

AFFIRMATIVE ACTION PLAN

000431

Transmittal Form
Fiscal Year 1998-2000

For

IRRRB
(Agency)

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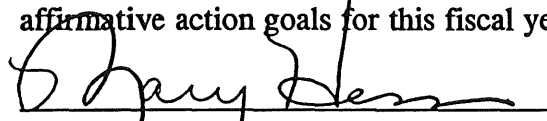
1. This annual review revealed underutilization of the following protected group(s) in the following goal units:

GOAL UNITS	PROTECTED GROUPS		
	WOMEN	MINORITIES	DISABLED
CRAFT	X	X	X
SERVICE	X	X	X
OFFICE CLERICAL		X	X
TECHNICAL	X	X	X
PROFESSIONAL	X	X	X
SUPERVISORS	X	X	
COMMISSIONER'S PLAN		X	X

2. This annual plan is and will be posted at the following central locations so that every employee is aware of the department's commitments in affirmative action for the year.

EVELETH ADMIN. BLDG. (OFFICE AND SHOP); IRONWORLD DISCOVERY CENTER, CHISHOLM; RESEARCH/INTERPRETATIVE CENTER, CHISHOLM; MINELAND RECLAMATION DIVISION, CHISHOLM; GIANTS RIDGE SKI & GOLF RESORT, BIWABIK; TRAILS DIVISION, BIWABIK; BUILDING DEMOLITION PROGRAM, EVELETH.

3. This annual plan contains an internal procedure for processing complaints of alleged discrimination from employees, and each employee has been apprised of this procedure as well as our department's affirmative action goals for this fiscal year.

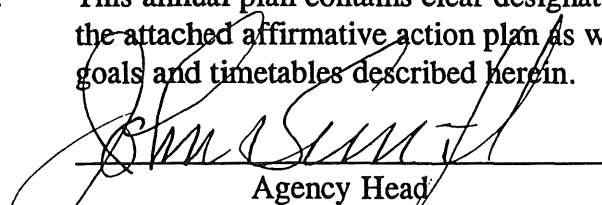


Affirmative Action Officer

10/15/99

Date

4. This annual plan contains clear designations of those persons and groups responsible for implementing the attached affirmative action plan as well as my personal statement of commitment to achieving the goals and timetables described herein.

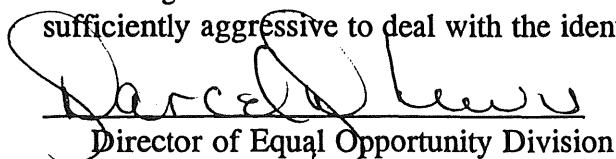


Agency Head

10/21/99

Date

5. This annual plan meets the rules governing affirmative action, Statutory Authority 43A.04, and contains goals and timetables as well as methods for achieving them which are reasonable and sufficiently aggressive to deal with the identified disparities.



Director of Equal Opportunity Division

10/29/99

Date

IRRRB

AFFIRMATIVE ACTION PLAN

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COMMISSIONER'S COMMITMENT

As Commissioner of the Iron Range Resources and Rehabilitation Board, I want to take this opportunity to state unequivocally my commitment to a policy of equal opportunity and affirmative action in employment. I will not tolerate any sexual, disability, racial or any such harassment and/or discrimination.

The Department of Iron Range Resources and Rehabilitation Board is committed to providing equal opportunity and affirmative action to all persons without regard to race, creed, color, sex, sexual orientation, national origin, age, marital status, disability, status with regard to public assistance, membership or activity in a local commission, religion, and political opinions or affiliations. The Department will further strive to ensure equal access and opportunity in the services to provides to the public. The Department will continue to actively promote a program of affirmative action, wherever minorities, women, and persons with disabilities are not fairly represented in the workforce.

It is my responsibility to ensure that the Iron Range Resources and Rehabilitation Board provides equal opportunity in employment to both current and prospective employees in accordance with the above. All Department of Iron Range Resources and Rehabilitation Board standards, policies and procedures will be reviewed periodically in order to identify and eliminate any barriers to equal employment opportunity within the existing systems.

I endorse and support implementation of the State's Affirmative Action Program and our agency's Affirmative Action Plan. Affirmative action is the concept of taking positive steps to improve the work opportunities of groups discriminated against in the past and who continue to suffer the effects of that discrimination and an effort to ensure that discrimination will no longer exist. Our State Legislature has designated three protected groups. They are racial/ethnic minorities, women, and persons with disabilities. We will make every effort to recruit, hire and retain qualified protected group members where they are under represented.

I have designated Mary Hess to serve as our Affirmative Action Officer. Our plan is posted on all division bulletin boards and is available to all employees. Since the primary responsibility for implementation of this policy falls to each manager and supervisor as well as the Affirmative Action Officer, I have directed that these individuals include in their position description a statement addressing their affirmative action responsibility. Personnel with this responsibility will continue to be trained within this area.

As part of our Affirmative Action Program, we are also committed to preventing sexual harassment and providing a work environment free of harassment, which is a form of discrimination. In order to ensure this type of environment, we continually train our employees on a regular basis. This training includes our full-time employees as well as temporary employees. Included in our plan also are procedures to follow in the event of any type of harassment.

The Affirmative Action Plan includes a new policy which has been recently developed and implemented by the IRRRB; "Zero Tolerance for Violence in the Workplace". A copy of the policy has been provided to every employee and has also been reviewed and discussed with every employee.

Included within, is our plan which emphasizes the positive active steps, and objectives needed to bring about change rather than a passive attitude of simple non-discrimination. Although our agency has very little employment turnover, we do continue to set goals and objectives in order to reduce disparities. As we proceed with the broader issue of workforce diversity in the state's customer base, the following agency goals should help in moving towards achieving the state's objective of diversity.

I urge you to join me in a continuing effort to make equal employment opportunity a reality.


John Swift, Commissioner

Date

11/18/99

RESPONSIBILITY STATEMENT

A. COMMISSIONER

Responsibilities: To direct the agency's affirmative action program in compliance with existing federal and state laws, rules, and regulations.

Duties:

1. To appoint or designate an affirmative action office/designee.
2. To make decisions and changes in policy, procedures, and accommodations of persons with disabilities as may be needed to facilitate equal opportunity and affirmative action progress.
3. To take action on complaints of alleged discrimination.
4. To report annually to the Commissioner of Employee Relations the agency's progress in affirmative action.

Accountability: To the Governor directly and to the Commissioner of Employee Relations indirectly.

B. AFFIRMATIVE ACTION OFFICER/DESIGNEE

Responsibilities: To direct and implement the IRRRB's affirmative action program.

Duties:

1. To write and update the agency's affirmative action plan.
2. To monitor the plan.
3. To provide the Office of Diversity and Equal Opportunity with status reports, as required.
4. To implement the pre-employment review process and to complete the Protected Group Report.
5. To investigate alleged charges of discrimination and report a summary of findings to the agency head.
6. To disseminate information to managers, supervisors, employees and applicants.
7. To seek out and advertise agency vacancies to protected group resources.
8. To develop and implement all policies and procedures related to affirmative action.

Accountability: To the Commissioner of the IRRRB, as well as the Deputy Commissioner.

C. MANAGERS AND SUPERVISORS

Responsibilities: To ensure compliance with the agency's affirmative action plan and to ensure employment opportunity for all employees.

Duties:

1. To assist the affirmative action office in identifying and resolving problems and eliminating barriers which inhibit equal employment opportunity, including providing reasonable accommodations for applicants and employees.
2. To follow the pre-employment review process.
3. To communicate the agency's affirmative action plan to all assigned employees.
4. To ensure new policies and procedures are distributed to each employee and a review process is established.

Accountability: Commissioner/Deputy Commissioner.

D. AFFIRMATIVE ACTION COMMITTEE

Responsibilities: The affirmative action committee members shall be responsible for assisting the affirmative action director in monitoring the department's progress in affirmative action.

Duties:

1. To review and to recommend changes in the department's affirmative action plan and programs and make recommendations to the Commissioner.
2. To provide and serve as affirmative action monitors for department selection interviews.
3. To serve as a forum for transmitting employee concerns regarding affirmative action to the affirmative action director and the Commissioner.
4. To participate upon the request of the affirmative action director in accordance with the department's internal discrimination complaint procedure.
5. To identify problem areas and to propose solutions.
6. To perform such other activities as may be outlined in the affirmative action plan.
7. To provide input and recommendations to Affirmative Action Officer in assisting with development of policies.

Accountability: The affirmative action committee members are directly accountable to the affirmative action director and indirectly accountable to the Commissioner.

COMMUNICATIONS

A. Internal Dissemination

1. The affirmative action plan is posted on all division official bulletin boards.
2. The affirmative action officer/designee provides an information session for all employees to review the plan and any policy or procedure changes on an annual basis.
3. The affirmative Action Officer/Designee will provide information sessions to all employees as needed to inform them of any changes to the policies and procedures.
4. The affirmative action officer/designee will provide equal employment opportunity and affirmative action orientation for all new employees.

B. External Dissemination

1. The phrase "An Equal Opportunity Employer" will be included on agency letterhead and on all advertisements for employment, including the career opportunities bulletin and Website.
2. The agency will inform all persons and organizations doing business with the agency of the Affirmative Action Plan.
3. The affirmative action officer/designee is accountable for seeking out and advertising agency vacancies to protected group resources.

COMPLAINT INVESTIGATION PROCEDURE

This Affirmative Action Plan includes the following procedure for processing discrimination complaints. These complaints must be addressed quickly and fairly to ensure that job applicants, eligibles, and employees are not treated unfairly because of their status as protected group members or because of other characteristics protected under state and federal law. The agency's internal complaint investigation and resolution process allows a satisfactory resolution so that no external legal process is needed.

It's important to recognize that not all complaints are related to possible discrimination, and to help applicants, eligibles, and employees understand that there are other procedures for resolving other kinds of disputes. Discrimination complaints, based on different protected characteristics may be brought based on race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local commission, disability, sexual orientation, age, or political affiliation.

Discrimination is determined only after the situation is examined and the facts are reviewed. All complaints will be investigated promptly, etc.

A. Government Data Practices Act Applies to Internal Investigations

1. Data gathered during an investigation is subject to the provisions of the Government Data Practices Act. (M.S. 13)

B. Reprisals

1. It is against the law for an employer to intentionally engage in any reprisals because an employee brings a charge of discrimination or cooperates in an investigation. (M.S. 363.03, Subd.7)

C. Formal Complaint

If a complaint cannot be resolved informally, or if the affirmative action officer does not approve an informal resolution, the complainant and the affirmative action office shall jointly complete the affirmative action complaint form.

1. The affirmative action officer shall then conduct a preliminary investigation into the charge.
 - a. Within 5 working days from filing of the formal complaint, the affirmative action officer initially determines whether the complaint is properly a complaint of discrimination and appropriately addressed by the internal procedure; and,
 - b. If any of the parties are covered by a bargaining unit contract, the affirmative action officer consults with the Labor Relations Representative of the agency to receive guidance on the appropriate procedures to follow pursuant to the labor contract; and,
 - c. The affirmative action officer responds to the complainant with the results of the preliminary investigation.
2. The affirmative action officer shall then have 20 working days to conduct a fact-finding investigation, prepare a report of the evidence and findings of fact, and forward it to the agency head, and the final written answer must be completed within 60 days after a formal complaint is filed.

COMPLAINT OF DISCRIMINATION OR HARASSMENT

Information on the Complainant (You)

Name: _____ Job Title: _____

Home Address: _____ Phone: _____

Work Address: _____ Phone: _____

Department: _____ Division: _____ Supervisor: _____

Information on the respondent(s) (person(s) who harassed or discriminated against you).

Name: _____ Job Title: _____

Address: _____ Phone: _____

Department: _____ Division: _____ Supervisor: _____

Others who harassed or discriminated against you: _____

Information on the Complaint

Check the appropriate complaint: Race: _____ Sex: _____ Creed: _____ Age: _____ Disability: _____

Color: _____ Marital Status: _____ National Origin: _____ Sexual Harassment: _____

Membership or activity in a local commission: _____ Sexual Orientation: _____ Religion: _____

Status in regard to Public Assistance: _____ Other: _____

Date most recent act of harassment or discrimination took place: _____

If you have filed this complaint with another agency, please give name of that agency: _____

Describe how you have been discriminated against or harassed, giving names, dates, places, etc. (Use additional sheets if required.)

Date: _____ Signature of Complainant: _____

**IRRRB ANNUALS GOALS
FISCAL YEAR 1998-2000**

<u>JOB GROUP</u>	<u>ANTICIPATED NEW HIRES</u>	<u>HIRING GOALS</u>
CRAFT	0	0
SERVICE	0	0
OFFICE CLERICAL	0	0
TECHNICAL	1	1-FEMALE
PROFESSIONAL	1	1-FEMALE
SUPERVISORS	0	0
COMMISSIONER'S PLAN	0	0
MANAGERIAL	1	1-FEMALE

The above goals are based upon the approval of the IRRRB budget as originally submitted. If budget is not approved as submitted, above positions will be filled as vacancies occur in other groups.

The Department also hires approximately 50-60 temporary employees each summer at the Ironworld Facility and approximately the same number of temporary employees each winter at the Giants Ridge Recreational Facility. The majority of these employees are student workers or interns and are interviewed and selected according to the state guidelines. Again, it is the Department's goal to hire affirmatively when filling these positions.

RECRUITMENT PLAN

Department Policy

The IRRRB is committed to achieving a balanced workforce that is representative of the community. The Department will actively recruit protected group members in the area where there is disparities. The Department is committed to partnering with protected group communities to ensure recruitment goals and objectives.

Projected Hiring Goals

It is projected that for 1998 and 1999, the Department will hire one to two full-time permanent employees. It is the Department's goal to hire affirmatively and will use the following as a plan of action.

UNDERUTILIZATION

This annual review revealed underutilization of the following protected group(s) in the following goal units:

GOAL UNITS	PROTECTED GROUPS		
	WOMEN	MINORITIES	DISABLED
CRAFT	X	X	X
SERVICE	X	X	X
OFFICE CLERICAL		X	X
TECHNICAL	X	X	X
PROFESSIONAL	X	X	X
SUPERVISORS	X	X	
COMMISSIONER'S PLAN		X	X

Recruitment Plan

The IRRRB has many unique programs and also operates two tourism facilities: Giants Ridge Golf and Ski Resort, and the Ironworld Discovery Center. The Department has a Recruitment Committee which consists of supervisors, managers, and the Human Resource Director, who also serves as the Agency's Affirmative Action Director. Depending on the particular position, various employees also serve on this committee. The Recruitment Committee reviews agency complement on a monthly basis, and the IRRRB Commissioner reviews the complement on a quarterly basis. The Recruitment Committee develops a recruitment plan on an annual basis, which is normally done at the same time as budget preparation. Committee members, as well as all agency employees, receive training in diversity and affirmative action during the fall of the year. The Recruitment Committee is also responsible for building relationships with educational institutions and protected group communities. The chair of the Recruitment Committee, who is the Human Resource Director, will partner with the Department of Employee Relations and its recruitment efforts. The Committee will retain and maintain an Employee Resource Manual and make use of all available statewide resources, i.e., job bank, skills search, etc.

The IRRRB also has an Interview Team which is normally members of the Recruitment Committee, depending on the particular position. The Interview Team has been trained, and a formal interview plan and process is followed which has been very successful. The Interview Team Chairman is the Human Resource Director.

Advertising

Since the IRRRB has very little turnover, the advertising budget is very minimal. The method of advertising is based on the type of position which is vacant. In most cases, the agency does not advertise, as there are eligible posts available from the Department of Employee Relations. If there is no list available, or if a new position is created, or the agency is hiring a temporary or temporary unclassified, the agency will advertise. Advertising is usually done in the local newspapers and Duluth. We have, however, advertised state-wide as well, and then we

utilize Minneapolis and St. Paul newspapers and various tourism magazines.

The agency does hire student workers and interns to work at our two Tourism Facilities, and from time to time at our Eveleth Administration Building. As we attempt to fill these positions, letters are written to all local colleges and Job Service Offices. Applications for the positions are also enclosed with the letters. Since we have minimal turn-over within our agency, our advertising expense is minimal. Approximate cost annually is \$400.00. The Affirmative Action Officer attends one or two Job Fairs per year.

Internship and Student Worker Program

The internship work experience is directly related to a specific academic program of an educational institution. The purpose of the Internship Program is to provide learning opportunities for students and to develop relationships with institutions of higher education. Interns will be provided with an opportunity to earn academic credit and/or work experience while performing a valuable service to the Agency.

A. Internship Position and Duties

The Human Resource Division will formalize, implement and communicate a Student Internship Program. Any division within the Department may request an intern. Prior to requesting an intern, a division must develop a work plan for the intern and who is to supervise the intern.

B. Recruitment and Selection

The Human Resource Division will develop relationships with educational institutions. The Recruitment Committee will keep an active list of educational institutions and their internship director or designee. The recruitment and selection of interns is the responsibility of the supervisor. The criteria for selection are:

1. The intern is a student at an educational institution.
2. The intern is either getting academic credit for the internship or work experience in his/her area of study.
3. The intern must be in good standing academically at his/her educational institutions.

C. Review, Monitor and Evaluation of Internship

The supervisor is responsible for monitoring and evaluating the intern and his/her internship experience.

D. Benefits

Interns do not receive holiday, sick or vacation pay, or any insurance benefits. If assigned to travel status during the internship, they may be reimbursed for expenses in the same manner and amounts as provided in the Non-Managerial Unrepresented Employees Plan established pursuant to M.S. 43A.18. Internship agreements may include room and/or board as reasonable on premises of appointing authority.

Student Worker Program

The Student Worker Program is utilized throughout the entire agency, however, most of the student workers are hired at the Giants Ridge Recreational Area and the Ironworld Discovery Center.

A. Student Worker Position and Job Duties

Each Division which requests a Student Worker position must notify the Human Resource office of the number of students they are requesting and a brief description of the duties along with approximate starting and ending dates.

B. Recruitment and Selection Process

The Human Resource office will write letters to all local educational institutions requesting interested students to apply. Letters are also sent to local Job Service offices. All applications are sent to the Agency Human Resource office for review and assurance of eligibility as per state guidelines. The applications are then sent to various divisions. Divisions are always reminded of Affirmative Action goals and objectives.

- C. Evaluation of Student Workers
All supervisors are required to complete a student worker evaluation form at the end of the students appointment.
- D. Benefits
Student Workers do not receive holiday, sick or vacation pay, or any insurance benefit. If assigned to travel status, student workers may be reimbursed for expenses in the same manner and amounts as provided in the Non-Managerial Unrepresented Employees Plan. Student Workers are compensated in accordance with that plan when overtime is necessary.

IRRRB makes a conscious effort to recruit individuals with disabilities. We will look at advertising in Access Press. We will also notify local organizations such as the Range Center, CWDC as well as the Minnesota State Council on Disability of job announcements.

We have not identified any positions or activities that would complement the supported work program. If we are able to identify such a position or activities, we will work collaboratively with the Department of Employee Relations to recruit and hire such individuals.

Retention Plan

As stated previously, the IRRRB has very little turnover. However, to implement its coordinated retention plan, the IRRRB Human Resources office will initiate the following activities:

Specific Action Steps - Human Resources Director

- Conduct an analysis of separation and promotion patterns to determine the impact on protected group members.
- Conduct a survey of system office programs that may enhance protected class retention. Provide Affirmative Action training, Sexual Harassment training, ADA, etc. Training is conducted annually by HR Staff or outside source.
- Provide development opportunities for employees by attendance at training seminars and workshops. Make information available regarding tuition reimbursement opportunities for staff.
- Keep record of all training, participants, etc.
- Keep record of all non-list hires.

Assignment of Responsibility: The Human Resource Director is responsible to coordinate and implement the entire Recruitment/Retention Plan, however, it is the responsibility of all Managers and Supervisors to comply with all provisions of the Affirmative Action Plan.

Target dates for completion is an ongoing, continuous process.

SEPARATION/LAYOFF PATTERNS

In the past 2 years, our agency has had -0- layoffs. We do not anticipate any layoffs in the very near future. We have had separation of employees. Separation was due to retirements, temporary student workers and temporary workers (due to end of season operation or student no longer meet student worker requirements.)

A temporary unclassified worker was also terminated due to end of program assignment.

Each year we hire approximately 150 student worker, student interns, and temporary workers. These employees are terminated at the end of our seasonal operations. In the past two years, the following protected group members were separated:

- 2 - Student Worker (Disabled)
- 1 - Temporary Unclassified/Manager (Female)

IRRRB PROGRAM OBJECTIVES

The objective of the Affirmative Action Plan is to identify discriminatory employment practices within the agency's personnel system and to develop specific action steps, or methods, for eliminating these barriers to equal employment opportunity, and to meet affirmative action goals.

The following are specific IRRRB Program Objectives, responsibility and target dates:

OBJECTIVE:

To provide training, review and briefing to supervisors and managers.

SPECIFIC ACTION STEPS

1. Provide review and briefing of entire Affirmative Action Plan to all supervisors and managers.
2. Conduct review and briefing sessions to all supervisors and managers on handling harassment and discrimination complaints.
3. Conduct review and briefing sessions of the pre-employment review process to all supervisors.
4. Conduct review and briefing sessions to all supervisors and managers on parental leave and the right of pregnant employees.
5. Conduct training to all supervisors and managers on AIDS in the workplace annually.
6. Attend annual affirmative action conference or related seminars, conferences, symposiums.
7. To continually provide and distribute pertinent information relating to affirmative action/equal opportunity to all supervisors and managers.
8. To continually provide and distribute pertinent information to all supervisor and managers and if necessary, provide additional training to ensure compliance with the Americans with Disabilities Act of 1990.
9. To conduct review and training sessions on new policies, such as Zero Tolerance for Violence in the Workplace.
10. To conduct review and training sessions on FMLA.
11. To provide training on handling, complaints, coaching; Handling discipline and grievances.

ASSIGNMENT OF RESPONSIBILITY:

Personnel Director

TARGET DATE FOR COMPLETION:

December, 1997---Some action steps are continuous.

OBJECTIVE:

To keep supervisors, managers and employees apprised of current changes, issues, and other relevant information concerning affirmative action, equal employment opportunity and protected group members.

SPECIFIC ACTION STEPS:

1. Provide a legal update on affirmative action program to all supervisors and employees.
2. Provide updated information on persons with disabilities.
3. Assure all information on affirmative action is disseminated to all employees.
4. Provide input and information regarding affirmative action at annual agency/planning meeting.
5. Provide an update on all overall affirmative action data through an "update type newsletter" mailed to each employee on a regular basis.
6. Schedule training, meetings, etc., related to affirmative action.

ASSIGNMENT OF RESPONSIBILITY:

Personnel Director, Managers and Supervisors

TARGET DATE FOR COMPLETION:

Continuous

EVALUATION PROCEDURE:

A report from the Personnel Director to supervisors, managers, and employees will include a listing of data and materials which was disseminated. Report will also include to whom materials were distributed. Feedback and discussion at supervisory meetings to summarize materials, problems, question, etc.

OBJECTIVE:

To assure that all provisions of the Agency Affirmative Action plan are implemented and to ensure that a work environment is provided free of harassment.

SPECIFICATION STEPS:

1. To meet with staff regularly to ensure that all staff understand the objective.
2. To continually keep in touch with all staff to assure they understand the objective.
3. To keep informed of all affirmative action and to assure support, implementation and application of all programs.
4. Take appropriate action if provisions of Affirmative Action are violated.

ASSIGNMENT OF RESPONSIBILITY:

All managers and supervisors of the agency are responsible for the supervision of employees and for the above steps.

TARGET DATE FOR COMPLETION;

Continuous

EVALUATION PROCEDURE:

Report from the supervisors and managers to the Personnel Director will be prepared at the bi-weekly staff meetings. Also, feedback from individual employees to the Personnel Director will be submitted.

OBJECTIVE:

To actively recruit disabled, minority and female candidates to apply for positions in the State Service.

SPECIFIC ACTION STEPS:

1. To sponsor a Student Worker Program and actively seek protected group applicants for this program and to encourage these students to consider State service as a career.
2. To sponsor an Internship Program and actively seek protected group applicants for this program and to encourage these students to consider State service as a career.
3. To contact the Equal Opportunity Division of various educational institutions and to inform them of agency programs and to also request assistance in encouraging persons with disabilities, minority and female applicants.
4. To visit various educational institutions and to serve as part of a team to encourage persons with disabilities, minority and female applicants.
5. Schedule meetings and training as necessary and required.

ASSIGNMENT OF RESPONSIBILITY:

Supervisors, Managers, and Personnel Director

TARGET DATE OF COMPLETION:

December, 1997; June, 1998

EVALUATION PROCEDURE:

A report from the Personnel Director to the agency head that includes the institutions which were contacted. Also, a report of the number of protected group members who applied for specific programs will be kept by the Personnel Director. Other reports are also filed according to requests from the Office of Diversity and Equal Opportunity at the Department of Employee Relations.

OBJECTIVE:

To assure that the agency is strongly committed to promoting and applying the principles of equal opportunity.

SPECIFIC ACTION STEPS:

1. To review the current Affirmative Action Committee and if necessary, reorganize with possibly additional members.
2. To continue to implement and comply with the Americans with Disabilities Act of 1990.
3. To provide customer service training to all employees to address diversity in the state's customer base.
4. To examine the agency's recruiting process and pre-employment process as we proceed with the broader issue of work force diversity.

ASSIGNMENT OF RESPONSIBILITY:

Affirmative Action Committee, Supervisors, Managers, and Personnel Officer.

TARGET DATE FOR COMPLETION:

April, 1998

EVALUATION PROCEDURE:

report from the Affirmative Action Committee to the Personnel Director which will include goal recommendations to assure that the agency is moving towards achieving the state's objective of diversity. The Personnel Officer will file the necessary reports as required by the Office of Diversity and Equal Opportunity, Department of Employee Relations, and other State/Federal Agencies.

EVALUATION PROCEDURE

A report from the Personnel Officer Senior Supervisors that includes the number of supervisors/managers completing the training, brief description of training material used, and a summary of training evaluation.

OBJECTIVE:

To provide review and briefing sessions of all employees, temporary as well as full-time classified.

SPECIFIC ACTION STEPS:

1. Provide review and briefing of entire Affirmative Action Plan to all employees.
2. Conduct review and briefing sessions to all employees on harassment complaints.
3. Conduct review and briefing sessions to all employees on parental leave and the right of pregnant employees.
4. Conduct training to all employees on AIDS in the workplace.
5. Conduct training and briefing sessions to all employees on preventing sexual harassment.
6. Conduct training and briefing sessions to provide pertinent information regarding Americans with Disabilities Act of 1990.
7. To provide customer service training with emphasis on the diversity in the state's customer base.
8. Conduct review and training on Zero Violence Policy and FMLA.

ASSIGNMENT OF RESPONSIBILITY:

Personnel Director

TARGET DATE FOR COMPLETION:

March, 1998 (Most of the above information is covered at the annual employee benefits meeting.) Temporary employees are informed at various orientation programs depending on when they are hired. New full-time employees are provided all information, policies, etc., on a one-on-one basis.

EVALUATION PROCEDURE:

A report from the Personnel Director that includes the number of employees completing the training, brief description of training materials used, and a summary of training evaluation will be submitted to the agency head.

AUDITING AND REPORTING SYSTEM

An affirmative action program needs an internal auditing, evaluation and reporting system to monitor effectiveness. The following reporting and auditing system will be utilized by the Iron Range Resources and Rehabilitation Board:

GENERAL:

The following internal reports provide the tools to analyze and measure the affirmative action program's effectiveness.

1. Quarterly report of all eligible list hires, non-eligible list hires, terminations and discharges, including the job classification, bargaining unit, racial/ethnic group, sex, and disability.
2. List of all disciplinary actions taken during the past quarter including the name, job classification, bargaining unit, racial/ethnic group, sex, and disability.
3. List of all recruitment resources used and a record of recruitment strategies and the results used to help fill specific vacancies for which there was under-representation.
4. List of all formal discrimination complaints filed in the past quarter.
5. List of all training provided to employees. These records are analyzed for upward mobility impact. This should include job assignment, job progression, promotion, transfer by job classification, bargaining unit, racial/ethnic group, sex, and disability.

B. STATISTICAL REPORTS:

The following statistical reports are analyzed to provide evaluation of program performance.

1. Quarterly employee rosters, cross-tabulations, and the Goal Achievement and Special Handling Report as provided by the Equal Opportunity Division.
2. An analysis of agency performance in meeting its goals that includes a comparison with previous quarters.
3. Copies of all protected group reports and an ongoing analysis of agency compliance.

C. AFFIRMATIVE ACTION PLAN REVIEW:

1. A report of progress and completion of action oriented objectives.
2. Status reports as requested by the Office of Diversity and Equal Opportunity.

PRE-EMPLOYMENT REVIEW

The pre-employment review process makes it possible to track all opportunities to hire when a vacancy occurs in a goal unit that has a disparity.

When a certification list of eligible is requested from the Department of Employee Relations, the "Protected Group Report" accompanying the list indicates which groups are under-represented. The list also identifies each eligible by racial/ethnic group, sex, and disability. In other situations, such as unclassified positions, delegated positions, delegates classes, shortage occupation classes, laborers, student workers, cooperative placement positions, etc., the agency personnel officer will identify disparities.

In order to fulfill the goals of affirmative action, the procedure laid out below will be followed when hiring is contemplated:

CONSULTATION WITH SUPERVISORS/MANAGERS:

Managers/supervisors will be kept advised of the goals for the various occupational categories under their supervision by the affirmative action officer/designee.

When a vacancy occurs in a goal unit with unmet affirmative action goals, the following procedure is followed:

- A. The affirmative action officer notifies the supervisor of the unmet affirmative action goals and advises him/her of the affirmative action responsibility. Listed below is the hiring procedure when a disparity exists.

Selection Process:

1. A position analysis will be completed for the vacant job.
2. The personnel director and the supervisor/manager will determine the necessary job related criteria: knowledge, skills and abilities.
3. The personnel director determines whether any bargaining unit employees are eligible to bid on the position. If so, the job will be posted for the required length of time. If an employee bidding on the job is successful, the job will be filled in accordance with the respective bargaining agreement.
4. The personnel director ascertains whether there exists an appropriate certification list or if a job announcement is in order.
5. If a job announcement is in order, the agency, including the affirmative action officer/designee, will recruit affirmatively for the position.

6. If there exists an appropriate eligible list, the personnel director and/or the hiring manager/supervisor will invite all protected group persons eligible for certification for an interview. Invitations will be issued by telephone calls and/or letters sent by mail.
7. A list of uniform job related questions will be devised by the manager/supervisor, the affirmative action officer/designee, and/or personnel director to make sure that they are uniform, appropriate and job related. A formal evaluation form shall be designed for interviewing purposes.
8. Interviews will be conducted using the uniform job related questions by the manager/supervisor or others.
9. Results of the interview will be recorded on the interview form.
10. The applications/resumes of those interviewed will be compared to the qualifications stated in the job announcement. Candidates will be compared on qualifications and the responses given in their interviews, keeping in mind the affirmative action goals based on agency disparities.
11. Prior to selection of a candidate, the manager/supervisor will discuss his or her anticipated selection with the affirmative action officer/designee to ascertain that the selection is consistent with agency's affirmative action goals.
12. When a manager/supervisor rejects a protected group member, the manager/supervisor will explain in writing why the protected group person was not selected. Copies of the written rejection will be reviewed by the affirmative action officer/designee and the personnel director and no selection will be made until such written reasons have been reviewed. Where the affirmative action officer/designee believes that the reasons for rejection are insufficient, and the matter is not satisfactorily resolved and, prior to any offer being made, these views will be transmitted to the Commissioner who may take appropriate action including a recommendation that the preliminary rejection be reconsidered. The Commissioner will determine final action.
13. Documentation (including candidate ratings) will be kept on the selection process for all appointments by the Personnel Director. Data on every appointment, where there is a disparity, will indicate how much opportunity the agency had to act affirmatively and what they actually did about it.
14. Our agency has not experienced any lay-off decisions in the past ten years and we do not anticipate any layoffs, however, in the event that this should occur, our agency will review these decisions to determine their efforts on affirmative action goals.

REASONABLE ACCOMMODATION

State and federal laws such as the MN Human Rights Act, the ADA, and Section 504 of the Rehabilitation Act, require employers to make reasonable accommodation to the physical or mental limitations of a qualified applicant with a disability, current employees or an employee with a disability seeking promotion, unless the accommodation would impose an undue hardship on the employer.

A. POLICY

It is the policy of this agency to encourage the employment and promotion of any qualified person including those with disabilities. If the reason for the denial of employment or advancement in employment is the need to make reasonable accommodations to the physical or mental needs of the employee with a disability, job applicant, or employee seeking promotion, it must be demonstrated that: a) the accommodation would impose an undue hardship on the agency; b) the accommodation does not overcome the effects of the person's disability or; c) the person with a disability is not qualified to perform that particular job. This agency's reasonable accommodations policy applies to all departmental employees with any known physical or mental limitations, and any job applicant requesting accommodation prior to employment interview.

This agency will provide accommodations to qualified employees/job applicants with disabilities or employees seeking promotion when such accommodations are directly related to performing a job or competing for a job on an equal basis. Accommodations will not be required for non-job related personal needs of individuals even though they may be a qualified individual with a disability. In such cases, questions may arise as to whether the accommodation is personal or job related. The primary factors in evaluating an accommodation is whether the accommodation will enable the person to perform the job on an equal basis in the most cost effective manner and in the most integrated setting possible.

Transportation to and from work is the responsibility of the employee. This agency will not provide transportation to and from work as part of the reasonable accommodation.

B. SCOPE

This policy statement establishes the department's work force standard for accommodation to the needs of job applicants with disabilities, current employees with disabilities, and employees with disabilities seeking promotion. Reasonable accommodation applies not only to selection and placement, but also to recruitment, training, promotion and reassignment.

C. DEFINITIONS

1. By law, an individual with a disability is
 - a. A person who has a physical or mental impairment that substantially limits one or more major life activities;
 - b. A person who has a record of such impairment; or,
 - c. A person who is regarded as having such an impairment.

2. To be reasonable, an accommodation should be necessary, effective and related to the job.

Employers are required to provide reasonable accommodations unless it would impose an undue hardship. Factors when considering undue hardship include:

- a. The overall size of the employer's program with respect to the number of employees, number and type of facilities and size of budget.
- b. The type of operation, including the composition and structure of the work force.
- c. The nature and cost of the accommodation needed.
- d. The reasonable ability to finance the accommodation at each site of business.
- e. Documented good faith efforts to explore less restrictive or less expensive alternatives including consultation with the person with a disability or with knowledgeable persons or organizations.

D. REQUEST FOR REASONABLE ACCOMMODATIONS

In order to avoid processing delays, the procedures for processing requests for reasonable accommodations should reflect the least number of approval steps necessary. The steps in requesting reasonable accommodations for current employees, and employees seeking promotion are as follows:

1. The supervisor and the employee with a disability consult to determine the need for the accommodation and to discuss alternatives such as job restructuring, job site modification and assistant devices.
2. The supervisor submits a written request (form PE-00091-01) obtained from the affirmative action officer/designee for a reasonable accommodation. The request includes a justification for the accommodation, and includes a statement of the functional limitations.
3. The supervisor submits the request to the affirmative action officer/designee within 5 working days upon receipt of the request. The affirmative action officer/designee will notify the Commissioner of the request and gather information regarding availability and cost within 10 working days.
4. The affirmative action officer reports to the agency head with a recommendation. The agency head considers the available alternatives and decides whether or not to grant the requested accommodation and determines what accommodation should be provided. The decision is then provided in writing to the supervisor within 5 working days after the agency head makes his or her determination.
5. The affirmative action officer fills out the Reasonable Accommodations Agreement (form PE-00092-01) and obtains necessary signatures.
6. The affirmative action officer submits appropriate purchasing documents to the purchasing agent if equipment, furniture or other assistive devices must be purchased.

E. **METHODS OF PROVIDING REASONABLE ACCOMMODATION**

The following are some methods of providing reasonable accommodations to qualified individuals with disabilities. Other forms of reasonable accommodation may also be provided.

1. **MODIFICATION OF EQUIPMENT OR ASSISTIVE DEVICES:**

The provision of equipment may include special telephone equipment, "talking" calculators, one-handed typewriters, closed circuit televisions, specifically designed desk and files, TDD communications equipment and other types of equipment to facilitate the performance of job duties. These items may include: off the shelf devices as well as highly specialized, customized and/or prescription items.

2. **JOB SITE MODIFICATION:**

The planning and provisions of accessibility to existing facilities may be required in order for individuals with disabilities to work in them. Modifications may include adjustments to equipment height, including desk, chairs, etc., addition of electrical outlets, rearrangement of furniture and equipment, widening doorways, reallocation of the job site to an accessible area, provision of special parking facilities, modifications of ventilation, heating, cooling and lighting systems, and other types of similar modifications. This agency will negotiate any changes with Space Management through Real Estate Management Division, Department of Administration to determine costs involved.

3. **JOB RESTRUCTURING:**

The restructuring of any job may include modifying work hours and/or changing job duties while retaining the basic job functions. Arrangements must be considered for full-time, permanent and intermittent employment. Job sharing and flexible work hours may permit employees with disabilities to meet such needs as medical appointments and medical dietary requirements.

4. **SUPPORT SERVICES:**

Support services such as interpreters for hearing impaired individuals, readers for blind, special attendants, etc. must be provided when it is clearly demonstrated that these services are required for an employee's performance of the essential functions of the job. Support services may also be needed for job applicants during the interview process. This agency may directly or on a contractual basis of any agency outside the department provide the training necessary to allow staff members to provide support services when such training and the provisions of such support services are administratively feasible.

5. **READERS:**

There are many options available to provide reading assistance to blind employees. Some agencies have found that the best way of providing reading to blind employees is to assign other employees to provide this service as needed. In most cases, this amounts to a relatively small part of an employee's workday.

6. **INTERPRETERS:**

Although some situations will require a high level of interpreting skills, much day-to-day communication can be accomplished by employees who have learned basic sign language. In situations such as court appearances and performance evaluations, where a higher degree of interpreting skill would be necessary for effective communication, personal service contracts may also be used to obtain services from outside resources.

F. **UNDUE HARDSHIP**

In determining whether or not the making of a reasonable accommodation would impose an "undue hardship" on the operation of a recipient's program, factors to be considered must include:

1. The overall size of the recipient's program (i.e., number and type of facilities, size of budget).
2. The type of the recipient's operation, including the composition and structure of the recipient's work force.
3. The nature and cost of the accommodation needed.
4. The reasonable ability to finance the accommodation and each site of business.
5. Documented good faith efforts to explore less restrictive or less expensive alternatives, including consultation with the person with a disability or with knowledgeable persons with disabilities or organizations.

G. **FUNDING FOR REASONABLE ACCOMMODATION**

This agency will make funds available in order to provide reasonable accommodations to employees/job applicants with disabilities. (The amount will be determined by the agency head and funds will be used only when a reasonable accommodation request has been approved and signed by the agency head.)

H. **PURCHASE AND MAINTENANCE OF ACCOMMODATION**

1. This agency is free to choose the specific accommodation provided to qualified persons with disabilities. The person requesting reasonable accommodations will suggest appropriate accommodations. This agency may provide another accommodation equal or superior to the one proposed in practicality, usefulness or cost effectiveness.
2. All tangible accommodations purchased by this agency will be the property of the State of Minnesota and shall be used only for job related functions. The maintenance of equipment will be the responsibility of the department and projected maintenance costs will be a factor in the initial decision to provide accommodations. Example: repair special office equipment, etc.

I. **DENIAL OF ACCOMMODATION**

All denials of requests for reasonable accommodation will be documented and kept on file by the affirmative action officer. A copy of the document denying the request for reasonable accommodation will be given to the supervisor. The affirmative action officer will notify the employee of the denial and inform the employee of his/her right to appeal and to file with other government agencies such as Human Rights and Equal Employment Opportunity Commission.

J. **APPEALS**

An employee who is dissatisfied with the reasonable accommodation decision can appeal directly to the agency head within 10 working days of the decision. The agency head will within 10 working days of the individual's appeal, convene a reasonable accommodation review committee which shall consist of persons previously not involved. For example, an ADA/disability coordinator, a rehabilitation engineer, or counselor may be on this committee. These persons must be knowledgeable with the ADA, and reasonable accommodation). This committee will review all pertinent material and steps leading to the decision according to the following criteria.

1. Job relatedness
2. Effectiveness
3. Necessity
4. The relationship between the accommodation and essential job functions
5. Other claims of undue hardship

The committee will make a recommendation to the agency within 10 working days from the date the committee was convened unless more time is needed to obtain more information from outside sources. The agency head will make a final determination within 10 working days from receiving the committee's recommendation. The affirmative action officer will then convey written copies of the agency head's decision to the employee and supervisor. If the employee is still dissatisfied with the decision, she/he may file with federal, state, local and human rights legislation. The department's affirmative action officer will provide employees and compliance agencies with information in assistance needed in the appeals process. Information will be provided in compliance with the Minnesota Government Data Privacy Act. Compliance agencies which are investigating complaints of request information from the agency head will be provided documentation relating to the denial of a request for reasonable accommodation. Assistance with reasonable accommodation compliance, all requests for information or assistance in determining reasonable accommodation for qualified employees with disabilities and employees/job applicants may be directed to the department's affirmative action officer, the Council on Disabilities, or the Director of Diversity and Equal Opportunity. That person also assists in locating resources or interpreting reasonable accommodation requirements.

K. REQUEST FOR REASONABLE ACCOMMODATIONS FOR JOB APPLICANTS

1. All initial communication with the job applicant regarding job vacancies shall indicate the willingness of the agency to make reasonable accommodations to the known physical or mental disability and shall invite the applicant to contact the agency for the needed accommodation.
2. The individual contacted with the request shall contact the affirmative action officer immediately. In order to ensure that the accommodation is provided at the interview, requests shall be handled in a timely manner.
3. The affirmative action officer shall contact the job applicant to discuss the needed accommodation and possible alternatives.
4. If the accommodation is approved, the affirmative action officer will take the necessary steps to see that the accommodation is provided.

L. DENIAL OF ACCOMMODATION

If the requested accommodation is denied, the affirmative action officer shall advise the applicant of his/her right to file a complaint with the Department of Human Rights alleging violation of the Minnesota Human Rights Act.

STATE OF MINNESOTA
ADA GRIEVANCE PROCEDURES

The State of Minnesota has established grievance procedures that provide for the prompt and equitable solution of complaints alleging any action that is prohibited by Title II of the American's With Disabilities Act (ADA). This grievance procedure is to be used by persons with disabilities who are eligible for the services, benefits, programs or activities of this agency.

Title II states in part, that *"no otherwise qualified disabled person shall, solely by reason of such disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination"* in programs or activities sponsored by a public entity.

Complaints should be sent to:

ADA Coordinator: Mary Hess
Department/Agency: IRRRB
Address: P.O. Box 441, Eveleth, MN. 55734
Phone: 218-744-7400

- Step 1: A complaint should be filed in writing containing the name and address of the complainant, a brief description of the violation and the accommodation sought. The complaint shall be filed within 15 working days after the complainant becomes aware of the alleged violation. Within 10 working days of the receipt of the written complaint, the ADA Coordinator will acknowledge in writing, receipt of the complaint. The ADA Coordinator shall review the complaint for completeness and validity, shall make all parties to the complaint aware of the allegation, obtain additional information related to the complaint if necessary, and shall attempt to resolve the complaint.
- Step 2: If the ADA Coordinator is not able to resolve the complaint in step 1, the ADA Coordinator shall schedule a meeting, which will include the ADA Coordinator, representative(s) of the agency and the complainant within 15 working days. The ADA Coordinator will respond in writing to the complaint detailing any actions taken or proposed by the agency within 15 working days of the meeting.
- Step 3: If the complainant is not satisfied with the agency's proposal to resolve the complaint, the complaint shall be referred to the ADA Advisory Council. The ADA Advisory Council will review the complaint and any documentation associated with the complaint and respond to the complainant in writing within 30 days of their recommendation for action.
- Step 4: Nothing in this procedure prevents any individual who believes they have a grievance under the ADA from contacting the Minnesota Department of Human Rights, the Equal Employment Opportunity Commission, or the U.S. Department of Justice.
- Step 5: Any time lines established in these procedures may be waived by written mutual consent.

Complaints of discrimination based on disability in employment should be addressed through the complaint procedure found in the agency Affirmative Action Plan.

EMPLOYEE REQUEST FOR REASONABLE ACCOMMODATION

Please Print or Type

Employee Name	Classification	Date of Request
Division	*Statement of Disability (Attach Medical Statement if requested by manager)	

Attach Additional Sheets for Questions Below if Necessary.

1. Type of accommodation requested to perform essential function:

2. Which essential function(s) of your job will the requested accommodation allow you to perform?

3. Why is the requested accommodation necessary to perform the essential job function(s)?

4. How will the requested accommodation be effective in allowing performance of the essential job function(s)?

5. Have any non-essential job functions been eliminated? Please describe.

Signature of Employee	Date
Signature of Supervisor	Date
Signature of Manager	Date
Additional Comments:	

*Information on this form shall be confidential with the exceptions according to the Rehabilitation Act of 1973, Section 504, Subd. 84.14.

PE-00091-01 (3/83)

REASONABLE ACCOMMODATION AGREEMENT

This form is to be completed by the Department's Affirmative Action Officer after the reasonable accommodation decision has been made. The signature's on the bottom of this form indicates an agreement between the employee and the Department to the specific accommodation.

Name of Employee	Name of Division Manager
------------------	--------------------------

The request for reasonable accommodation to the needs of the above named disabled employee was:

_____ ACCEPTED _____ DENIED

Justification for the decision (indicate specific factors considered)

If reasonable accommodation was approved, was the employee's suggestion accepted?

_____ Yes _____ No _____ Partially

REASON:

DESCRIBE specific accommodations to be made

COST ESTIMATE \$ _____

I have read the employee request for reasonable accommodation. I understand that all tangible accommodations purchased by the Department, will become the Property of the State of Minnesota.

Signature of Employee	Date
Signature of Commissioner	Date
Signature of Affirmative Action Officer	Date

PE-00092-01 (4/83)

WEATHER EMERGENCIES

Notification of IRRRB building closings due to severe weather or other emergencies are announced through the media, and employees are advised to listen to the following radio stations for weather emergencies:

1. WEVE - EVELETH
2. WHLB - VIRGINIA
3. WKKQ - HIBBING
4. WMFG - HIBBING

To make certain that employees with hearing impairments are aware of such closing, these employees are consulted by the agency affirmative action officer and, if need be, another employee, friend or family member is assigned the responsibility of personally contacting/notifying the employee with hearing impairment of such closing. A review of these responsibilities is done regularly.

BUILDING EVACUATION

Building evacuation is of particular importance to employees who have mobility or sensory impairments. Procedures need to ensure the safe and timely evacuation of these employees. Employees who may need assistance in evacuation are consulted at regular intervals by the Affirmative Action Officer, to ascertain special arrangements.

Due to the length of the individual IRRRB Building Evacuation Plans, they are not included as part of this affirmative action plan. Building evacuation plans are posted at each respective individual building and also on file at each individual division office. ALL copies of such plans have been filed with the Office of Diversity and Equal Opportunity and are on file at the IRRRB Personnel Director's office.

**IRON RANGE RESOURCES AND REHABILITATION BOARD
ZERO TOLERANCE OF WORKPLACE VIOLENCE PLAN AND POLICY**

I. INTRODUCTION

In 1992, the Minnesota Legislature adopted into state statute an act in which “mandates each state agency adopt a goal of zero tolerance of violence”:

Freedom from Violence

The State of Minnesota hereby adopts a policy of zero tolerance of violence. It is state policy that every person in the state has a right to live free from violence.

The policy also encourages each agency to develop a plan that describes how the agency will:

- (1) seek to eliminate any potential for violence in and around the agency workplace; and
- (2) seek to eliminate any potential for violence by affecting the attitudes and behavior of people that the agency serves or regulates.

Definition of Violence

In 1994, the Minnesota Legislature established the Violence Prevention Advisory Task Force. This task force was responsible for defining violence for the purpose of policy formation. The task force endorsed the following definition of violence:

“Violence is words and actions that hurt people. Violence is the abusive or unjust exercise of power, intimidation, harassment and/or the threatened or actual use of force which results in or has a high likelihood of causing hurt, fear, injury, suffering or death.”

II. AGENCY GOAL STATEMENT

The Iron Range Resources and Rehabilitation Board (IRRRB) will provide a safe environment for employees and visitors to the workplace. There will be no tolerance for threatening actions by agency employees against other agency employees, by agency employees against agency visitors, or by agency visitors against agency employees.

III. AGENCY POLICY

It is the policy of the IRRRB and the responsibility of its managers, its supervisors and all of its employees to maintain a workplace free from threats and acts of violence. The agency will work to provide a safe workplace for employees, and for visitors to the workplace. Each employee, and everyone with whom we come into contact in our work, deserves to be treated with courtesy and respect.

The IRRRB's policy on work-related violence includes:

- Actively working to prevent and eliminate acts of workplace violence
- Responding promptly, positively, and aggressively to deal with threats or acts of violence. This response includes timely involvement of law enforcement agencies, when appropriate.
- Adopting and enforcing a policy of prohibiting possession of firearms and other dangerous weapons in the workplace.
- Treating incidents of work-related threats or acts of violence very seriously. Reports of such acts will be promptly investigated, and management will take action, as necessary, to appropriately address each incident.
- Taking strong disciplinary action, up to and including discharge from State employment, against employees of the agency who are involved in the commission of work-related threats or acts of violence.
- Supporting criminal prosecution of those who threaten or commit work-related violence against employees, or against taxpayers and other visitors to its work environment.

NOTE: Pursuant to Minnesota Statute 15.86, this policy does not create any civil liability on the part of the State of Minnesota.

**PLAN FOR IMPLEMENTING ZERO TOLERANCE
OF VIOLENCE IN, AND AROUND, THE WORKPLACE**

1. **THE AGENCY WILL PROVIDE A SAFE WORKPLACE.**

The IRRRB is committed to ensuring that the workplace provides for the safety of employees and guests, and for reasonable protection from workplace violence.

- ▶ A “Facility Protection Plan” will be prepared for each workplace operated by the IRRRB. The plan will address physical security requirements of each facility, and will include procedures for appropriate response to threats and acts of violence.

2. **THE AGENCY WILL ATTEMPT TO LIMIT VIOLENCE FROM EXTERNAL SOURCES BY POSITIVELY AFFECTING THE ATTITUDES AND THE BEHAVIOR OF ITS CUSTOMERS.**

- ▶ ***Customer Service:*** The IRRRB will continue to strive for customer service, will continue to achieve conformity with Minnesota laws, and will work toward a system that is fair, efficient, reliable, competitive and understandable. In doing so, and by treating customers with the respect and dignity they are entitled to, the potential for workplace violence from external sources will be greatly reduced.
- ▶ ***Customer Requests:*** According to Minnesota laws, customers have the right to request certain information from the IRRRB. The IRRRB will strive to fully cooperate with customer requests and provide all information in a timely manner. By doing this, the agency will be taking another step in limiting the possibility of violence from outside sources.

3. **THE DEPARTMENT WILL ATTEMPT TO REDUCE THE POTENTIAL FOR INTERNAL WORKPLACE VIOLENCE BY POSITIVELY AFFECTING THE ATTITUDES AND THE BEHAVIOR OF ITS EMPLOYEES.**

- ▶ ***Creating a low-risk work environment:*** Agency managers and supervisors are expected to promote positive behavior, and to lead by example, by treating employees with the respect and dignity each person deserves. Emphasis will be placed on creating a workplace where established standards of conduct are clear, are communicated, and are consistently enforced, and where discipline is used fairly and appropriately to deal with instances of unacceptable behavior.
- ▶ ***Supervisory Training:*** All agency managers and supervisors will be provided with training in how to deal with workplace-related threats and acts of violence. This training will focus on prevention and de-escalation of violence, will include suggestions for appropriate responses to threats and acts of violence, and will identify those resources which are available for use once a potential problem has been identified, or an incident has occurred.
- ▶ ***Employee Training:*** All employee will be given the opportunity to receive training in threat awareness, and in appropriate responses to aggressive, threatening and violent behaviors. Assessment of additional training needs for employees will be made upon request of the unit supervisor, and appropriate training programs will be developed and presented.
- ▶ ***Employee Counseling and Assistance:*** The agency will encourage use of the Employee

6. CRITICAL INCIDENTS STRESS DEBRIEFING

Critical incidents are defined as:

- Any incident involving an employee which results in death, great bodily harm, or substantial bodily harm to an employee or a member of the public.
- Any incident in which deadly force, as defined in M.S. 609.066, Subd. 1, is used by an employee or against an employee. Examples include use of weapons, physical assault, bombs, etc.
- Any incident deemed serious enough by the circumstances to warrant investigation and review. Examples include:
 - hostage situations
 - pursuits
 - sudden death or serious injury to a child
 - a difficult rescue effort
 - a victim with overwhelming traumatic injuries
 - natural disasters or mass casualty incidents
 - threats of violence to an employee or group of employees
 - suicides
 - death or injury of a person known by employees
 - extremely hostile encounters
 - several difficult incidents within a short period of time

All critical incidents are to be reported immediately to the Supervisor, Personnel Director and Agency Head. The Supervisor or designee shall prepare a complete report of the incident. The Supervisor shall immediately take action responding to a critical incident. Depending on severity, need, etc., this may or may not involve the Agency Personnel Director.

Depending on the circumstances, responses to a critical incident can include the following as appropriate:

- provide paid administrative leave time if deemed appropriate
- encourage professional counseling (psychologist, psychiatrist, member of the clergy, organized peer counseling group)
- referral to the Employee Assistance Program
- relocating employees on a temporary basis if a facility is inhabitable
- reassigning employees to different work sites

In any case, the incident shall be reported to the Personnel Director. The Supervisor shall also prepare a report as to responses to a critical incident.

PLAN IMPLEMENTATION

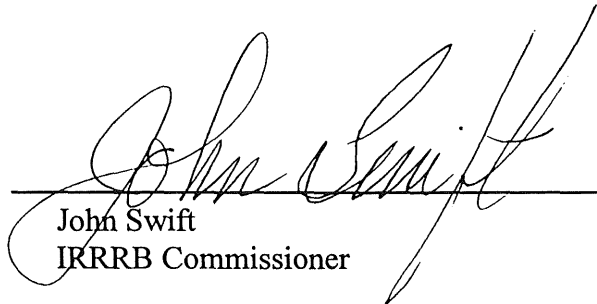
Copies of this policy and plan will be distributed to all employees, and will be posted on employee bulletin boards. Managers and supervisors will be responsible for informing employees of this policy and plan, and for enforcing compliance with them. This policy and plan will be discussed at new employee orientation; all new employees will be provided with a copy of this policy and plan. A copy of this plan will also be available at all IRRRB division locations.

The Agency will continue to provide information about the services available through the Employee Assistance Program, and the Health and Wellness Program, to help employees deal with concerns and issues related to workplace of family violence. Training needs will be assessed, and training sessions for managers, supervisor, and employees will be developed and presented. The agency will work to further advance this plan, and will identify and address specific action items.

Following appointment of the department's Incident Response Coordinator (IRC), employees will receive informational materials on the role and responsibilities of the IRC.

Effective immediately, Mary Hess, the Incident Response Coordinator will assume responsibility for coordinating the agency's response to workplace-related threats and acts of violence. Managers and supervisors will continue to have primary responsibility for ensuring a safe workplace, for monitoring and resolution of employee conflicts or disputes, for taking appropriate corrective action when potentially violent situations develop, and for working with the agency's Incident Response Coordinator when threats or acts of violence do occur.

Approved:



John Swift
IRRRB Commissioner

10/21/99

Date

APPENDIX A

DANGEROUS WEAPONS

For purposes of this Plan and Policy, the following items are considered to be “dangerous weapons”:

- Any weapon which, per applicable law, is illegal to possess.
- Any firearm, loaded or unloaded, assembled or disassemble, including pellet, rifles, pistols, handguns, shotguns, “BB”, and stun guns (electronic incapacitation devices).
- Replicate firearms (facsimile or toy versions which reasonably appear to be a pistol, revolver, shotgun, rifle, machine gun, or any other firearm) as defined in Minn. Stat. 609.713.
- Knives, swords, switchblades (and other similar instruments) with a blade length of more than three inches, other than those pre-approved by a supervisor to perform work assignments, or for the specific purpose of food preparation and service.
- Any “switchblade” knife.
- “Brass knuckles”, “metal knuckles”, and similar weapons associated with and used as weapons in martial arts.
- Bows, cross-bows and arrows.
- Explosives and explosive devices, including fireworks and incendiary devices.
- “Throwing stars”, “numchucks”, clubs, saps, and any other item commonly used as, or primarily intended for use as a weapon.
- Any object that has been modified to serve as, or has been employed as a dangerous weapon.
- Any other item so designated by the Commissioner or Deputy Commissioner of the IRRRB.

**I ACKNOWLEDGE THAT I HAVE RECEIVED AND READ A COPY OF
THE “MINNESOTA DEPARTMENT OF THE IRON RANGE RESOURCES
AND REHABILITATION BOARDS ZERO TOLERANCE OF
WORKPLACE VIOLENCE AND THE WORKPLACE VIOLENCE
PREVENTION POLICY AND PLAN.”**

DATED: _____

SIGNATURE: _____