fair
- Minnesota DEED Second Chance Career Fair
- Minnesota Society of American Foresters Get-Together
- Minnesota State Fair
- Minnesota county fairs
- Minnesota Minerals Education Workshop
- Minneopa Field Day
- Minorities in Agriculture, Natural Resources, and Related Sciences (MANRRs) programs
- National Society of American Foresters Convention
- People of Color Career Fair
- Ramsey County Green Expo and Career Fair
- Tree Trust Career Fair
- Women in Construction Industry Day event

University, College, High School, and Elementary School Outreach and Job Fairs

The DNR reached out to elementary, high school and college students to create a future pipeline from students who were unfamiliar with or unsure about natural resources careers. High schools and colleges that hosted career fairs or educational events the DNR attended include those listed below.

- Alexandria Community and Technical College
- American Indian Magnet School
- Bemidji State University
- Bemidji High School
- Gatewood Elementary School, Minnetonka
- Glacial Hills Elementary School, Eagan
- Event for High School Women to Learn about Natural Resources Careers (DNR-hosted)
- Hamline University
- Ignite Your Future (high school sophomores in central Minnesota)
- Governor’s Fishing Opener, North Mankato
- Minnesota North College, Itasca
- Minnesota State University, Mankato
- Northwest Technical College
- Northhome and Kelliher communities
- Blackduck High School
- Fond du Lac Tribal and Community College
- Treknorth High School
- University of Minnesota
- Walleye Tagging Outreach
- Willmar Fishing Day (tailored to members of the Somali community)

Job Postings

All DNR employees contribute to our mission. To support this purpose and recruit more diverse, qualified applicants, the DNR posted or e-mailed positions and recruitment materials to the community job boards and community-based organizations listed below, in addition to traditional job postings on websites such as the State of Minnesota's career site and LinkedIn.

- African American Leadership Forum
- American Fisheries Society job board
- American Leaders, St. Paul
- Carlton County Veteran Services Center
- Center For Environmental Management of Military Lands
- Coalition of Asian American Leaders
- Comunidades Latinas Unidas en Servicio (CLUES) St. Paul
- Conservation Job Board
- Environmental Career Center
- Fond du Lac Band of Lake Superior Chippewa
- GreenBiz Sustainability Jobs board
- Handshake
- International Institute of Minnesota
- Leech Lake Band of Ojibwe
- Shakopee Mdewakanton Sioux Community
- Minnesota Tribal Environmental Council
- Minnesota American Indian Bar Association
- Minnesota Asian Pacific Bar Association
- Minnesota Association of Black Lawyers
- Minnesota Hispanic Bar Association
- Minnesota Women's Lawyers
- Muslim Young Professionals: Twin Cities
- Northwoods Women in Science
- National Association of Environmental Professionals
- National Association for the Advancement of Colored People (NAACP) Minneapolis
- Natural Resources Job Search
- Pine County Veteran Services Center
- Texas A&M University
- Department of Wildlife and Fisheries Sciences job board at Texas A&M University (frequently referred by tribal and community colleges across MN)
- United States Geological Survey
- Women of Fisheries
- Women of Aquatics

Other Outreach and Community Engagement

Additional outreach and engagement efforts involving diverse communities and organizations include those listed below.

- 1854 Treaty Authority
- American Indian Council of Architects and Engineers (AICAE)
- Baztec event
- BF50 Indigenous Health
- Brooklyn Bridge Alliance for Youth
- Burnsville Pride

- Deaf Equity and Conservation Crew meeting
- East Phillips Neighborhood Initiative
- Environmental Initiative
- Festival of Trees
- Frogtown Green
- Grand Rapids Pride
- Harrison Neighborhood Association
- Hope Community and Parks & Power
- Metro Blooms
- Minneapolis Arbor Day Celebration
- Minneapolis Parks Foundation
- Minnesota Tribal Environmental Council
- MN350
- Nature Field Day
- North Loop Winter Market
- Northside/Southside Minneapolis Green Zones
- Pilgrim Baptist Church
- Project Sweetie Pie
- St. Paul Parks/Summit University Neighborhood Association
- Rusty and the Crew
- Urban Farm and Garden Alliance
- Urban Roots
- Wakan Tipi Awanyankapi
- YMCA group in Worthington

Trainings

- During the 2022–2024 Affirmative Action Plan period, the DNR reviewed and updated eLearning and web-based training materials to enhance new employees' and supervisors' understanding of DEI, accessibility, affirmative action, and equal employment opportunities. The DNR also enhanced the Inclusive Hiring Plan (IHP) process by providing eLearning and virtual classroom training for supervisors and managers.
- The DNR also supported staff interested in taking Tribal-State Relations Training. Further, the DNR commissioners attended the 10-year anniversary of this training.

Fair and Consistent Procedures and Access

- The DNR revamped the IHP. The IHP aims to establish sustainable guidelines on compliant and inclusive hiring practices that align with state statute and the DNR's DEI objectives. The IHP is intended to promote best practices for recruitment, retention, and workplace inclusivity for current and future staff.
- The DNR's hiring process is designed to ensure an open, transparent process that promotes career growth for current employees and invites qualified external candidates to join the department. Our approach is to post all DNR vacancies through an open, competitive recruitment process for 21 calendar days to help ensure transparency in the hiring process, broaden the diversity of applicant pools, and attract the best-qualified candidates for positions. Under certain circumstances, such as a bidding scenario under a collective bargaining unit agreement, exceptions to this approach may be granted.

- The DNR’s Language Access Plan was translated into four of Minnesota’s most commonly spoken languages: Hmong, Somali, Spanish, and Karen. In addition, the DNR’s fishing and hunting regulations were translated into the same four languages.

Other Efforts

- The DNR developed and piloted the Equity Lens Framework to embed equity analysis into DNR policy and program reviews and development.
- The DNR conducted a DEI assessment to understand its current climate related to DEI, identify gaps, set meaningful goals, measure progress, and foster an inclusive environment for all employees.
- The DNR DEI Action Team launched a DEI newsletter that is sent out quarterly to all DNR staff. The newsletter spotlights agency-wide DEI efforts to cultivate a welcoming and equitable environment for DNR staff and the people we serve.
- The Office of Diversity, Equity, and Inclusion (reorganized and renamed as the Office of Access and Inclusion) held a DEI Synergy Symposium to create a shared understanding of the goals and objectives of the programs within the Office, discuss successes and opportunities related to advancing DEI at the DNR, and raise awareness about current DEI priorities and initiatives.

Divisions’ and Regions’ Efforts

During the 2022-2024 Affirmative Action Plan period, each DNR division and region made commitments and took action to address underutilization of protected groups, increase DNR’s workforce diversity, strengthen relationships with diverse communities, and enhance the pipeline for entry-level jobs. Below are several significant accomplishments towards these commitments.

Ecological and Water Resources

- Invited the affirmative action officer to a meeting of division managers and supervisors to communicate the equal employment opportunity policy, as well as the Affirmative Action Program and Plan.
- Included in the evaluation of managers and supervisors consideration of their equal employment opportunity efforts and results.
- Launched a DEI charter to support the division’s DEI values.

Enforcement

- Hired 10 veterans, 8 women, 3 persons with disabilities, and 2 racial or ethnic minorities out of 27 individuals through the [Conservation Officer Pre-Employment Education Program](#) from 2022 to 2024.
- Participated in the DEI Champions Cohort, a pilot project to support staff in taking actions that will grow their cultural competence. The staff who participated actively encouraged other staff members to participate in the project when opportunities arose. Of note, employees from the

divisions of Ecological and Water Resources, Fish and Wildlife, Forestry, Operations Services and Parks and Trails also participated in a DEI cohort in 2022, 2023 or 2024.

- Participated in several safety-focused outreach events in the metro area, where most attendees were members of racial or ethnic minority communities.

Fish and Wildlife

- Reviewed and adjusted minimum qualifications for positions requiring a Commercial Drivers License (CDL) so that new employees can gain licensure in the first 6 months of employment, rather than needing a CDL to be hired, to enhance the diversity of applicants.
- Funded DEI Champions Cohort contracts, partnering with the Division of Parks and Trails.
- Filled two community liaison positions to facilitate meaningful connections with communities of Black, Indigenous, and people of color regarding fish- and wildlife-related opportunities and issues.

Forestry

- Supported and encouraged about 30 women employees to attend the Inaugural Women's Forest Congress. Encouraged employees to participate in subsequent Women's Forest Congress events, and in a bi-weekly discussion group.
- Refreshed the Forestry Training Board with new members and incorporated DEI aspects into their work.
- Broadened the scope of the ongoing better-fitting uniform project to include not only women, but also various body types and genders to make it easier for these staff members to work.

Lands and Minerals

- Participated in several job and career fairs hosted by universities and organizations. This is an ongoing effort for Lands and Minerals supervisors, managers, and staff.
- Made efforts to enhance the pipeline of future natural resource professionals and prospective DNR employees by:
 - Participating in the [IDEC program](#) (Increasing Diversity in Environmental Careers program) to help students learn more about careers in natural resources.
 - Offering students shadowing opportunities to get insights into the division and promote their interest in natural resources careers.
- Built relationships with local colleges and universities, providing guest lectures and attending career fairs.

Operations Services

- Coordinated and facilitated the division's commitment to pipeline programs including [Step-Up](#), [Right Track](#), [Urban Scholars](#), and [MN Pathways](#).

- Utilized a diverse panel of experts to advise the Minnesota Conservation Volunteer magazine on DEI.

Parks and Trails

- Created a \$50,000 fund from which staff can request funding to facilitate networking and additional work with diverse populations.
- Integrated DEI into statewide program work. Examples include, but are not limited to, the Women in Natural Resources High School program, expanded opportunities for water recreation through fishing piers and shore fishing, and a federal Economic Development Administration (EDA) accessible paddle sports infrastructure grant.
- Continued support for the DEI Champions Cohort.
- Supported Intercultural Development Inventory (IDI) assessments and coaching to increase employees' intercultural abilities.
- Expanded accessibility at state parks and trails through the accessible track chair program, which provides all-terrain, electric-powered chairs for visitors to borrow for use on designated trails within state parks.

Region 1

- Expanded outreach efforts to female students at area colleges that have accredited degrees in law enforcement and skilled crafts.
- Mandated the development of Growth Opportunity (GO) plans, prior to this becoming a state enterprise-wide requirement, to assist staff and supervisors in defining, discussing, planning, and documenting professional growth opportunities relating to their position responsibilities and career goals.
- Expanded a partnership with the Minnesota Department of Employment and Economic Development to reach out to persons with disabilities seeking employment.

Region 2

- Collaborated with the [Job Empowerment, Training \(JET\) Program by Northeast Minnesota Office of Job Training](#) to provide an internship to a student working with staff in Aitkin, Minnesota that facilitated the student learning about natural resource careers. The JET program promotes STEM and natural resources careers to low-income, disabled, underrepresented, and disadvantaged youth.
- Provided summer mentorships to high school and two-year college students from eight school districts in the region and the Minnesota College North, Itasca campus.
- Organized a "DNR 101" event for eight schools at Region 2 headquarters to share natural resources career stories through visits to workstations and staff interviews.
- Attended Tribal and community college career fairs with new outreach banners and tablecloths.

- Supported enrollment of regional staff in Tribal training courses through the Enterprise Learning Management system.
- Supported all regional staff in taking Tribal-State Relations Training.
- Encouraged managers and supervisors to take DEI training to serve as effective DEI role models for their teams.

Region 3

- Established the Region 3 Headquarter Campus Planning Team and DEI Leadership Team to monitor and track good faith efforts to advance affirmative action commitments.
- Engaged in various outdoor and nature recreation events to raise awareness of DNR programs and employment opportunities among underrepresented communities.
- Required a position description review to eliminate barriers such as exclusive language or minimum qualifications involving things that can be learned on the job.
- Displayed fishing and hunting regulation books and offered multilingual information on all fishing and aquatic programs to park visitors and the Focus on Integrating Newcomers through Education (FINE) project.

Region 4

- Organized an event for women from multiple state and federal agencies and Tribal natural resource departments to introduce natural resource careers to high school girls in Rochester, Winona, and nearby areas.
- Reviewed and revised interview questions for some positions to avoid unintentionally removing diverse applicants from the hiring process.

Enrolled staff in Tribal-State Relations Training to enhance their abilities to respectfully interact with Tribal nations.

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 DNR will provide assurances, procedures, and commitments for adequate hiring, placement, and advancement opportunities for persons with disabilities. Specific actions the DNR will take to ensure that a broad range of persons with disabilities are aware of and encouraged to apply for job vacancies when eligible include the following:

1. Using programs and resources that identify job applicants with disabilities who are eligible to be appointed under a hiring authority that takes disability into account, consistent with the demonstration program under [Minn. Stat. §43A.15, subdivision 14](#). In particular, the DNR continues to promote and implement the Connect 700 program, as follows:
 - a. Including a statement of [the Connect 700 \(C700\) Program](#) on all eligible vacancies for the C700 Program on job postings.

- b. Providing regular follow-ups by the ADA Title I Coordinator to check the effectiveness of current accommodation(s) and the need for additional accommodation(s) to perform essential job functions.
 - c. Maintaining an Intranet page that explains the C700 program and links to related training materials.
 - d. Assisting the hiring managers and supervisors through the C700 hiring process, and after a C700 candidate is appointed.
 - e. Connecting all C700 applicants by the ADA Title I coordinator prior to the C700 interview and after they are hired to inquire about possible accommodations the applicant requires.
2. Establishing, maintaining and accessing contacts, which may include formal agreements, with organizations that specialize in providing assistance to persons with disabilities in securing and maintaining employment. These include:
- a. [**The Minnesota System of Technology to Achieve Results \(STAR\) Program**](#): The STAR Program’s mission is to help all Minnesotans with disabilities gain access to and acquire the assistive technology they need to live, learn, work, and play. Loaning free short-term assistive technologies is one of the many services they offer.
 - b. [**Vocational Rehabilitation Services \(VRS\)**](#): The VRS, a division of the Minnesota Department of Employment and Economic Development, empowers Minnesotans with disabilities to achieve their goals for employment, independent living, and community integration.
 - c. [**Sign Language Interpreting and Communication Access Realtime Translation \(CART\) Services**](#): This is a master contract for vendors approved by the Minnesota Department of Administration to provide sign language interpreting and CART services to state agencies. The DNR’s [**Guide to Providing American Sign Language \(ASL\) Interpretation**](#) explains how to access this master contract for ASL interpretive services.
3. Ensuring that the DNR has designated sufficient staff to handle any disability-related issues during the application and selection process. The DNR shall also provide staff with sufficient training, support, and other resources to carry out the responsibilities. DNR staff who specifically work on disability-related issues include the following:
- a. The ADA Title I coordinator, who handles reasonable accommodations for employees and job applicants, including consultations.
 - b. The ADA Title II coordinator, who works with divisions and site managers to address accommodations needed for the public at DNR facilities, including office buildings.
 - c. The Family and Medical Leave Act (FMLA) coordinator, who assists in determining whether employees are eligible for leave or need other short- or long-term accommodations.
4. Ensuring that disability-related questions from members of the public regarding the DNR’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. The DNR accomplishes this as follows:

- a. All job postings provide the contact information of the ADA Title I coordinator for persons with disabilities who require reasonable accommodations in the application and interview process.
 - b. DNR's Internet "Careers" page includes a section for persons with disabilities that provides contact information for anyone who believes they may need a reasonable accommodation to fully participate in the job application, interview or selection process.
 - c. Supervisors are informed through new supervisor training of the procedures to follow to ensure that applicants know how to request a reasonable accommodation during the application and interview process.
5. Accepting applications for a position under hiring authorities that take disability into account. The DNR achieves this through the following actions:
- a. All job postings that are C700 eligible include instructions on how to apply through the C700 program.
 - b. All job postings and application materials include a non-discrimination statement.
 - c. All job postings and application materials include information on the availability of reasonable accommodations and materials in alternative formats, and how to request them.
6. 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. The DNR accomplishes this via the following process:
- a. Human Resources (HR) staff review all C700 applicants' resumes and eligibility certificates before sending them to the hiring supervisor and ADA Title I coordinator.
 - b. The ADA Title I coordinator contacts the hiring supervisor to explain the C700 hiring process in more detail and answers any questions the hiring supervisor may have.
 - c. The ADA Title I coordinator contacts the C700 applicant to inquire about accommodations the applicant may require for the interview.
 - d. The hiring supervisor, ADA Title I coordinator, and C700 applicant meet in person or virtually to discuss the position and review the applicant's experience with the minimum qualifications of the position.
 - e. If the C700 applicant does meet the position's minimum qualifications, the hiring supervisor notifies HR to move forward with background checks and a compensation analysis.
7. Overseeing any other DNR programs designed to increase the hiring of persons with disabilities.

- a. Through the Inclusive Hiring process, the affirmative action officer oversees the hiring of persons with disabilities, provides quarterly reports to the Commissioner's Office and senior management team, and brings recommendations to address any concerns.

Supported Employment (Worker) Program

This section identifies ways the DNR will identify any positions in the DNR that can be used for supported employment, as defined in [Minn. Stat. §268A.01, subdivision 13](#), of persons with significant disabilities. The DNR shall report this information to the commissioner. 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.

- The DNR follows the C700 process developed by MMB and described above.
- The DNR will follow and comply with other guidance published by MMB with regards to other supported employment worker programs.

Reasonable Accommodations

This section identifies how the DNR:

1. Provides reasonable accommodations in the hiring and promotion of qualified persons with disabilities.
2. Complies with accessibility standards under [Minn. Stat. §16E.03, Subd. 9](#).
3. Provides timely access to reasonable accommodations during the application process, throughout current employment, and when seeking promotion.
4. Funds the provision of reasonable accommodations.

Table 5 also summarizes the number of accommodation requests made, the number of requests approved, and the number of requests reimbursed from the state accommodation account under section [16B.4805](#).

The reasonable accommodation procedure at the DNR is an interactive process and requires participation by both the person with a disability, the supervisor, and the ADA Title I coordinator. It may require periodic reviews to determine the continued effectiveness of the accommodations implemented. An 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 the individual asks or states that they need DNR 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.

Procedure for Current Employees

1. Employees must inform either their supervisor, HR, or the ADA Title I coordinator that there is a need for an accommodation. Employees are asked to complete a Reasonable Accommodation Request Form and provide that to the ADA Title I coordinator.
2. The ADA Title I coordinator, in consultation with the employee and their supervisor:

- a. Discusses the purpose and essential functions of the job involved.
 - b. Determines the precise job-related limitation(s).
 - c. Identifies the potential accommodation that is the most appropriate for both the individual and DNR. While an individual's preference is given consideration, the DNR may choose among equally effective accommodations and may choose the one that is less expensive or easier to provide.
3. It is the employee's responsibility to provide the required medical information. The medical information must identify the individual's functional limitations, the effect of the impairment on the job duties, or other job-related limitations. All medical information pertaining to reasonable accommodations is kept in the confidential medical file maintained by the Office of Access and Inclusion (OAI).
 4. If the request is approved, the supervisor is sent a Reasonable Accommodation Acknowledgement form by the ADA Title I coordinator. The form must be signed by the employee and the supervisor. Supervisors must return the signed document to the ADA Title I Coordinator.
 5. DNR's ADA Title I coordinator is the agency's decision maker for reasonable accommodation requests outside of the supervisors' and managers' authority.
 6. If a request is denied by the ADA Title I coordinator, the employee is provided, in writing, the explanation for denial. The employee may follow an appeal process.

Procedure for Job Applicants

1. A job applicant may inform the hiring supervisor, HR staff, or the ADA Title I coordinator of the need for an accommodation in order to participate in any aspect of the hiring process.
2. The request is reviewed, and a determination is made as to the need for accommodation and, if an accommodation is needed, an effective and reasonable accommodation is identified and implemented.
3. The hiring supervisor, HR staff, or ADA Title I coordinator take the necessary steps to see that the accommodation is provided in a timely manner. If the accommodation is denied, an explanation of the denial is provided to the applicant within five (5) working days of the decision.

Funding Accommodations

Division budgets fund the cost of accommodations. The ADA Title I coordinator submits a quarterly application to the Minnesota Department of Administration for eligible reimbursement expenses.

Communication with employees and applicants

The DNR provides employees information about the process for requesting an accommodation via a robust intranet webpage. The available information includes an overview of the ADA, an explanation of what is a "reasonable accommodation" and who qualifies, the steps for requesting a reasonable accommodation, the steps involved in processing such a request, contact information and links to additional resources. The site also includes information for supervisors and managers of an employee who has requested an accommodation or disclosed a limitation. Further, the site has an extensive Frequently Asked Questions section that includes information about funding the provision of reasonable accommodations and the associated purchasing process.

The Careers information on the DNR’s public-facing website includes a section for persons with disabilities (see [People with disabilities | Minnesota DNR](http://www.dnr.state.mn.us/careers/disabilities.html) [www.dnr.state.mn.us/careers/disabilities.html]). This site provides contact information for anyone who believes they may need a reasonable accommodation to fully participate in the job application, interview or selection process. This contact information is also included on every DNR job posting.

Table 5. Reasonable Accommodation Requests, Approvals, and Reimbursements, FY23 and FY24

Requesters	Number of Requests	Number of Requests Approved	Number of Requests Reimbursed
Employees	301	284	27
Applicants	49	49	4
Total	350	333	31

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 work spaces;
- Providing accessible parking;
- Providing a sign language interpreter; or
- Providing a reassignment to a vacant position.

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

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

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

Exclusions

N/A

Statutory References

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

GENERAL STANDARDS AND EXPECTATIONS

Individuals who may request a reasonable accommodation include:

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

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

How to request a reasonable accommodation

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

- Immediate supervisor or manager in the employee's chain of command;
- Agency Affirmative Action Officer/Designee;
- Agency ADA Coordinator;
- Agency Human Resources Office;
- Any agency official with whom the applicant has contact during the application, interview and/or selection process.

Timing of the request

An applicant or employee may request a reasonable accommodation at any time, even if the individual has not previously disclosed the existence of a disability or the need for an accommodation. A request

is any communication in which an individual asks or states that he or she needs the agency to provide or change something because of a medical condition.

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

Form of the request

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

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

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

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

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

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

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

The interactive process entails

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

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

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

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

The agency ADA Coordinator shall be consulted when:

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

Agency responsibilities for processing the request

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

Commissioner

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

ADA Coordinator

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

Supervisors and Managers

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

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

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

Analysis for processing requests

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

1. Determine if the requestor is a qualified individual with a disability;
2. Determine if the accommodation is needed to:
 - Enable a qualified applicant with a disability to be considered for the position the individual desires;

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

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

Obtaining medical documentation in connection with a request for reasonable accommodation

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

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

Where medical documentation is necessary, the agency ADA Coordinator must make the request and use the [Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#). The agency ADA Coordinator must also obtain the requestor's completed and signed [Authorization for Release of Medical Information](#) before sending the Letter to, or otherwise communicating with, the medical provider. The employee may choose not to sign the Authorization. However, if the employee chooses not to sign the Authorization, it is the employee's responsibility to ensure that the agency receives the requested medical information.

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

Supervisors and managers *must not* request medical information or documentation from an

applicant or employee seeking an accommodation. Such a request will be made by the agency ADA Coordinator, if appropriate.

Confidentiality requirements

Medical Information

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

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

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

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

Accommodation Information

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

General Information

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

Approval of requests for reasonable accommodation

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

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

Funding for reasonable accommodations

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

Procedures for reassignment as a reasonable accommodation

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

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

Denial of requests for reasonable accommodation

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

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

The explanation for denial must be provided to the requestor in writing. The explanation should be written in plain language and clearly state the specific reasons for denial. Where the decision maker has denied a specific requested accommodation, but has offered a different accommodation in its

place, the decision letter should explain both the reasons for denying the accommodation requested and the reasons that the accommodation being offered will be effective.

Consideration of undue hardship

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

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

Determining direct threat

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

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

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

Appeals process in the event of denial

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

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

Information tracking and records retention

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

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

RESPONSIBILITIES

Agencies are responsible for the request:

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

MMB is responsible for:

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

FORMS AND INSTRUCTIONS

Please review the following forms:

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

REFERENCES

- [U.S. Equal Employment Opportunity Commission](#), *Enforcement Guidance*
- Pre-employment Disability-Related Questions and Medical Examinations at 5, 6-8, 20, 21-22, 8 FEP Manual (BNA) 405:7191, 7192-94, 7201 (1995).
- Workers' Compensation and the ADA at 15-20, 8 FEP Manual (BNA) 405:7391, 7398-7401 (1996).
- The Americans with Disabilities Act and Psychiatric Disabilities at 19-28, 8 FEP Manual (BNA) 405:7461, 7470-76 (1997).
- Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act (October 17, 2002), (clarifies the rights and responsibilities of employers and 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. Minnesota Department of Natural Resources 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 [Employee/Applicant Request for Americans with Disabilities Act \(ADA\) Reasonable Accommodation Form \(state.mn.us\) \(files-intranet.dnr.state.mn.us/user_files/1830/ra_request_form.pdf\)](https://files.intranet.dnr.state.mn.us/user_files/1830/ra_request_form.pdf) and on the DNR’s external careers page at [People with disabilities | Minnesota DNR \(www.dnr.state.mn.us/careers/disabilities.html\)](http://www.dnr.state.mn.us/careers/disabilities.html).

 <p>Employee/Applicant Request for Americans with Disabilities Act (ADA) Reasonable Accommodation Form</p> <p>The Minnesota Department of Natural Resources (MNDNR) is committed to complying with the Americans with Disabilities Act (ADA) and the Minnesota Human Rights Act (MHRA). To be eligible for an ADA accommodation, you must be 1) qualified to perform the essential functions of the position and 2) have a disability that substantially or materially limits a major life activity or function. The ADA Coordinator/Designee will review each request on an individualized case-by-case basis to determine whether an accommodation can be made.</p> <p>Employee/Applicant Name: <input type="text"/></p> <p>Job Title: <input type="text"/></p> <p>Work Location: <input type="text"/></p> <p>Phone number: <input type="text"/></p> <p>Data Privacy Statement: This information may be used by the agency human resources representative, ADA Coordinator or designee, or any other individual who is authorized by the agency to receive medical information for purposes of providing reasonable accommodations under the ADA and MHRA. This information is necessary to determine whether you have a disability as defined by the ADA or MHRA, and to determine whether any reasonable accommodation can be made. The provision of this information is strictly voluntary; however, if you refuse to provide it, the agency may not have sufficient information to provide a reasonable accommodation.</p> <p>DO NOT PROVIDE ANY INFORMATION THAT IS NOT RELATED TO YOUR REQUEST FOR REASONABLE ACCOMMODATION. DO NOT PROVIDE COPIES OF MEDICAL RECORDS.</p> <p>A. Questions to clarify accommodation requested.</p> <p>1. What specific accommodation are you requesting? <input type="text"/></p> <p>2. If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore?</p> <p>a. Answer yes or no: <input type="radio"/> <input type="radio"/></p> <p>b. If yes, please explain: <input type="text"/></p> <p style="text-align: right;"><small>Revised 2.2024</small></p>	<p>B. Questions to document the reason for the accommodation request (please attach additional pages if necessary).</p> <p>1. If you are an employee, what, if any, job function are you having difficulty performing; or if you are an applicant, what portion of the application process are you having difficulty participating in? <input type="text"/></p> <p>2. What, if any, employment benefits are you having difficulty accessing? <input type="text"/></p> <p>3. What limitation, as result of your physical or mental impairment, is interfering with your ability to perform the functions of your job, access an employment benefit, or participate in the application process? <input type="text"/></p> <p>4. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job, access an employment benefit, or participate in the application process? <input type="text"/></p> <p>Information Pertaining to Medical Documentation: In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee/applicant has a disability covered by the ADA and to assist in identifying an effective accommodation. The ADA Coordinator or designee in each agency is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee/applicant will be provided with the appropriate forms to submit to their medical provider. The employee/applicant has the responsibility to ensure that the requested information is returned to the ADA Coordinator or designee in a timely manner.</p> <div style="border: 1px solid black; padding: 5px;"> <p>This form 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.</p> </div> <p>By checking the box, I agree my electronic signature is the legal equivalent of my manual signature on this acknowledgement.</p> <p><input type="checkbox"/> Employee/Applicant Name: <input type="text"/> Date: <input type="text"/></p> <p style="text-align: right;"><small>Revised 2.2024</small></p>
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Employees/applicants with disabilities may also contact the DNR ADA Title I coordinator by emailing jennifer.cole@state.mn.us or calling 651-259-5326, or call using their preferred telecommunications provider. Applicants are also provided this contact information at the bottom of each job posting in case they need an accommodation for an interview.

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 DNR will not discriminate against qualified persons with disabilities on the basis of disability in its services, programs, or activities.

Employment: The DNR 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: The DNR will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in DNR’s 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: The DNR 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, Persons with service animals are welcomed in the DNR 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 the DNR should contact the DNR’s ADA Title II coordinator (titleiiaordinator.dnr@state.mn.us) or call the DNR Information Center at 651-296-6157 and request to be connected to the DNR ADA Title II coordinator as soon as possible, but no later than 48 hours before the scheduled event.

The ADA does not require the DNR 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 the DNR is not accessible to persons with disabilities should be directed to the DNR’s ADA Title II coordinator (titleiiaordinator.dnr@state.mn.us) or by calling the DNR Information Center at 651-296-6157 and requesting to be connected to the DNR ADA Title II coordinator.

The DNR 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 [ADA Title II Reasonable Accommodation/Modification in Public Services, Programs or Activities Request Form \(mn.gov/mmb-stat/equal-opportunity/ada/ada-accommodation-request-form-title-ii.pdf\)](https://mn.gov/mmb-stat/equal-opportunity/ada/ada-accommodation-request-form-title-ii.pdf).

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

Minnesota Department of Natural Resources
 ADA Title II Coordinator
 500 Lafayette Road
 St. Paul, MN 55155-4049
 Email: titleiiaordinator.dnr@state.mn.us

Phone: 651-296-6157 (this is the DNR Information Center phone number. Please request to be connected to the DNR ADA Title II coordinator.)

E. The Minnesota Department of Natural Resources 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 DNR. 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/their designee as soon as possible but no later than one (1) calendar year after the alleged violation to:

ADA Title II Coordinator
Minnesota Department of Natural Resources
500 Lafayette Road
St. Paul, MN 55155-4049

Email: titleiiaordinator.dnr@state.mn.us

Phone: 651-296-6157 (this is the DNR Information Center phone number. Please request to be connected to the DNR ADA Title II coordinator.)

Within 15 calendar days of receiving the complaint, the designee will meet or communicate with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days of the meeting or communication, the designee will respond in writing and, where appropriate, in a format accessible to the complainant. The response will explain the DNR's position and offer options for substantive resolution of the complaint.

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

Within 15 calendar days after receipt of the appeal, the DNR Deputy Commissioner or their designee will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the DNR Deputy Commissioner or their 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 designee, appeals to the DNR Deputy Commissioner or their designee, and responses from these two offices will be retained by the DNR for at least three years.

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

The DNR emergency managers, safety administrators, and the ADA coordinators collaborate to develop the DNR's weather emergency evaluation plans. A copy of the DNR's weather and emergency evacuation plans can be found at the DNR's internal website (each location has a plan that includes a contact person and their contact information):

[DNR Site Emergency Plans \(http://intranet.dnr.state.mn.us/safety/emp/plans.html\)](http://intranet.dnr.state.mn.us/safety/emp/plans.html)

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 persons who will need assistance during evacuation. If help is required, employees should contact their supervisor or the Site Coordinator for their work location to request the type of aid they may need. The DNR's ADA Title II coordinator or her designee 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. If a staff person indicates that assistance will be needed in the event of a weather or emergency evacuation, their supervisor should assist them in consulting with the Site Coordinator for their work location to identify the assistance required and include that in site-specific plan(s). A list of Site Coordinators can be found on [the DNR Site Coordinators' Contact Information \(http://intranet.dnr.state.mn.us/operations/sitecoordinators.html\)](http://intranet.dnr.state.mn.us/operations/sitecoordinators.html).

Evacuation Options:

- Persons with disabilities have four aspics, possibly five, evacuation options (see below for severe weather evacuation options). Please note that not all options will apply to all locations depending on the building type. **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 a 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 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 Persons 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):** Persons 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:** Many of the DNR’s buildings are equipped with fire alarm horns/strobes that sound the alarm and flash strobe lights. The strobe lights are for persons with who are deaf and/or hard of hearing. Persons with hearing disabilities may not notice or hear emergency alarms and will need to be alerted of emergency situations.
- **Visual disabilities:** Many of the DNR’s buildings are equipped with fire alarm horn/strobes that sound the alarm and flash strobe lights. The horn will alert persons who are blind or have visual disabilities of the need to evacuate. Most persons with visual disabilities will be familiar with their immediate surroundings and frequently traveled routes. Since some of the DNR’s buildings are not equipped with fire alarm horns/strobes and the emergency evacuation route is likely different from the standard traveled route, persons with visual disabilities may need assistance in evacuating. The assistant should offer assistance, and if accepted, guide the person 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 all clear is used.

Name of individual(s) responsible

Name: Samantha Minkler

Title: Capital Asset Manager

Email: samantha.minkler@state.mn.us

Phone: 651-259-5701

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 DNR evaluates its selection process to determine if its requirements unnecessarily screen out a disproportionate number of women, persons with disabilities, or racial or ethnic minorities. The DNR uses an electronic Monitoring the Hiring Process form within the eTrack system for every hire, promotion, transfer, and demotion through competitive/non-competitive opportunities to track the number of women, persons with disabilities, and racial or ethnic minorities in each stage of the selection process. Directors, managers, and supervisors work closely with HR and the affirmative action officer in reviewing the requirements for the position, posting the position, interviewing, and selection to ensure that equal opportunity and affirmative action are carried out. Hiring managers or supervisors are required to complete an Inclusive Hiring Plan (IHP) form prior to posting a position to ensure that there is a plan for outreach to diverse qualified candidates, review of qualifications, and reliable methods for assessment. This form must be signed by the hiring manager or supervisor's supervisor and submitted to the eTrack system for HR review. Hiring managers and supervisors must also document their hiring decisions.

Where the DNR does not meet its hiring goals for competitive appointments, and noncompetitive appointments under [Minn. Stat. §43A.08, subd. 1\(9\), \(11\) and \(16\), and 43A.15, subd. 3, 10, 12, and 13](#), the DNR must justify any non-affirmative action hires. The hiring manager or supervisor submits a set of pre-hire justification documents to the affirmative action officer if the potential hire is a non-affirmative candidate. The affirmative action officer must examine the documents and approve the justification before the hiring manager or supervisor provides a job offer to the non-affirmative candidate. For more details of this process, refer to the [Inclusive Hiring Plan](#). The DNR reports 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 describes the process to the candidate (e.g., interview process, and testing process where applicable). 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, the employee scheduling the interviews describes if interview questions are offered ahead of time or what technology may be used during a test. This allows a person 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 DNR's commitment to equal opportunity and the Affirmative Action Plan and its implementation.

Pre-Review Procedure for Layoff Decisions

The DNR follows the layoff procedures specified in the applicable bargaining unit agreements. Before implementation, the affirmative action officer, in conjunction with the DNR's HR Office, reviews all pending layoffs to determine their effect on the DNR's affirmative action goals and timetables.

If it is determined that there is a disparate impact on a protected group(s), the DNR documents why the layoff is occurring, including how the positions that were considered, and other relevant information that explains the approach taken to identify the proposed layoffs. The DNR determines if other alternatives are available to minimize the disparate impact on a protected group(s).

Other Methods of Program Evaluation

The DNR submits the following compliance reports to MMB as part of the efforts to evaluate the DNR's Affirmative Action Plan:

- Quarterly Monitoring the Hiring Progress Reports
- Biannual Affirmative Action Plan
- Annual Americans with Disabilities Act Report
- Annual Internal Complaint Report (a report submitted to MMB with aggregated data on all internal complaints filed under the [Harassment and Discrimination Prohibited Policy](#) and the [sexual Harassment Prohibited Policy](#))
- Disposition of Internal Complaint (a report submitted to MMB within 30 days of final disposition relating to any internal complaint filed under the [Harassment and Discrimination Prohibited Policy](#) and the [sexual Harassment Prohibited Policy](#))

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

- Monitors progress toward stated goals by job category and protected groups.
- Analyzes employment activities (hires, promotions, and separations) by job category and protected group to determine if there is disparate impact on a particular group(s).
- Analyzes compensation program to determine if there are patterns of discrimination.
- Reviews the accessibility of online systems and websites, ensuring that reasonable accommodations can be easily requested.
- Reviews results of the Affirmative Action Plan on a regular basis with the appropriate teams (Executive Team, Senior Management Team, Organizational Health Team, and/or Division/Region Management Teams).
- Analyzes training programs regularly to increase knowledge and awareness and to eliminate potential discrimination in participation rates.

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:

- Model appropriate behavior
- Treat all reports of protected class harassment or discrimination seriously.
- 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.
- Immediately report all allegations or incidents of protected class harassment or discrimination to human resources or the agency Affirmative Action Officer.
- 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:

- I. Model appropriate behavior.
- II. Treat all reports of sexual harassment seriously.
- III. Appropriately respond to a report or problem when they receive a report of sexual harassment, or when they are otherwise aware a problem exists.
- IV. Immediately report all allegations or incidents of sexual harassment to human resources or the agency Affirmative Action Officer.
- V. 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. Minnesota Department of Natural Resources Complaint Procedure for Processing Complaints Under the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy

The DNR 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.

Coercion, retaliation, or intimidation against anyone filing a complaint or serving as a witness under this procedure or through an outside enforcement agency or other legal channels are prohibited. Employees who knowingly file a false complaint will be subject to disciplinary or corrective action.

Complaint Procedure:

The following are the DNR's procedures for filing an internal complaint alleging harassment, discrimination, or retaliation in violating of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy:

1. The individual is encouraged but is not required to complete the "[Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form](#)" available on [the DNR's Diversity, Equity, and Inclusion intranet](#). The individual may make a complaint verbally or in writing. The affirmative action officer will, if requested, assist in filling out the form.
 - The complaint may be submitted to the affirmative action officer, the Human Resources (HR) Office, or any DNR supervisor or manager, including leadership in the Commissioner's Office.
 - Individuals are encouraged to file a complaint within a reasonable period of time after they become aware that a situation may involve conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy.
2. The DNR affirmative action officer or their designee will provide the complainant with a written update on the complaint status within ten (10) business days of the DNR receiving the complaint.
3. The affirmative action officer, in consultation with the HR director and the Compliance, Policy, and Investigations Unit (CPIU) supervisor, will determine if the complainant alleges conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy or if the complaint instead concerns general personnel, a general concern of respect in the workplace, or another potential policy violation.
 - A. If it is determined that the complaint is not related to conduct that could 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, HR will handle the complaint in accordance with established HR procedures.
 - B. If it is determined that the complaint is related to conduct that could violate the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy, the affirmative action officer, HR director or designee, and appropriate management including the deputy commissioner will determine whether corrective action may be taken without an investigation. If it is determined that an investigation is necessary, the HR director will assign a staff member of the HR office to investigate the complaint or contract with an approved vendor to investigate the complaint.
4. The assigned investigator will conduct a full intake interview, gathering information needed for a preliminary assessment of the complaint.
5. The investigator shall create a written investigation report of every investigation conducted. The affirmative action officer, HR director and appropriate management will review the report to determine whether sufficient evidence exists to substantiate the complaint. If the investigation shows sufficient evidence to substantiate the complaint, appropriate corrective or disciplinary action will be taken.


6. The investigator will provide a written answer to the complainant within (60) days after the complaint is filed unless reasonable cause for delay exists. If the written answer is not expected to be issued within the sixty (60) day period, the investigator will notify the complainant in writing. The DNR affirmative action officer or investigator will provide the written answer to the complainant and notify the complainant of delay. The written answer to the complainant must comply with the data privacy restrictions of the Minnesota Government Data Practices Act.
 - A. The complaint's status may be shared with the complaint(s) and respondent(s). All data related to the complaint are subject to the provisions of the Minnesota Government Data Practices Act.
7. The investigator will file the disposition of the complaint with the commissioner of Minnesota Management and Budget within thirty (30) days after the DNR's final determination, and a copy will be sent to the affirmative action officer. If an approved vendor is contracted to investigate, the DNR affirmative action officer will file the disposition.
8. All complaints, investigation reports, and any other data or relevant information will be maintained for six (6) years after the complaint is closed in accordance with the Statewide HR Records Retention Schedule.
9. In extenuating circumstances, the employee or applicant may contact the state affirmative action officer in the Office of Workforce Diversity at Minnesota Management and Budget for information regarding the filing of a complaint (for example, if the complaint is against the DNR commissioner or the DNR affirmative action officer).
10. To further support the integrity of any complaint filed and avoid any conflict of interest, the following potential situations will be address as outlined:
 - A. If a complaint is made against the DNR affirmative action officer, the complaint should be reported to the commissioner, deputy commissioner, Office Access and Inclusion manager or HR director, who will contact the State affirmative action officer for consultation. The DNR affirmative action officer will be removed from the complaint process.
 - B. If a complaint is made against the commissioner, deputy commissioner, an assistant commissioner, or the special assistant to the commissioner, the complaint should be reported to the DNR affirmative action officer or the HR director, who will contact the state affirmative action officer for consultation. The commissioner, deputy commissioner, assistant commissioners and special assistant to the commissioner will be removed from the complaint process with the possible exception of the participation of the direct supervisor of the subject of the complaint in the management review meeting to discuss the investigation results and appropriate response.
 - C. If a complaint is made against the Office of Access and Inclusion manager, the complaint should be reported to the DNR affirmative action officer or the HR director, who will contact the state affirmative action officer for consultation. The Office of Access and Inclusion manager will be removed from the complaint process.
 - D. If a complaint is made against the HR director, deputy HR director, or labor relations representative, the complaint should be reported to the DNR affirmative action officer,

the Office of Access and Inclusion manager, the commissioner, or the deputy commissioner, who will contact the state affirmative action officer for consultation. The HR Office will be removed from the complaint process with the possible exception of the participation of the direct supervisor of the subject of the complaint in the management review meeting to discuss the investigation results and appropriate response.

- E. Contracting with an approved vendor to investigate a complaint should be considered in cases where there are justified concerns of conflict of interest, undue influence, or other factors that would impact the objectivity of an investigation, and for which there are no other satisfactory remedies to address the concerns.

D. Minnesota Department of Natural Resources Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form

The Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Compliant Form shown below can be found at [the DNR Office of Access and Inclusion \(internal website\) \(files-intranet.dnr.state.mn.us/user_files/1870/harassment_and_discrimination_sexual_harassment_complaint_form_dnr_2018.pdf\)](https://intranet.dnr.state.mn.us/user_files/1870/harassment_and_discrimination_sexual_harassment_complaint_form_dnr_2018.pdf).

<div style="text-align: center;">  <p>Harassment and Discrimination Prohibited/ Sexual Harassment Prohibited Policies Complaint Form</p> </div> <p>Agency Name _____ Street Address _____ City, State Zip Code _____ Telephone Number _____</p> <div style="text-align: center; background-color: #003366; color: white; padding: 2px;">Complainant (You)</div> <p>Complainant's Name _____ Job Title _____ Agency _____ Telephone _____ Work Address _____ Division _____ City, State Zip Code _____ Manager _____</p> <div style="text-align: center; background-color: #003366; color: white; padding: 2px;">Respondent (Person Against whom you are filing the complaint)</div> <p>Name _____ Respondent's Job Title _____ Agency _____ Respondent's Telephone _____ Work Address _____ Division _____ City, State Zip Code _____ Manager _____</p> <p style="text-align: right;">1</p>	<div style="text-align: center; background-color: #003366; color: white; padding: 2px;">The Complaint</div> <p>Basis of Complaint</p> <p>Place an "X" in the box for all that apply:</p> <table border="0"> <tr> <td><input type="checkbox"/> Race</td> <td><input type="checkbox"/> Marital Status</td> <td><input type="checkbox"/> Gender Expression</td> </tr> <tr> <td><input type="checkbox"/> Sex</td> <td><input type="checkbox"/> Gender Identity</td> <td><input type="checkbox"/> Religion</td> </tr> <tr> <td><input type="checkbox"/> Familial Status</td> <td><input type="checkbox"/> National Origin</td> <td><input type="checkbox"/> Genetic Information</td> </tr> <tr> <td><input type="checkbox"/> Age</td> <td><input type="checkbox"/> Creed</td> <td><input type="checkbox"/> Retaliation</td> </tr> <tr> <td><input type="checkbox"/> Color</td> <td><input type="checkbox"/> Sexual Orientation</td> <td><input type="checkbox"/> Membership or Activity in a Local Human Rights Commission</td> </tr> <tr> <td><input type="checkbox"/> Sexual Harassment</td> <td><input type="checkbox"/> Reliance on Public Assistance</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Disability</td> <td></td> <td></td> </tr> </table> <p>Describe, in as much detail as possible, the conduct that you believe violates the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. List dates, locations, names and titles of people involved. Explain why you believe the conduct was based on the item(s) checked in the "Basis of Complaint" section above. Use additional paper if needed and attach to this form. Attach any documents you believe may be relevant.</p> <div style="background-color: #e0e0e0; height: 100px; width: 100%;"></div> <p>Date most recent act of discrimination/ harassment in violation of policy took place: _____</p> <p>If you filed this complaint with another agency, give the name of that agency: _____</p> <p style="text-align: right;">2</p>	<input type="checkbox"/> Race	<input type="checkbox"/> Marital Status	<input type="checkbox"/> Gender Expression	<input type="checkbox"/> Sex	<input type="checkbox"/> Gender Identity	<input type="checkbox"/> Religion	<input type="checkbox"/> Familial Status	<input type="checkbox"/> National Origin	<input type="checkbox"/> Genetic Information	<input type="checkbox"/> Age	<input type="checkbox"/> Creed	<input type="checkbox"/> Retaliation	<input type="checkbox"/> Color	<input type="checkbox"/> Sexual Orientation	<input type="checkbox"/> Membership or Activity in a Local Human Rights Commission	<input type="checkbox"/> Sexual Harassment	<input type="checkbox"/> Reliance on Public Assistance		<input type="checkbox"/> Disability		
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<input type="checkbox"/> Disability																						

Information on Witnesses Who You Believe Can Support Your Complaint		
Witness Name	Witness Work Address	Witness Work Telephone

Additional witnesses may be listed in "Additional Information" or on a separate sheet attached to this form.

This complaint is being filed based on my honest belief that I have been subjected to conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. I hereby certify that the information I have provided in this complaint is true, correct, and complete to the best of my knowledge.

Complainant Signature _____ Date signed _____

Complaint Received by:
Affirmative Action Officer or _____ Date signed _____
Sr. Investigator Signature

NON-RETALIATION: Retaliation against any person who reports conduct under the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy is strictly prohibited and will not be tolerated. If you believe that you have been subjected to retaliation, you are encouraged to report such behavior.

This material is available in alternative formats for individuals with disabilities by contacting the DNR Affirmative Action Officer.

Additional Information

3

Innovative Programs

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

This section summarizes other innovative ways the DNR promotes awareness, acceptance, and appreciation for diversity and affirmative action.

Division and Region Commitments

DNR divisions and regions have committed to initiatives to support the DNR's Affirmative Action Plan and equal employment opportunities, as well as DEI and accessibility more broadly. This Appendix briefly outlines those commitments.

Ecological and Water Resources Division (EWR)

- Advertise jobs thoroughly to attract diverse candidates, including to institutions and organizations that promote hiring of minorities such as Minorities in Agriculture, Natural Resources, and Related Sciences (MANRRS).
- Review finalists for positions to ensure affirmative action is considered in hiring.

- Participate in IDEC increase and attract diverse candidates.
- Continue a new division-specific employee training effort to promote a welcoming and inclusive environment.
- Ensure we have conversations around DEI so EWR leadership incorporates that into hiring practices and retention efforts.
- Evaluate managers and supervisors on their equal employment opportunity efforts and results as a part of annual performance reviews.
- Rotate bringing a DEI topic and leading a discussion by leaders at EWR managers and supervisors meetings.
- Establish an Equity Team and begin its work under charter.

Enforcement Division (ENF)

- Host a presentation about Southeast Asian culture at our annual Enforcement Awards and Safety Conference in either 2025 or 2026.
- Hire a Karen-speaking community liaison officer.
- Continue to recruit and hire diverse Conservation Officer (CO) candidates through our traditional and CO Prep hiring progresses. The [CO Pre-Employment Education Program](#) reduces barriers to becoming a CO and has been effective in creating a workforce that more closely resembles all the people we serve.
- Provide firearms safety classes specifically for members of Minnesota's Muslim community.

Fish and Wildlife Division (FAW)

- Evaluate minimum qualifications for different job classes.
- Increase engagement with Black, Indigenous and People of Color (BIPOC) communities.
- Explore contracting for programming to BIPOC communities.
- Integrate new Southeast Asian Liaison positions.
- Provide financial and leadership support to agency DEI training.

Forestry Division (FOR)

- Recruit at the Society of American Foresters (SAF) National Conference, as more diverse student and professional SAF members can be found nationally than we usually find in candidate pools in Minnesota.
- Provide DEI training for all new division staff.
- Pursue opportunities to participate in MANRRS programs.
- Work to provide better-fitting uniform items and fire suppression attire for women employees. It has improved over time, but there is still room for more improvement.

- Consider underrepresented communities while updating state forest maps.

Lands and Minerals Division (LAM)

- Pursue opportunities for LAM presence at job fairs, the State Fair, colleges, universities, student clubs and student organizations with a focus on recruiting from diverse communities.
- Participate in internship, shadow and training programs that encourage the study of natural resources for new and diverse students and recruiting graduating students into natural resources careers.
- Build relationships with local college and university environmental and earth science/engineering programs with the purpose of developing DEI opportunities.
- Build partnerships with up to three Vocational Rehabilitation Centers to recruit persons with disabilities.
- Build connections with up to three Minnesota Workforce Centers aimed at active recruitment of disabled veterans or from communities of racial/ethnic minorities.
- Attend DEI trainings offered by DNR as well as external learning opportunities and share an important aspect with colleagues.
- Work on reinvigorating a mentorship program developed in January of 2016. The primary goal is to increase retention by helping a new employee or supervisor adapt to DNR's processes, procedures, and culture.

Operations Services Division (OSD)

- Coordinate and facilitate the agency's commitment to pipeline programs, including Step-Up, Right Track, Urban Scholars, and MN Pathways.
- Attend, host, and/or organize career events targeted to underrepresented groups, including the statewide career fair, Urban Roots, and Higher Ground: Earth Day Clean up with a career component.
- Develop partnerships with local technical colleges to promote openings to a more diverse audience and specifically pursue applicants in skilled craft and maintenance job categories.
- Utilize a diverse panel of experts to advise the Minnesota Conservation Volunteer magazine on DEI.
- Post skilled craft and maintenance positions on local and statewide diversity job boards.
- Expand and grow our intercultural knowledge/awareness by providing DEI training to leadership and staff, including Tribal State Relations Training.
- Include DEI goal(s) in the OSD Strategic Plan.

Parks and Trails Division (PAT)

- Expand gender-neutral bathrooms at state parks and recreation areas for visitor and employee use.
- Create more diverse interview panels.
- Continue to provide a fund of up to \$50,000 each year that staff can request dollars from to help support networking and working with diverse populations.
- Provide interpretive and I Can! programs that provide basic camping, fishing, paddling, and archery experiences for diverse populations.
- Integrate DEI work into statewide program work. Examples include:
 - Women in Natural Resources high school program
 - Opportunities for water recreation through fishing piers and shore fishing as well as an Economic Development Administration (EDA) paddle sports grant
- Identify opportunities to expand diversity in representation on the Parks and Trails Legacy Advisory Committee.
- Review and adjust postings and position descriptions to ensure they are written with inclusive language and that qualifications are directly job-related.
- Expand recruiting efforts, including sending positions to broader audiences.
- Support a fourth DEI Champions Cohort, including IDI assessments and coaching.
- Participate in the development of a DEI Community of Practice.
- Use new monies to expand educational and outreach work with underserved communities.
- Hire a Dakota liaison to focus on interpretive work.
- Explore opportunities to address vehicle permit requirements and transportation challenges to enhance equity in our system.

Region 1 – Northwest

- Expand outreach efforts to area colleges that have accredited degrees in law enforcement and skilled craft with female students. Examples include Alexandria Community and Technical College (POST, skilled crafts), and Northwest Technical College (skilled crafts).
- Post promotional opportunities internally and create training plans to enhance opportunities for promotion and succession planning. Target jobs held by women in the job categories of officials and administrators, protective services and skilled crafts, and target jobs held by racial or ethnic minorities in the job categories of officials and administrators, technicians, protective services, and skilled crafts.
- Conduct and review exit interviews to determine if there are themes to address in voluntary reasons for leaving DNR, specifically those vacated by women in the job categories of

professionals, technicians, and administrative support and those vacated by racial or ethnic minorities in the job categories of administrative support.

- Expand tribal outreach efforts to include Red Lake, Leech Lake, and White Earth tribal colleges.
- Connect with career services centers to discuss DNR employment opportunities and hiring process and participate in job and career fair opportunities.
- Enhance partnership with Minnesota Department of Employment and Economic Development (DEED) Career Force programs to better reach disabled persons seeking employment.
- Develop a process for both high school students and college students to request job shadowing opportunities.

Region 2 – Northeast

- Continue to promote the [“I Can!” program](#) to introduce potentially underserved people to outdoor experiences in hopes of attracting future applicants to natural resource careers.
- Offer career exploration event through Career Pathways program of eight school districts in the region to explore natural resources careers.
- Offer JET internship to expose high school level student to a variety of natural resources careers.
- Participate annually in 2 to 3 career and job fairs, including those held at Leech Lake Band of Ojibwe and Fond du Lac Tribal and Community Colleges.
- Support enrollment of all regional staff in Tribal courses via the Enterprise Learning Management system.
- Support all regional staff able and willing to take Tribal-State Relations Training.
- Encourage managers and supervisors to take DEI trainings by increasing communication about course availability.
- Promote the [State Parks Library Program](#) to engage low-income and underserved residents in outdoor experiences.
- Tap into community college natural resources clubs, high school fishing teams and other outdoors-focused groups to share IDEC and other internship opportunities with a focused effort on reaching indigenous and underrepresented students.
- Ensure accessibility improvements (track chairs and others) are promoted regionally.
- Explore ideas for a soft uniform test case to improve the perceived approachability of our staff to public user groups.

Region 3 – Central

- Explore opportunities to increase inclusiveness in the work environment to improve retention.

- Improve staff welcoming and onboarding in the region, including early learning about the DNR's organizational structure and values.
- Increase awareness of current and future job opportunities by:
 - Promoting internship and career opportunities to people and organizations that serve or are made up of underrepresented youth and/or adults.
 - Encouraging and supporting staff participation in school visits, career events at schools, and organizations that serve or are made up of under-represented groups. Support includes making sure that staff are aware of and use the career materials and resources to introduce students to their career path and the other options at the DNR.
- Participate in outreach to underrepresented communities in outdoor and nature recreation and promote awareness of the DNR.
- Encourage Central Region team to take Enterprise Learning Management training related to DEI and participate in at least two DEI-related chats or webinars annually, and have applicable staff take Tribal-State Relations Training.
- Establish DEI Staff team.
- Support DEI Leadership and Staff teams so that regional DEI activities are aligned with DNR goals, and regional DEI efforts are coordinated and tracked.
- Explore opportunities to collaborate with other region or division DEI efforts.
- Participate in career events targeted to underrepresented communities.

Region 4 – South

- Post South Region DNR positions with the Minnesota State University, Mankato (MSU-M) Multicultural Network email group, social media, or through other diversity channels.
- Participate in MSU-M Multicultural Network by regional director or regional planner.
- Encourage South Region team to take Enterprise Learning Management training related to DEI, participate in at least two DEI-related chats or webinars annually, and have applicable staff take Tribal-State Relations Training.
- Promote DNR careers to students of all backgrounds at strategically selected high schools across the region.
- Participate in at least one multicultural festival or event for outreach annually.
- Provide multilingual messaging and/or materials at outreach events.
- Explore new channels to distribute multilingual fishing and hunting rules and regulation books in diverse communities.
- Hire communication and outreach interns focused on inclusivity and working with partners in diverse groups and communities.
- Hold quarterly meetings of a regional DEI outreach group.

- Develop a regional DEI team charter.
- Provide an outreach event/training for non-English speaking participants, such as a firearm safety course, I Can Camp! or fishing event.
- Actively seek for assistance from the DNR for content and interpreters.
- Encourage supervisors to intentionally review PDs and job postings to be more inclusive.
- Promote the [No Child Left Inside grants](#) and the [State Parks Library Program](#) for community outreach.

Organizational Health Team

The Organizational Health Team (OHT) was established in late 2019 to help support a workplace culture that is inclusive, respectful, and healthy; enhance DNR's ability to serve all Minnesotans by cultivating a highly qualified workforce that reflects and embraces diversity of MN's population; and promote department-wide coordination and cooperation. OHT also provides leadership to advance the following DNR Strategic Priorities:

- Expand diversity, equity, and inclusion, and
- Cultivate a healthy, supportive, and safe workplace.

The OHT works on issues at the agency level and is available to help support initiatives at the regional or divisional level as well.

OHT was formed by bringing together several teams:

- Continuous Improvement
- Culture of Respect
- Diversity, Equity, and Inclusion
- Organizational Learning and Professional Development
- Wellbeing

The intent of bringing these groups under "one roof" was to enhance coordination, efficiency, and alignment among various areas, including champion, chair, representative members, ex officio members, subject matter experts, and staff support.

Centralized Accountability for DEI Initiatives

The Equity Change Team (ECT) was established at the direction of the Governor's Office of Inclusion to support and promote the DNR's DEI efforts, ensure a culturally competent and respectful workplace, and provide optimal service to Minnesotans.

The ECT is comprised of senior leadership and DEI subject matter experts representing all levels of the DNR. The ECT is responsible for developing and implementing a plan to produce and embed equity outcomes within agency policies and administrative practices.

The Equity Change Plan (ECP) was developed by the ECT to outline key objectives goals and actions for advancing DEI at the DNR. The ECP includes affirmative action-related good faith efforts and is operationalized by the DEI Action Team.

Diversity, Equity, and Inclusion Action Team

The DEI Action Team (DEI AT) was developed to support the implementation of the DNR Equity Change Plan (ECP) by operationalizing tasks and deliverables that promote the DNR's and Governor's Office of Inclusion's strategic goals related to DEI. The DEI AT also informs and advises on the DNR's internal DEI strategic goals, priorities, and measurement. The DEI AT champions the values of diversity, equity, inclusion and accessibility throughout the organization, emphasizing organizational change, recruitment, retention, and culturally inclusive training.

Through these efforts, the DEI AT assists the DNR in centering DEI and accessibility within its decision-making related to policies and program administration. The DEI AT is managed by and within the OHT but also seeks guidance from the ECT on initiatives and projects.

The DEI program manager and affirmative action officer chair monthly meetings, collaborating with members to execute assigned tasks. Twelve members execute assigned tasks, make recommendations to the ECT, and facilitate the bi-monthly Diversity Chat. These twelve members are selected from an open call every two years.

Inclusive Hiring Plan

The Inclusive Hiring Plan (IHP) requires hiring managers and supervisors to develop a hiring plan before posting a position. The plan ensures diverse candidate outreach, qualification review, reliable qualification assessment methods, and an absence of discriminatory hiring practices. The manager/supervisor's supervisor must approve the plan.

As a part of the IHP process, a pre-hire review may be required. A pre-hire review is a review of the hiring process used by the hiring supervisor or manager to assess applicants' qualifications when the potential hire for the position is not a member of an underrepresented protected group(s) ("preferred non-affirmative candidate"). The purpose of the pre-hire review is not only to comply with Minnesota law but also to ensure that the hiring process is fair and that the preferred non-affirmative candidate is the best qualified in the applicant pool for the position. A pre-hire review is required when all of the following conditions apply:

- There is an underutilization in the job category to which the position is categorized in the current Affirmative Action Plan;
- There is a candidate(s) that identified as a member of an underrepresented group(s) ("affirmative candidate"); and
- The potential hire for the position is not a member of a protected group(s) ("preferred non-affirmative candidate").

Increasing Diversity in Environmental Careers (IDEC) Program

The Increasing Diversity in Environmental Careers (IDEC) Program is designed to offer fellowships, mentorships, and paid internships for women, racial and ethnic minorities, and persons with disabilities pursuing careers in environmental and natural resources fields. The IDEC Program will contribute to our future diversified workforce.

Fellowship: The IDEC fellowship provides students with a supportive community of peers, a yearly academic scholarship, and professional development opportunities. Fellows work with the program coordinator who manages resources and helps students navigate the challenges during their academic journey.

Mentorship: Fellows connect with professionals in the field who share their experiences and provide support. The mentorship aims to enhance college success, encourage personal and professional development, and promote career advancement by pairing fellows with employees at one of the participating state agencies.

Internship: Fellows learn more about environmental and natural resource career paths and gain hands-on experience through paid full-time internships with the DNR, the Minnesota Pollution Control Agency, and the Minnesota Board of Water and Soil Resources.

The Conservation Officer Pre-Employment Education Program

The DNR Enforcement Division has developed and implemented a Conservation Officer Pre-employment Education Program (CO PREP) to enhance employment opportunities for minority groups, recently separated veterans, and women and increase the diversity of the state conservation officer workforce.

The CO PREP is a non-traditional employment process that requires applicants to have at least a two-year college degree from a regionally accredited university or college but no prior law enforcement experience. Applicants accepted into this program are required to complete a 22-week training program for Peace Officer Standards and Training (POST) certification. The DNR covers the cost of the certificate training program and pays a portion of the base CO salary. Once completed, they continue to the DNR CO Academy at Camp Ripley.

For more information, visit the [Conservation Officer Applicant Frequently Asked Questions, Division of Enforcement at the Department of Natural Resources \(files.dnr.state.mn.us/enforcement/jobs/faq-conservation-officer-applicant.pdf?v=2024.03.30-06.58.48\)](https://files.dnr.state.mn.us/enforcement/jobs/faq-conservation-officer-applicant.pdf?v=2024.03.30-06.58.48) page.

Other Innovative Programs for Outreach and Branding

Becoming an Outdoors Woman (BOW)

The [DNR Becoming an Outdoors Woman \(BOW\) \(dnr.state.mn.us/education/bow/index.html\)](https://www.dnr.state.mn.us/education/bow/index.html) is a series of weekend workshops for women and girls ages 14 and up who are new to the outdoors. The program aims to help participants develop outdoor skills, improve techniques, and make social connections with other women who share similar interests. BOW workshops include a variety of outdoor skill classes, evening programs, campfires, lodging, meals, instruction, and equipment. The purpose of BOW is to provide opportunities for women to explore and learn different outdoor activities, which could potentially lead to career paths in this field.

Fishing in the Neighborhood (FiN)

[Fishing in the Neighborhood \(FiN\)](#) is a DNR program aimed at enhancing angling opportunities, public awareness, and environmental stewardship in the seven-county metropolitan area of Minnesota. It builds on existing urban fisheries management activities, promotes awareness of aquatic habitat needs, and encourages involvement in angling, ensuring its continued popularity. Through this program, the DNR can strengthen its relationship with communities.

I Can! Program

The [I Can! Program \(https://www.dnr.state.mn.us/state_parks/ican/index.html\)](https://www.dnr.state.mn.us/state_parks/ican/index.html) is aimed at people interested in learning outdoor skills. I Can! program offerings provide hands-on instruction, gear, and affordable options for fun and educational activities and experiences. Program offerings include I Can Camp!, I Can Paddle!, I Can Mountain Bike!, I Can Fish!, and Archery in the Parks!. The program fosters positive community relationships through community outreach and strategic marketing. In addition, the program develops future pipelines for our workforce by training, developing, and mentoring summer program leaders.

Minnesota State Parks Library Program

The DNR partners with Minnesota public libraries to provide free seven-day state park passes for checkout. The goal of the program is to provide a way for Minnesotans living in low-income communities across the state to visit state parks without the financial barrier of an entry fee. Public libraries offer vehicle permits for patrons to borrow and facilitate checkout processes. The library program is essential to offering access to state parks for all.

The Library Program can introduce children to the outdoors who might not otherwise get the chance to visit a state park. Children's connections to nature in their youth can inspire their interest in taking care of these places as a career. By combining positive nature experiences with the right internship and summer job opportunities, we can better recruit a new cohort of young people into DNR career paths.

More information can be found on the [Minnesota State Parks Library Program website \(https://www.dnr.state.mn.us/state_parks/minnesota-state-parks-library-program.html\)](https://www.dnr.state.mn.us/state_parks/minnesota-state-parks-library-program.html).

No Child Left Inside Grants Program

[The No Child Left Inside Grants Program \(https://www.dnr.state.mn.us/no-child-grants/index.html\)](https://www.dnr.state.mn.us/no-child-grants/index.html) aims to support and increase efforts to expand programming that connects youth to the outdoors. This program offers grants to nonprofit organizations, schools, local governments, and tribal nations to address declining youth participation in outdoor recreation, natural resource education, hunting, and angling. Funding is awarded throughout Minnesota in a regionally balanced manner. Priority is given to projects that reach underserved audiences, particularly those who have limited opportunities to experience the outdoors. The program raises awareness about the DNR, potentially guiding youth towards natural resource careers.

School Forests in Minnesota

[School Forests in Minnesota](#) are outdoor classrooms where students can learn and apply subjects like math, art, science, language arts, and social studies. They also help students develop an awareness and appreciation of natural resources. The program has the potential to boost pipeline development in the natural resources sector by increasing awareness and interest in the field.

Appendices

Appendix A: Progress Report

Women (Promo = promotion; AAP = Affirmative Action Plan)

Job Category	Prior AAP Total Employee #	Prior AAP Total Women #	Prior AAP Total Women %	Prior AAP Availability Women %	Total Hires & Promo #	Total Hired #	Men Hired #	Women Hired #	Un-known Hired #	Women Hired %	Total Promo #	Men Promo #	Women Promo #	Un-known Promo #	Women Promo %	Actual Women Hiring (%)	Women Had Goals in Prior AAP?	Women Goal Met?
Officials and Administrators	118	48	40.68%	40.31%	41	11	<10	<10	<10	**.**%*	30	22	<10	<10	**.**%*	26.83%	-	-
Professionals	1359	534	39.29%	40.38%	582	349	160	178	11	51.00%	233	120	111	<10	47.64%	49.66%	Yes	Yes
Technicians	245	63	25.71%	25.72%	193	166	86	77	<10	46.39%	27	16	<10	<10	**.**%*	44.56%	-	-
Protective Services: Sworn	181	25	13.81%	42.91%	61	46	36	<10	<10	**.**%*	15	10	<10	<10	**.**%*	**.**%*	Yes	No
Protective Services: Non-sworn	57	<10	**.**%*	24.21%	<10	<10	<10	<10	<10	<10	<10	<10	<10	<10	<10	**.**%*	Yes	No Hire/Prom
Paraprofessionals	17	12	70.59%	89.06%	13	10	<10	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	84.62%	Yes	No
Administrative Support	258	220	85.27%	72.61%	163	144	37	99	<10	68.75%	19	<10	18	<10	94.74%	71.78%	-	-
Skilled Craft	24	<10	**.**%*	6.11%	<10	<10	<10	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	**.**%*	Yes	No
Service Maintenance	595	228	38.32%	34.27%	638	620	340	197	83	31.77%	18	12	<10	<10	**.**%*	31.35%	-	-
Total	2854	1138	39.87%		1694	1349	671	568	110	42.11%	345	181	155	<10	44.93%			

Racial or Ethnic Minorities (Promo = promotion; AAP = Affirmative Action Plan; RE = Racial or Ethnic Minorities)

Job Category	Prior AAP Total Employee #	Prior AAP Total RE #	Prior AAP Total RE %	Prior AAP Availability 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 Administrators	118	<10	**.**%*	5.72%	41	11	11	<10	<10	**.**%*	30	25	<10	<10	**.**%*	**.**%*	Yes	Yes
Professionals	1359	75	5.52%	6.34%	582	349	292	36	21	10.32%	233	204	12	17	5.15%	8.25%	Yes	Yes
Technicians	245	<10	**.**%*	8.45%	193	166	138	17	11	10.24%	27	21	<10	<10	**.**%*	9.84%	Yes	Yes
Protective Services: Sworn	181	22	12.15%	13.94%	61	46	37	<10	<10	**.**%*	15	12	<10	<10	**.**%*	**.**%*	Yes	No
Protective Services: Non-sworn	57	<10	**.**%*	15.38%	<10	<10	<10	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	**.**%*	Yes	No Hire/Prom
Paraprofessionals	17	<10	**.**%*	13.52%	13	10	<10	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	**.**%*	-	-
Administrative Support	258	20	7.75%	13.02%	163	144	107	27	10	18.75%	19	16	<10	<10	**.**%*	17.79%	Yes	Yes
Skilled Craft	24	<10	**.**%*	9.06%	<10	<10	<10	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	**.**%*	-	-
Service Maintenance	595	39	6.55%	16.36%	638	620	455	39	126	6.29%	18	15	<10	<10	**.**%*	6.27%	Yes	No
Total	2854	180	6.31%		1694	1349	1050	124	175	9.19%	345	295	25	25	7.25%			

Persons with Disabilities (Promo = promotion; AAP = Affirmative Action Plan; PWD = Persons with Disabilities)

Job Category	Prior AAP Total Employee #	Prior AAP Total PWD #	Prior AAP Total PWD %	Prior AAP Availability PWD %	Total Hires & Promo #	Total Hired #	Non-PWD Hired #	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 Administrators	118	15	12.71%	9.66%	41	11	<10	<10	<10	**.**%*	30	25	<10	<10	**.**%*	**.**%*	-	-
Professionals	1359	119	8.76%	5.93%	582	349	276	62	11	17.77%	233	193	26	14	11.16%	15.12%	-	-
Technicians	245	17	6.94%	5.60%	193	166	131	28	<10	16.87%	27	22	<10	<10	**.**%*	16.06%	-	-
Protective Services: Sworn	181	<10	**.**%*	5.56%	61	46	37	<10	<10	**.**%*	15	12	<10	<10	**.**%*	**.**%*	Yes	Yes
Protective Services: Non-sworn	57	<10	**.**%*	7.51%	<10	<10	<10	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	**.**%*	Yes	No Hire/Prom
Paraprofessionals	17	<10	**.**%*	7.56%	13	10	<10	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	**.**%*	-	-
Administrative Support	258	35	13.57%	8.63%	163	144	106	29	<10	20.14%	19	10	<10	<10	**.**%*	21.47%	-	-
Skilled Craft	24	<10	**.**%*	6.74%	<10	<10	<10	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	**.**%*	-	-
Service Maintenance	595	47	7.90%	10.18%	638	620	451	81	88	13.06%	18	13	<10	<10	**.**%*	13.17%	Yes	Yes
Total	2854	244	8.55%		1694	1349	1020	211	118	15.64%	345	278	42	25	12.17%			

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 Women % within Sep Type	Sep Type ² Sep Type % within Total Women 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	1.15%	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*
Resignation	34.81%	45.11%	44.03%	6.52%	50.00%	8.97%	41.77%
Enhanced Separation	-	-	-	-	-	-	-
Retirement	18.49%	34.20%	17.51%	**.**%*	**.**%*	10.88%	26.58%
Death	**.**%*	**.**%*	**.**%*	-	-	**.**%*	**.**%*
Lay-off	**.**%*	**.**%*	**.**%*	-	-	**.**%*	**.**%*
Termination without Rights	44.06%	30.22%	36.87%	3.91%	37.50%	4.57%	26.58%
Total Separations	100.00%	36.11%	100.00%	4.60%	100.00%	7.57%	100.00%

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

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women 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	-	-	-	-	-	-	-
Resignation	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*
Enhanced Separation	-	-	-	-	-	-	-
Retirement	56.00%	**.**%*	**.**%*	-	-	**.**%*	**.**%*
Death	-	-	-	-	-	-	-
Lay-off	-	-	-	-	-	-	-
Termination without Rights	**.**%*	-	-	-	-	**.**%*	**.**%*
Total Separations	100.00%	**.**%*	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 Women % within Sep Type	Sep Type ² Sep Type % within Total Women 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	**.**%*	**.**%*	**.**%*	-	-	-	-
Resignation	41.34%	51.35%	50.00%	**.**%*	**.**%*	16.22%	44.44%
Enhanced Separation	-	-	-	-	-	-	-
Retirement	49.16%	35.23%	40.79%	**.**%*	**.**%*	13.64%	44.44%
Death	*.**%*	-	-	-	-	-	-
Lay-off	*.**%*	**.**%*	**.**%*	0.00%	0.00%	**.**%*	**.**%*
Termination without Rights	7.26%	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*
Total Separations	100.00%	42.46%	100.00%	**.**%*	100.00%	15.08%	100.00%

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

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women 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	-	-	-	-	-	-	-
Resignation	38.36%	35.71%	47.62%	**.**%*	**.**%*	**.**%*	**.**%*
Enhanced Separation	-	-	-	-	-	-	-
Retirement	31.51%	**.**%*	**.**%*	-	-	**.**%*	**.**%*
Death	**.**%*	-	-	-	-	-	-
Lay-off	-	-	-	-	-	-	-
Termination without Rights	27.40%	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*
Total Separations	100.00%	28.77%	100.00%	**.**%*	100.00%	**.**%*	100.00%

Protective Services: Sworn (Sep = Separation; RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women 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	**.**%*	**.**%*	**.**%*	-	-	-	-
Resignation	**.**%*	**.**%*	**.**%*	-	-	-	-
Enhanced Separation	-	-	-	-	-	-	-
Retirement	64.71%	**.**%*	**.**%*	**.**%*	**.**%*	-	-
Death	**.**%*	**.**%*	**.**%*	-	-	-	-
Lay-off	-	-	-	-	-	-	-
Termination without Rights	-	-	-	-	-	-	-
Total Separations	100.00%	**.**%*	100.00%	**.**%*	100.00%	-	-

Protective Services: Non-sworn (Sep = Separation; RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women 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	**.**%*	-	-	-	-	-	-
Resignation	**.**%*	-	-	-	-	-	-
Enhanced Separation	-	-	-	-	-	-	-
Retirement	**.**%*	-	-	-	-	-	-
Death	-	-	-	-	-	-	-
Lay-off	-	-	-	-	-	-	-
Termination without Rights	**.**%*	-	-	-	-	-	-
Total Separations	100.00%	-	-	-	-	-	-

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

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women 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	**.**%*	-	-	**.**%*	**.**%*	**.**%*	**.**%*
Resignation	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*	-	-
Enhanced Separation	-	-	-	-	-	-	-
Retirement	-	-	-	-	-	-	-
Death	-	-	-	-	-	-	-
Lay-off	-	-	-	-	-	-	-
Termination without Rights	-	-	-	-	-	-	-
Total Separations	100.00%	**.**%*	100.00%	**.**%*	100.00%	**.**%*	100.00%

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

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women 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	-	-	-	-	-	-	-
Resignation	35.24%	78.38%	42.65%	**.**%*	**.**%*	**.**%*	**.**%*
Enhanced Separation	-	-	-	-	-	-	-
Retirement	26.67%	89.29%	36.76%	-	-	**.**%*	**.**%*
Death	-	-	-	-	-	-	-
Lay-off	**.**%*	-	-	-	-	**.**%*	**.**%*
Termination without Rights	36.19%	36.84%	20.59%	-	-	**.**%*	**.**%*
Total Separations	100.00%	64.76%	100.00%	**.**%*	100.00%	11.43%	100.00%

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

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women 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	-	-	-	-	-	-	-
Resignation	**.**%*	-	-	-	-	-	-
Enhanced Separation	-	-	-	-	-	-	-
Retirement	**.**%*	-	-	-	-	-	-
Death	**.**%*	-	-	-	-	-	-
Lay-off	-	-	-	-	-	-	-
Termination without Rights	-	-	-	-	-	-	-
Total Separations	100.00%	-	-	-	-	-	-

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

Separation Type	Total % by Sep Type	Sep Type ¹ Women % within Sep Type	Sep Type ² Sep Type % within Total Women 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	**.**%*	**.**%*	**.**%*	-	-	-	-
Resignation	33.01%	40.10%	41.29%	5.80%	40.00%	7.73%	51.61%
Enhanced Separation	-	-	-	-	-	-	-
Retirement	4.15%	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*	**.**%*
Death	**.**%*	-	-	-	-	**.**%*	**.**%*
Lay-off	-	-	-	-	-	-	-
Termination without Rights	61.40%	29.09%	55.72%	4.16%	53.33%	3.12%	38.71%
Total Separations	100.00%	32.12%	100.00%	4.78%	100.00%	4.94%	100.00%

Appendix C: Job Category Analysis

Officials and Managers

Job Code	Job Title	Census Code
000501	Human Resources Director 5	136: Human resources managers
002306	Training & Development Mgr 2	137: Training and development managers
002467	NR Asst Dir - Enforcement	360: Natural sciences managers
002658	NR Forestry Asst Dir	360: Natural sciences managers
002671	Mineland Reclamation Manager	360: Natural sciences managers
002674	NR Minerals Development Mgr	360: Natural sciences managers
002691	Financial Mgt Director	120: Financial managers
002983	NR Forestry Section Mgr	360: Natural sciences managers
003035	NR Minerals Asst Dir	360: Natural sciences managers
003045	Human Resources Director 3	136: Human resources managers
003639	State Prog Admin Manager	360: Natural sciences managers
003642	Land Surveyor Admin - Mgmt	360: Natural sciences managers
003679	State Prog Admin Manager Sr	360: Natural sciences managers
003729	NR Bureau Administrator	101: Administrative services managers
003732	NR Asst Division Director	360: Natural sciences managers
003783	NR Prog Mgr 2 - Enforcement	360: Natural sciences managers
003784	NR Prog Mgr 3 - Enforcement	360: Natural sciences managers
003798	NR Regional Director	360: Natural sciences managers
003813	NR Section Manager	360: Natural sciences managers
003836	NR Prog Mgr	360: Natural sciences managers
003965	Communications Manager 1	60: Public relations and fundraising managers
003967	Communications Manager 3	60: Public relations and fundraising managers
008117	Commissioner-Natural Resources	10: Chief executives and legislators
008208	Deputy Commr Natural Resources	10: Chief executives and legislators
008387	Asst Commr NR Operations	10: Chief executives and legislators
008410	NR Dir - Enforcement	360: Natural sciences managers
008412	NR Dir - Forestry	360: Natural sciences managers
008413	NR Dir - Parks & Trails	335: Entertainment and recreation managers

Job Code	Job Title	Census Code
008414	NR Director Operations Service	20: General and operations managers
008500	NR Dir - Lands & Minerals	360: Natural sciences managers
008516	Senior Executive Officer	10: Chief executives and legislators
008606	Senior Admin Officer	440: Other managers
008766	Exec Dir Mn Forest Res Council	20: General and operations managers
008880	Exec Assistant	5710: Executive secretaries and executive administrative assistants
008894	NR Dir - Fish & Wildlife	360: Natural sciences managers
008901	NR Dir - Ecological & Water Re	360: Natural sciences managers
008919	School Trust Lands Director	20: General and operations managers

Professionals

Job Code	Job Title	Census Code
000003	Accounting Director	120: Financial managers
000004	Accounting Officer	800: Accountants and auditors
000006	Management Analyst 1	710: Management analysts
000028	Architect 1	1305: Architects, except landscape and naval
000029	Architect 2	1305: Architects, except landscape and naval
000096	Attorney 2	2100: Lawyers, and judges, magistrates, and other judicial workers
000111	Bacteriologist 1	1610: Biological scientists
000133	Facilities Bldg & Maint Adv	6660: Construction and building inspectors
000153	Chemist 1	1720: Chemists and materials scientists
000155	Bacteriologist Supervisor 2	1610: Biological scientists
000258	Education Consultant 1	650: Training and development Specialist
000418	Landscape Design Specialist	1306: Landscape architects
000498	Human Resources Specialist 1	630: Human resources workers
000500	Human Resources Director 1	630: Human resources workers
000510	Planner Principal State	750: Business operations specialists, all other
000511	Planner	750: Business operations specialists, all other
000577	Information Officer 3	2825: Public relations specialists

Job Code	Job Title	Census Code
000607	Research Scientist 1	1760: Physical scientists, all other
000608	Research Scientist 2	1760: Physical scientists, all other
000609	Research Scientist 3	1760: Physical scientists, all other
000633	Accounting Officer Senior	800: Accountants and auditors
000634	Management Analyst 4	710: Management analysts
000652	Human Resources Consultant 1	630: Human resources workers
000659	Research Analysis Spec Sr	1220: Operations research analysts
000812	Planning Dir State	750: Business operations specialists, all other
000837	Planner Senior State	750: Business operations specialists, all other
000892	Research Analysis Spec	1220: Operations research analysts
000893	Management Analyst 3	710: Management analysts
000919	Engineer 2 Graduate	1360: Civil engineers
000955	Hydrologist 1	1750: Geoscientists and hydrologists, except geographers
000958	Hydrologist 2	1750: Geoscientists and hydrologists, except geographers
000959	Hydrologist 3	1750: Geoscientists and hydrologists, except geographers
000979	Accounting Officer Inter	800: Accountants and auditors
000994	Engineer Senior	1360: Civil engineers
000995	Engineer Administrative	300: Architectural and engineering managers
000996	Training & Development Spec 3	650: Training and development specialists
000997	Engineer Princ	1360: Civil engineers
001303	Grants Specialist	960: Other financial specialists
001304	Grants Specialist Sr	960: Other financial specialists
001393	Library/Info Res Serv Spec Sr	2435: Librarians and media collections specialists
001401	Land Surveyor In Training	1310: Surveyors, cartographers, and photogrammetrists
001402	Land Surveyor Senior	1310: Surveyors, cartographers, and photogrammetrists
001410	Training & Development Spec 2	650: Training and development specialists
001411	Training & Development Spec 4	650: Training and development specialists

Job Code	Job Title	Census Code
001423	Human Resources Specialist 2	630: Human resources workers
001528	Management Analyst 2	710: Management analysts
001621	Interpret Naturalist 2	4540: Tour and travel guides
001634	Interpret Naturalist Supv 2	650: Training and development specialists
001697	Hydrologist 4	1750: Geoscientists and hydrologists, except geographers
001739	NR Forestry Specialist	1640: Conservation scientists and foresters
001801	Investigator Senior	630: Human resources workers
001933	Land Surveyor Principal	1310: Surveyors, cartographers, and photogrammetrist
002092	Mineland Reclamation Spec	1745: Environmental scientists and specialists, including health
002095	Accounting Supervisor Inter	800: Accountants and auditors
002110	Information Program Supv	2865: Media and communication workers, all other
002143	Accounting Supervisor Senior	800: Accountants and auditors
002174	Hydrologist Supervisor	1750: Geoscientists and hydrologists, except geographers
002185	Admin Planning Dir St	750: Business operations specialists, all other
002241	Grants Specialist Coord	960: Other financial specialists
002355	Bacteriology Laboratory Spec	1610: Biological scientists
002368	Human Resources Supervisor 2	630: Human resources workers
002376	Planner Intermediate	750: Business operations specialists, all other
002389	Architectural Supervisor	1305: Architects, except landscape and naval
002390	Accounting Officer Principal	800: Accountants and auditors
002577	Interpret Naturalist 1	4540: Tour and travel guides
002642	Landscape Architect Registered	1306: Landscape architects
002687	Safety Administrator	1980: Occupational health and safety specialists and technicians
002698	Mineland Reclamation Spec Sr	1360: Civil engineers
002856	Realty Specialist	810: Property appraisers and assessors
002857	Realty Specialist Sr	810: Property appraisers and assessors
002932	NR Prog Coordinator	1640: Conservation scientists and foresters

Job Code	Job Title	Census Code
002974	NR Forestry Specialist Int	1640: Conservation scientists and foresters
002975	NR Forestry Specialist Senior	1640: Conservation scientists and foresters
002976	NR Forestry Regional Spec	1640: Conservation scientists and foresters
002977	NR Forestry Program Coord	1640: Conservation scientists and foresters
002979	NR Forestry Asst Supv	6005: First-line supervisors of farming, fishing, and forestry workers
002980	NR Forestry Program Supv	1640: Conservation scientists and foresters
002981	NR Forestry Supv	6005: First-line supervisors of farming, fishing, and forestry workers
002982	NR Forestry Admin Supv	1640: Conservation scientists and foresters
002987	Realty Program Coordinator	810: Property appraisers and assessors
003005	Planning Program Supv	750: Business operations specialists, all other
003017	Human Resources Specialist 3	630: Human resources workers
003116	Facilities Coordinator	6660: Construction and building inspectors
003241	Retail Operations Supervisor	4700: First-line supervisors of retail sales workers
003301	Landscape Architect Princ Supv	1306: Landscape architects
003304	Interpret Naturalist 3	650: Training and development Specialist
003318	NR Pilot	9030: Aircraft pilots and flight engineers
003403	NR Supv 1 Parks & Trails	1640: Conservation scientists and foresters
003404	NR Supv 2 Parks & Trails	1640: Conservation scientists and foresters
003405	NR Supv 3 Parks & Trails	1640: Conservation scientists and foresters
003406	NR Supv 4 Parks & Trails	1640: Conservation scientists and foresters
003407	NR Supv	1640: Conservation scientists and foresters
003409	Interpret Naturalist Supv 1	650: Training and development Specialist
003422	NR Parks Douglas Ldg Supv	4200: First-line supervisors of housekeeping and janitorial workers
003446	NR Forestry Wldfire Dispatcher	5521: Public safety telecommunicators
003508	Finance Specialist 3	800: Accountants and auditors
003526	Landscape Architect Senior	1306: Landscape architects
003537	Real Estate Program Supervisor	810: Property appraisers and assessors
003597	NR Area Supv T & W	1640: Conservation scientists and foresters

Job Code	Job Title	Census Code
003604	State Prog Admin	5940: Other office and administrative support workers
003605	State Prog Admin Intermediate	5940: Other office and administrative support workers
003606	State Prog Admin Sr	5940: Other office and administrative support workers
003607	State Prog Admin Prin	5940: Other office and administrative support workers
003608	State Prog Admin Coordinator	740: Business operations specialists, all other
003609	State Prog Admin Director	740: Business operations specialists, all other

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

Job Code	Job Title	Census Code
000032	Architectural Drafting Tech 3	1541: Architectural and civil drafters
000108	Automotive Technician	7200: Automotive service technicians and mechanics
000190	NR Tech	1970: Other life, physical, and social science technicians
000423	Law Compliance Rep 1	565: Compliance officers
000463	Mining Aide	1935: Environmental science and geoscience technicians, and nuclear technicians
000556	Engineering Specialist	1555: Weighted multiple engineers
000587	Radio Technician 3	5521: Public safety telecommunicators
000644	Engineering Aide Senior	1555: Weighted multiple engineers
000753	Graphic Arts Specialist	2634: Graphic designers
000774	Accounting Technician	5120: Bookkeeping, accounting, and auditing clerks
001063	Engineering Aide Inter	1555: Weighted multiple engineers
001428	Radio Technician 2	5521: Public safety telecommunicators
001755	NR Tech Forestry	6120: Forest and conservation workers
001756	NR Tech Wildlife	6120: Forest and conservation workers
001771	NR Tech Fisheries	6120: Forest and conservation workers

Job Code	Job Title	Census Code
002606	Engineering Specialist Senior	1555: Other engineering technologists and technicians, except drafters
002641	NR Tech Parks & Trails	1970: Other life, physical, and social science technicians
003408	NR Mine Interpreter	4540: Tour and travel guides
003447	NR Forestry Grnd Support Ldwkr	6120: Forest and conservation workers
003613	Real Estate Technician	2170: Title examiners, abstractors, and searchers
003624	NR Air Tactical Group Coord	9040: Air traffic controllers and airfield operations specialists
003709	State Prog Admin Tech Spec	5940: Other office and administrative support workers

Protective Services: Sworn

Job Code	Job Title	Census Code
001743	NR Spec 2 CO	3840: Fish and game wardens and parking enforcement officers
001749	NR Dist Supv - Enforcement	565: Compliance officers
001868	NR Spec 4 Co Pilot	3840: Fish and game wardens and parking enforcement officers
003184	NR Spec 3 CO Spec Investigator	3840: Fish and game wardens and parking enforcement officers
003185	NR Spec 3 Co Reg Training Offr	3840: Fish and game wardens and parking enforcement officers
003190	NR Spec 3 CO Marine Unit Offr	1640: Conservation scientists and foresters
003193	NR Spec 3 CO Water Res Spec	3840: Fish and game wardens and parking enforcement officers
003660	NR Spec 3 CO Community Liaison	3840: Fish and game wardens and parking enforcement officers

Protective Services: Non-sworn

Job Code	Job Title	Census Code
001045	Security Guard	3930: Security guards and gaming surveillance officers
003686	NR Forest Fire Resp Lead	3740: Firefighters

Paraprofessionals

Job Code	Job Title	Census Code
000881	Human Resources Technician 1	5360: Human resources assistants, except payroll and timekeeping
001486	Human Resources Technician 2	5360: Human resources assistants, except payroll and timekeeping

Administrative Support

Job Code	Job Title	Census Code
000001	Account Clerk	5120: Bookkeeping, accounting, and auditing clerks
000293	Exec 2	5710: Executive secretaries and executive administrative assistants
000294	Office Services Supervisor 3	5000: First-line supervisors of office and administrative support workers
000632	Account Clerk Senior	5120: Bookkeeping, accounting, and auditing clerks
001542	Legal Secretary Senior	2180: Legal support workers, all other
002192	Office Services Supervisor 1	5000: First-line supervisors of office and administrative support workers
002881	NR Fisheries Census Clerk	6115: Fishing and hunting workers
003627	Office & Admin Specialist	5940: Other office and administrative support workers
003628	Office & Admin Specialist Int	5940: Other office and administrative support workers

Job Code	Job Title	Census Code
003629	Office & Admin Specialist Sr	5940: Other office and administrative support workers
003630	Office & Admin Specialist Prin	5940: Other office and administrative support workers
003631	Central Svcs Admin Spec	9645: Stockers and order fillers
003632	Central Svcs Admin Spec Inter	9645: Stockers and order fillers
003633	Central Svcs Admin Spec Senior	5610: Shipping, receiving, and inventory clerks
003634	Central Svcs Admin Spec Prin	5610: Shipping, receiving, and inventory clerks
003635	Customer Svcs Specialist	5240: Customer service representatives
003636	Customer Svcs Specialist Int	5240: Customer service representatives
003637	Customer Svcs Specialist Sr	5240: Customer service representatives
003638	Customer Svcs Specialist Princ	5240: Customer service representatives
003687	NR Forestry Support Dispatcher	5522: Dispatchers, except police, fire, and ambulance

Skilled Craft

Job Code	Job Title	Census Code
000105	Automotive Mechanic	7200: Automotive service technicians and mechanics
000132	Building Maintenance Supv 2	7000: First-line supervisors of mechanics, installers, and repairers
000135	Building Utilities Mechanic	7340: Maintenance and repair workers, general
000146	Carpenter	6230: Carpenters
000266	Electrician	6355: Electricians
000927	Heavy Equip Mechanic	7210: Bus and truck mechanics and diesel engine specialists
002270	Building Maintenance Lead Wrkr	7340: Maintenance and repair workers, general
003452	Electrician Master Record	6355: Electricians

Service Maintenance

Job Code	Job Title	Census Code
000109	Automobile Service Attendant	9610: Cleaners of vehicles and equipment
000197	Cook	4020: Cooks
000198	Cook Coordinator	4130: Dining room and cafeteria attendants and bartender helpers
000305	Food Service Worker	4030: Food preparation workers
000344	Heavy Equip Operator	6305: Construction equipment operators
000414	Laborer General	6120: Forest and conservation workers
000415	Laborer Trades & Equipment	6260: Construction laborers
000431	Life Guard	3960: Other protective service workers
000914	Mine Hoist & Maint Wrkr	9570: Conveyor, dredge, and hoist and winch operators
001326	Buildings & Grounds Worker	4251: Landscaping and groundskeeping workers
001327	Parks & Trails Associate	5240: Customer service representatives
001357	General Repair Worker	7340: Maintenance and repair workers, general
001725	General Maintenance Wrkr	7340: Maintenance and repair workers, general
001728	General Maintenance Wrkr Lead	7010: Other installation, maintenance, and repair workers
002724	NR Douglas Lodge Wkr	4110: Waiters and waitresses
002901	NR Douglas Lodge Custodial Wkr	4230: Maids and housekeeping cleaners
003428	NR Douglas Lodge Din Rm Ld Wkr	4110: Waiters and waitresses
003647	Mine Hoist & Maint Lead Wrkr	9570: Conveyor, dredge, and hoist and winch operators
003714	NR Worker	4225: Other grounds maintenance workers
003739	NR Parks & Trails Equip Oper	7340: Maintenance and repair workers, general
008597	Student Worker Custodial/Maint	4220: Janitors and building cleaners

Appendix D: Feeder Jobs

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

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
000501	Officials and Administrators	Human Resources Director 5	0.21%	0.00%	0.00%
002306	Officials and Administrators	Training & Development Mgr 2	0.21%	0.00%	0.00%
002467	Officials and Administrators	NR Asst Dir - Enforcement	0.00%	0.00%	0.00%
002658	Officials and Administrators	NR Forestry Asst Dir	0.00%	0.00%	0.00%
002671	Officials and Administrators	Mineland Reclamation Manager	0.21%	0.00%	0.00%
002674	Officials and Administrators	NR Minerals Development Mgr	0.21%	0.00%	0.00%
002691	Officials and Administrators	Financial Mgt Director	0.21%	0.00%	0.21%
002983	Officials and Administrators	NR Forestry Section Mgr	0.00%	0.00%	0.00%
003035	Officials and Administrators	NR Minerals Asst Dir	0.00%	0.00%	0.00%
003045	Officials and Administrators	Human Resources Director 3	0.00%	0.00%	0.00%
003639	Officials and Administrators	State Prog Admin Manager	0.64%	0.21%	0.85%
003679	Officials and Administrators	State Prog Admin Manager Sr	2.33%	0.42%	0.64%
003729	Officials and Administrators	NR Bureau Administrator	0.42%	0.00%	0.21%
003732	Officials and Administrators	NR Asst Division Director	0.42%	0.00%	0.21%
003783	Officials and Administrators	NR Prog Mgr 2 - Enforcement	0.00%	0.00%	0.21%
003784	Officials and Administrators	NR Prog Mgr 3 - Enforcement	0.00%	0.21%	0.00%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
003798	Officials and Administrators	NR Regional Director	0.42%	0.21%	0.21%
003813	Officials and Administrators	NR Section Manager	1.06%	0.00%	0.21%
003836	Officials and Administrators	NR Prog Mgr	0.85%	0.00%	0.00%
003965	Officials and Administrators	Communications Manager 1	0.00%	0.00%	0.21%
008117	Officials and Administrators	Commissioner-Natural Resources	0.21%	0.00%	0.00%
008208	Officials and Administrators	Deputy Commr Natural Resources	0.21%	0.00%	0.00%
008387	Officials and Administrators	Asst Commr NR Operations	0.21%	0.00%	0.00%
008410	Officials and Administrators	NR Dir - Enforcement	0.00%	0.00%	0.00%
008412	Officials and Administrators	NR Dir - Forestry	0.21%	0.00%	0.21%
008413	Officials and Administrators	NR Dir - Parks & Trails	0.21%	0.00%	0.00%
008414	Officials and Administrators	NR Director Operations Service	0.21%	0.21%	0.21%
008500	Officials and Administrators	NR Dir - Lands & Minerals	0.00%	0.00%	0.00%
008516	Officials and Administrators	Senior Executive Officer	0.21%	0.21%	0.00%
008606	Officials and Administrators	Senior Admin Officer	0.21%	0.00%	0.00%
008766	Officials and Administrators	Exec Dir Mn Forest Res Council	0.00%	0.00%	0.00%
008894	Officials and Administrators	NR Dir - Fish & Wildlife	0.00%	0.00%	0.00%
008901	Officials and Administrators	NR Dir - Ecological & Water Re	0.21%	0.00%	0.00%
008919	Officials and Administrators	School Trust Lands Director	0.00%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
000003	Professionals	Accounting Director	1.06%	0.00%	0.00%
000510	Professionals	Planner Principal State	4.66%	0.00%	1.06%
000812	Professionals	Planning Dir State	1.69%	0.00%	0.21%
000995	Professionals	Engineer Administrative	0.00%	0.00%	0.00%
001411	Professionals	Training & Development Spec 4	0.64%	0.21%	0.42%
001697	Professionals	Hydrologist 4	0.64%	0.00%	0.42%
002110	Professionals	Information Program Supv	0.21%	0.00%	0.00%
002185	Professionals	Admin Planning Dir St	0.42%	0.00%	0.21%
002389	Professionals	Architectural Supervisor	0.00%	0.00%	0.00%
002687	Professionals	Safety Administrator	0.21%	0.00%	0.21%
002977	Professionals	NR Forestry Program Coord	1.48%	0.00%	0.21%
002980	Professionals	NR Forestry Program Supv	0.21%	0.00%	0.00%
002981	Professionals	NR Forestry Supv	0.00%	0.00%	0.00%
002982	Professionals	NR Forestry Admin Supv	0.64%	0.00%	0.42%
002987	Professionals	Realty Program Coordinator	0.42%	0.00%	0.00%
003301	Professionals	Landscape Architect Princ Supv	0.00%	0.00%	0.00%
003407	Professionals	NR Supv	0.85%	0.00%	0.21%
003508	Professionals	Finance Specialist 3	0.00%	0.21%	0.00%
003537	Professionals	Real Estate Program Supervisor	0.21%	0.00%	0.00%
003597	Professionals	NR Area Supv T & W	0.00%	0.00%	0.21%
003607	Professionals	State Prog Admin Prin	2.33%	0.64%	0.64%
003608	Professionals	State Prog Admin Coordinator	1.69%	0.42%	0.42%
003609	Professionals	State Prog Admin Director	2.97%	0.21%	1.48%
003689	Professionals	State Prog Admin Supervisor Sr	0.21%	0.00%	0.21%
003690	Professionals	State Prog Admin Supervisor	1.27%	0.21%	0.00%
003712	Professionals	State Prog Admin Supv Prin	0.85%	0.00%	0.42%
003740	Professionals	NR Prog Consultant	4.45%	1.27%	1.27%
003762	Professionals	NR Area Supv Fisheries	0.42%	0.00%	0.64%
003766	Professionals	NR Prog Supv	0.00%	0.00%	0.00%
003769	Professionals	NR Prog Supv Sr Eco Svcs	1.06%	0.21%	0.21%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
003770	Professionals	NR Prog Supv Sr Fish Research	0.00%	0.00%	0.21%
003772	Professionals	NR Prog Supv Sr Wild Research	0.42%	0.00%	0.00%
003773	Professionals	NR Supv Eco Svcs	0.85%	0.00%	0.21%
003776	Professionals	NR Prog Supv Sr Fish Hatchery	0.21%	0.00%	0.21%
003876	Professionals	Construction Proj Coord	0.00%	0.00%	0.00%
003879	Professionals	NR Prog Supv Int-Eco Resources	1.27%	0.21%	0.21%
003948	Professionals	Staff Attorney 3	0.42%	0.00%	0.00%
003964	Professionals	Communications Supervisor	0.21%	0.00%	0.00%
008755	Professionals	Proj Consultant Sr	0.21%	0.00%	0.00%
Total			41.31%	5.08%	13.14%

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

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
000004	Professionals	Accounting Officer	0.07%	0.14%	0.07%
000006	Professionals	Management Analyst 1	0.07%	0.00%	0.00%
000028	Professionals	Architect 1	0.14%	0.07%	0.07%
000029	Professionals	Architect 2	0.07%	0.00%	0.00%
000096	Professionals	Attorney 2	0.14%	0.00%	0.00%
000111	Professionals	Bacteriologist 1	0.07%	0.07%	0.00%
000133	Professionals	Facilities Bldg & Maint Adv	0.07%	0.07%	0.00%
000153	Professionals	Chemist 1	0.00%	0.00%	0.07%
000155	Professionals	Bacteriologist Supervisor 2	0.00%	0.07%	0.00%
000258	Professionals	Education Consultant 1	0.21%	0.00%	0.00%
000418	Professionals	Landscape Design Specialist	0.00%	0.00%	0.00%
000498	Professionals	Human Resources Specialist 1	0.55%	0.14%	0.14%
000511	Professionals	Planner	0.21%	0.00%	0.07%
000577	Professionals	Information Officer 3	0.14%	0.07%	0.07%
000607	Professionals	Research Scientist 1	0.14%	0.00%	0.14%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
000608	Professionals	Research Scientist 2	0.76%	0.07%	0.34%
000609	Professionals	Research Scientist 3	0.21%	0.07%	0.07%
000633	Professionals	Accounting Officer Senior	0.76%	0.21%	0.14%
000634	Professionals	Management Analyst 4	0.34%	0.07%	0.14%
000652	Professionals	Human Resources Consultant 1	0.28%	0.07%	0.00%
000659	Professionals	Research Analysis Spec Sr	0.14%	0.07%	0.00%
000837	Professionals	Planner Senior State	0.28%	0.07%	0.14%
000892	Professionals	Research Analysis Spec	0.07%	0.00%	0.07%
000893	Professionals	Management Analyst 3	0.28%	0.07%	0.07%
000919	Professionals	Engineer 2 Graduate	0.07%	0.07%	0.00%
000955	Professionals	Hydrologist 1	0.62%	0.14%	0.14%
000958	Professionals	Hydrologist 2	0.69%	0.00%	0.14%
000959	Professionals	Hydrologist 3	0.62%	0.00%	0.28%
000979	Professionals	Accounting Officer Inter	0.55%	0.14%	0.14%
000994	Professionals	Engineer Senior	0.28%	0.07%	0.00%
000996	Professionals	Training & Development Spec 3	0.21%	0.00%	0.07%
000997	Professionals	Engineer Princ	0.00%	0.00%	0.00%
001303	Professionals	Grants Specialist	0.07%	0.00%	0.00%
001304	Professionals	Grants Specialist Sr	0.34%	0.00%	0.07%
001393	Professionals	Library/Info Res Serv Spec Sr	0.07%	0.00%	0.00%
001401	Professionals	Land Surveyor In Training	0.00%	0.00%	0.00%
001402	Professionals	Land Surveyor Senior	0.00%	0.07%	0.00%
001410	Professionals	Training & Development Spec 2	0.00%	0.00%	0.00%
001423	Professionals	Human Resources Specialist 2	0.14%	0.00%	0.00%
001528	Professionals	Management Analyst 2	0.14%	0.00%	0.00%
001621	Professionals	Interpret Naturalist 2	0.96%	0.14%	0.21%
001634	Professionals	Interpret Naturalist Supv 2	0.14%	0.00%	0.00%
001739	Professionals	NR Forestry Specialist	0.34%	0.00%	0.21%
001801	Professionals	Investigator Senior	0.00%	0.00%	0.00%
001933	Professionals	Land Surveyor Principal	0.00%	0.00%	0.07%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
002092	Professionals	Mineland Reclamation Spec	0.07%	0.00%	0.00%
002095	Professionals	Accounting Supervisor Inter	0.21%	0.07%	0.00%
002143	Professionals	Accounting Supervisor Senior	0.07%	0.00%	0.00%
002174	Professionals	Hydrologist Supervisor	0.14%	0.00%	0.00%
002241	Professionals	Grants Specialist Coord	0.28%	0.00%	0.07%
002355	Professionals	Bacteriology Laboratory Spec	0.00%	0.00%	0.00%
002368	Professionals	Human Resources Supervisor 2	0.07%	0.00%	0.07%
002376	Professionals	Planner Intermediate	0.07%	0.07%	0.00%
002390	Professionals	Accounting Officer Principal	0.07%	0.07%	0.00%
002577	Professionals	Interpret Naturalist 1	0.83%	0.14%	0.34%
002642	Professionals	Landscape Architect Registered	0.07%	0.00%	0.00%
002698	Professionals	Mineland Reclamation Spec Sr	0.07%	0.00%	0.00%
002856	Professionals	Realty Specialist	0.83%	0.00%	0.21%
002857	Professionals	Realty Specialist Sr	0.55%	0.00%	0.00%
002932	Professionals	NR Prog Coordinator	1.38%	0.21%	0.21%
002974	Professionals	NR Forestry Specialist Int	0.34%	0.00%	0.21%
002975	Professionals	NR Forestry Specialist Senior	0.96%	0.14%	0.21%
002976	Professionals	NR Forestry Regional Spec	0.55%	0.00%	0.07%
002979	Professionals	NR Forestry Asst Supv	0.21%	0.00%	0.07%
003005	Professionals	Planning Program Supv	0.07%	0.00%	0.00%
003017	Professionals	Human Resources Specialist 3	0.14%	0.00%	0.07%
003116	Professionals	Facilities Coordinator	0.00%	0.00%	0.00%
003241	Professionals	Retail Operations Supervisor	0.07%	0.00%	0.00%
003304	Professionals	Interpret Naturalist 3	0.14%	0.00%	0.14%
003318	Professionals	NR Pilot	0.07%	0.07%	0.00%
003403	Professionals	NR Supv 1 Parks & Trails	1.17%	0.07%	0.34%
003404	Professionals	NR Supv 2 Parks & Trails	0.28%	0.14%	0.07%
003405	Professionals	NR Supv 3 Parks & Trails	0.69%	0.14%	0.21%
003406	Professionals	NR Supv 4 Parks & Trails	0.55%	0.14%	0.34%
003409	Professionals	Interpret Naturalist Supv 1	0.00%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
003422	Professionals	NR Parks Douglas Ldg Supv	0.07%	0.00%	0.00%
003446	Professionals	NR Forestry Wildfire Dispatcher	0.07%	0.00%	0.00%
003526	Professionals	Landscape Architect Senior	0.00%	0.00%	0.00%
003604	Professionals	State Prog Admin	0.34%	0.00%	0.14%
003605	Professionals	State Prog Admin Intermediate	0.62%	0.07%	0.07%
003606	Professionals	State Prog Admin Sr	1.03%	0.21%	0.28%
003612	Professionals	Interpret Naturalist Itasca Pk	0.07%	0.00%	0.00%
003741	Professionals	NR Spec Eco Svcs	0.89%	0.14%	0.28%
003742	Professionals	NR Spec Int Eco Svcs	0.96%	0.07%	0.14%
003743	Professionals	NR Spec Sr Eco Svcs	1.38%	0.41%	0.28%
003746	Professionals	NR Spec Fisheries	0.62%	0.21%	0.48%
003747	Professionals	NR Spec Int Fisheries	0.48%	0.00%	0.41%
003748	Professionals	NR Spec Sr Fisheries	0.07%	0.00%	0.14%
003752	Professionals	NR Spec WL	0.34%	0.00%	0.14%
003753	Professionals	NR Spec Int WL	0.83%	0.14%	0.28%
003754	Professionals	NR Spec Sr WL	0.48%	0.00%	0.00%
003756	Professionals	NR Spec Int WL Research	0.34%	0.00%	0.07%
003757	Professionals	NR Spec Sr WL Research	0.00%	0.00%	0.00%
003758	Professionals	NR Spec Parks & Trails	0.14%	0.07%	0.00%
003759	Professionals	NR Spec Int Parks & Trails	0.21%	0.07%	0.00%
003760	Professionals	NR Spec Sr Parks & Trails	0.62%	0.14%	0.21%
003763	Professionals	NR Area Supv Wildlife	0.41%	0.07%	0.14%
003774	Professionals	NR Supv Fish Hatchery	0.00%	0.07%	0.07%
003822	Professionals	NR Area Hydrologist	0.96%	0.00%	0.28%
003882	Professionals	Human Resources Consultant 2	0.00%	0.00%	0.00%
003960	Professionals	Communications Specialist 1	0.14%	0.00%	0.00%
003961	Professionals	Communications Specialist 2	0.76%	0.14%	0.28%
003962	Professionals	Communications Specialist 3	0.62%	0.21%	0.07%
003963	Professionals	Communications Specialist 4	0.14%	0.00%	0.00%
008757	Professionals	Proj Specialist	0.07%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
008758	Professionals	Proj Analyst	0.00%	0.00%	0.00%
000032	Technicians	Architectural Drafting Tech 3	0.00%	0.07%	0.00%
000190	Technicians	NR Tech	0.62%	0.07%	0.21%
000556	Technicians	Engineering Specialist	0.07%	0.00%	0.00%
000644	Technicians	Engineering Aide Senior	0.00%	0.00%	0.00%
000753	Technicians	Graphic Arts Specialist	0.14%	0.07%	0.00%
000774	Technicians	Accounting Technician	1.45%	0.21%	0.48%
001063	Technicians	Engineering Aide Inter	0.00%	0.07%	0.00%
001755	Technicians	NR Tech Forestry	0.34%	0.07%	0.14%
001756	Technicians	NR Tech Wildlife	0.21%	0.00%	0.14%
001771	Technicians	NR Tech Fisheries	0.34%	0.14%	0.28%
002606	Technicians	Engineering Specialist Senior	0.00%	0.00%	0.00%
002641	Technicians	NR Tech Parks & Trails	0.41%	0.07%	0.48%
003408	Technicians	NR Mine Interpreter	0.34%	0.00%	0.00%
003613	Technicians	Real Estate Technician	0.07%	0.07%	0.00%
003709	Technicians	State Prog Admin Tech Spec	0.07%	0.00%	0.00%
001045	Protective Service: Non-Sworn	Security Guard	0.07%	0.00%	0.07%
003686	Protective Service: Non-Sworn	NR Forest Fire Resp Lead	0.41%	0.21%	0.28%
000881	Paraprofessionals	Human Resources Technician 1	0.55%	0.07%	0.07%
001486	Paraprofessionals	Human Resources Technician 2	0.34%	0.21%	0.00%
000294	Administrative Support	Office Services Supervisor 3	0.07%	0.00%	0.00%
002192	Administrative Support	Office Services Supervisor 1	0.14%	0.00%	0.00%
003630	Administrative Support	Office & Admin Specialist Prin	1.17%	0.21%	0.34%
003634	Administrative Support	Central Svcs Admin Spec Prin	0.14%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
003637	Administrative Support	Customer Svcs Specialist Sr	0.07%	0.00%	0.00%
003638	Administrative Support	Customer Svcs Specialist Princ	0.14%	0.00%	0.14%
Total			39.92%	6.68%	11.84%

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

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
000108	Technicians	Automotive Technician	0.00%	0.00%	0.00%
000423	Technicians	Law Compliance Rep 1	1.93%	1.93%	1.93%
000463	Technicians	Mining Aide	0.00%	0.00%	0.00%
000587	Technicians	Radio Technician 3	0.00%	0.00%	0.00%
001428	Technicians	Radio Technician 2	0.00%	0.00%	0.00%
003447	Technicians	NR Forestry Grnd Support Ldwkr	0.00%	0.00%	0.00%
000632	Administrative Support	Account Clerk Senior	0.48%	0.00%	0.00%
002881	Administrative Support	NR Fisheries Census Clerk	1.93%	0.48%	1.93%
000414	Service Maintenance	Laborer General	10.14%	0.48%	4.35%
000415	Service Maintenance	Laborer Trades & Equipment	3.38%	3.38%	4.83%
003739	Service Maintenance	NR Parks & Trails Equip Oper	0.00%	0.00%	0.00%

Protective Services: Sworn (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
001743	Protective Service: Sworn	NR Spec 2 CO	12.35%	11.76%	4.71%
001868	Protective Service: Sworn	NR Spec 4 Co Pilot	0.00%	0.00%	0.00%
003184	Protective Service: Sworn	NR Spec 3 CO Spec Investigator	0.00%	0.00%	0.00%
003185	Protective Service: Sworn	NR Spec 3 Co Reg Training Offr	1.18%	0.00%	0.00%
003193	Protective Service: Sworn	NR Spec 3 CO Water Res Spec	0.59%	0.00%	0.59%
003660	Protective Service: Sworn	NR Spec 3 CO Community Liaison	0.00%	1.18%	0.00%
Total			14.12%	12.94%	5.29%

Protective Services: Non-sworn (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
000414	Service Maintenance	Laborer General	4.67%	0.22%	2.00%
001326	Service Maintenance	Buildings & Grounds Worker	9.78%	4.44%	5.33%
001327	Service Maintenance	Parks & Trails Associate	25.33%	2.22%	7.56%
003687	Administrative Support	NR Forestry Support Dispatcher	2.22%	0.22%	0.44%
Total			42.00%	7.11%	15.33%

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

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
003627	Administrative Support	Office & Admin Specialist	29.29%	4.04%	5.05%
003628	Administrative Support	Office & Admin Specialist Int	67.68%	7.07%	14.14%
Total			96.97%	11.11%	19.19%

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

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
000001	Administrative Support	Account Clerk	0.79%	0.00%	0.00%
000293	Administrative Support	Exec 2	0.79%	0.00%	0.00%
001542	Administrative Support	Legal Secretary Senior	1.59%	0.00%	0.00%
003629	Administrative Support	Office & Admin Specialist Sr	42.86%	2.38%	5.56%
003631	Administrative Support	Central Svcs Admin Spec	4.76%	0.00%	0.79%
003632	Administrative Support	Central Svcs Admin Spec Inter	1.59%	0.00%	0.00%
003633	Administrative Support	Central Svcs Admin Spec Senior	3.17%	0.79%	0.79%
003635	Administrative Support	Customer Svcs Specialist	11.11%	1.59%	2.38%
003636	Administrative Support	Customer Svcs Specialist Int	14.29%	5.56%	3.97%
003687	Administrative Support	NR Forestry Support Dispatcher	7.94%	0.79%	1.59%
Total			88.89%	11.11%	15.08%

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

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
000105	Skilled Craft	Automotive Mechanic	0.00%	0.00%	2.44%
000132	Skilled Craft	Building Maintenance Supv 2	0.00%	2.44%	2.44%
000135	Skilled Craft	Building Utilities Mechanic	0.00%	2.44%	0.00%
000146	Skilled Craft	Carpenter	0.00%	0.00%	0.00%
000266	Skilled Craft	Electrician	0.00%	0.00%	0.00%
000927	Skilled Craft	Heavy Equip Mechanic	0.00%	0.00%	0.00%
002270	Skilled Craft	Building Maintenance Lead Wrkr	0.00%	0.00%	2.44%
003452	Skilled Craft	Electrician Master Record	0.00%	0.00%	0.00%
001725	Service Maintenance	General Maintenance Wrkr	9.76%	7.32%	9.76%
001728	Service Maintenance	General Maintenance Wrkr Lead	2.44%	0.00%	2.44%
Total			12.20%	12.20%	19.51%

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

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
000109	Service Maintenance	Automobile Service Attendant	0.00%	0.00%	0.00%
000197	Service Maintenance	Cook	0.00%	0.00%	0.00%
000198	Service Maintenance	Cook Coordinator	0.00%	0.00%	0.00%
000305	Service Maintenance	Food Service Worker	3.07%	0.34%	0.00%
000344	Service Maintenance	Heavy Equip Operator	0.00%	0.00%	0.00%
000431	Service Maintenance	Life Guard	1.37%	0.00%	0.00%
000914	Service Maintenance	Mine Hoist & Maint Wrkr	0.00%	0.00%	0.00%

Job Code	EEO Category	Job Title	Weighted Women %	Weighted RE %	Weighted PWD %
001326	Service Maintenance	Buildings & Grounds Worker	15.02%	6.83%	8.19%
001357	Service Maintenance	General Repair Worker	0.00%	0.34%	1.02%
002724	Service Maintenance	NR Douglas Lodge Wkr	2.05%	0.68%	0.00%
002901	Service Maintenance	NR Douglas Lodge Custodial Wkr	5.80%	1.02%	0.34%
003714	Service Maintenance	NR Worker	0.68%	0.34%	0.00%
008597	Service Maintenance	Student Worker Custodial/Maint	0.00%	0.00%	0.00%
Total			27.99%	9.56%	9.56%

Appendix E: Determining Availability

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

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Women	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of women, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	10.00%	60.67%	1.11%	3.81%	6.07%	0.11%	0.38%	State MN	DNR's last three-years of data show external and internal appointments are 10% and 90% respectively.
2: Internal - Percentage of women, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with the DNR.	90.00%	41.31%	5.08%	13.14%	37.18%	4.58%	11.82%	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 %			43.25%	4.69%	12.20%		

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

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Women	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of women, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	45.00%	33.26%	8.70%	2.66%	14.97%	3.91%	1.20%	State MN	DNR's last three-years of data show external and internal appointments are 45% and 55% respectively.
2: Internal - Percentage of women, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with the DNR.	55.00%	39.92%	6.68%	11.84%	21.95%	3.67%	6.51%	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 %			36.92%	7.59%	7.71%		

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

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Women	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of women, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	70.00%	36.74%	12.97%	4.97%	25.72%	9.08%	0.00%	State MN	DNR's last three-years of data show external and internal appointments are 70% and 30% respectively.
2: Internal - Percentage of women, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with the DNR.	30.00%	17.87%	6.28%	13.04%	5.36%	1.88%	3.91%	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 %			31.08%	10.96%	3.91%		

Protective Services: Sworn (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Women	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of women, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	60.00%	7.44%	8.72%	4.48%	4.46%	5.23%	2.69%	State MN	This job category has continuous underutilization for women, racial or ethnic minorities, and persons with disabilities. A weight ratio of 60:40 (actual 51:49) would increase the hires from the external group, which has greater availability.
2: Internal - Percentage of women, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with the DNR.	40.00%	14.12%	12.94%	5.29%	5.65%	5.18%	2.12%	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 %	10.11%	10.41%	4.81%		

Protective Services: Non-sworn (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Women	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of women, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	30.00%	6.78%	24.50%	6.18%	2.03%	7.35%	1.85%	State MN	DNR's last three-years of data show external and internal appointments are 30% and 70% respectively.
2: Internal - Percentage of women, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with the DNR.	70.00%	42.00%	7.11%	15.33%	29.40%	4.98%	10.73%	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 %	31.43%	12.33%	12.59%		

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

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Women	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of women, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	80.00%	87.20%	16.20%	3.80%	69.76%	12.96%	3.04%	State MN	DNR's last three-years of data show external and internal appointments are 80% and 20% respectively.
2: Internal - Percentage of women, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with the DNR.	20.00%	96.97%	11.11%	19.19%	19.39%	2.22%	3.84%	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 %			89.15%	15.18%	6.88%		

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

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Women	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of women, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	80.00%	63.04%	16.49%	5.14%	50.43%	13.19%	4.12%	State MN	DNR's last three-years of data show external and internal appointments are 80% and 20% respectively.
2: Internal - Percentage of women, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with the DNR.	20.00%	88.89%	11.11%	15.08%	17.78%	2.22%	3.02%	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 %			68.21%	15.41%	7.13%		

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

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Women	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of women, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	70.00%	2.23%	8.97%	5.81%	1.56%	6.28%	4.07%	State MN	DNR's last three-years of data show external and internal appointments are 70% and 30% respectively.
2: Internal - Percentage of women, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with the DNR.	30.00%	12.20%	12.20%	19.51%	3.66%	3.66%	5.85%	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 %			5.22%	9.94%	9.92%		

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

Factor	Weight Ratio	Raw Statistics Women	Raw Statistics RE	Raw Statistics PWD	Weighted Statistics Women	Weighted Statistics RE	Weighted Statistics PWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of women, persons with disabilities, and racial or ethnic minorities with requisite skills in the reasonable recruitment area.	85.00%	29.29%	18.71%	7.16%	24.90%	15.90%	6.09%	State MN	DNR's last three-years of data show external and internal appointments are 85% and 15% respectively.
2: Internal - Percentage of women, persons with disabilities, and racial or ethnic minorities among those promotable, transferable, and trainable with the DNR.	15.00%	27.99%	9.56%	9.56%	4.20%	1.43%	1.43%	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 %			29.10%	17.34%	7.52%		

Appendix F: Utilization-Goal Analysis

Women

Job Categories	Total Number of Employee in Job Category	Total Number of Women Employee in the Job Category	% of Women Employee in the Job Category	Women Availability %	Women Establish Goals?	If Yes, Goals for FY 2024-2026
Officials and Managers	122	45	36.89%	43.25%	Yes	43.25%
Professionals	1491	630	42.25%	36.92%	-	-
Technicians	268	63	23.51%	31.08%	Yes	31.08%
Protective Services: Sworn	195	28	14.36%	10.11%	-	-
Protective Services: Non-sworn	49	<10	**.***%	31.43%	Yes	31.43%
Paraprofessionals	14	13	92.86%	89.15%	Monitor	-
Administrative Support	272	238	87.50%	68.21%	-	-
Skilled Craft	26	<10	**.***%	5.22%	Yes	5.22%
Service Maintenance	640	231	36.09%	29.10%	-	-
Totals	3077	1255	40.79%			

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 Availability %	RE Establish Goals?	If Yes, Goals for FY 2024-2026
Officials and Managers	122	<10	**.***%	4.69%	-	-
Professionals	1491	94	6.30%	7.59%	Yes	7.59%
Technicians	268	16	5.97%	10.96%	Yes	10.96%
Protective Services: Sworn	195	26	13.33%	10.41%	-	-
Protective Services: Non-sworn	49	<10	**.***%	12.33%	Yes	12.33%
Paraprofessionals	14	<10	**.***%	15.18%	-	-
Administrative Support	272	29	10.66%	15.41%	Yes	15.41%
Skilled Craft	26	<10	**.***%	9.94%	Monitor	-
Service Maintenance	640	50	7.81%	17.34%	Yes	17.34%
Totals	3077	231	7.51%			

Persons with Disabilities (PWD)

Job Categories	Total Number of Employee in Job Category	Total Number of PWE Employee in the Job Category	% of PWD Employee in the Job Category	PWD Availability %	PWD Establish Goals?	If Yes, Goals for FY 2024-2026
Officials and Managers	122	16	13.11%	12.20%	-	-
Professionals	1491	180	12.07%	7.71%	-	-
Technicians	268	29	10.82%	3.91%	-	-
Protective Services: Sworn	195	10	5.13%	4.81%	Monitor	-
Protective Services: Non-sworn	49	<10	**.**%*	12.59%	Yes	12.59%
Paraprofessionals	14	<10	**.**%*	6.88%	Monitor	-
Administrative Support	272	49	18.01%	7.13%	-	-
Skilled Craft	26	<10	**.**%*	9.92%	Monitor	-
Service Maintenance	640	86	13.44%	7.52%	-	-
Totals	3077	379	12.32%			

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 women, 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 persons whose disabilities prevent them from demonstrating their skills in a standard competitive selection process. If selected, this program allows eligible persons 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 women in the job category is for 30% of the new hires/rehires and promotions for that Affirmative Action Plan year would be women. 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 ([Minn. Stat. §43A.02, subd. 33](#)). The Department of Natural Resources has chosen "Woman" or "Women" instead of "Females."

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 persons 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 women, 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 internal and external labor market area.