

000435



*Admin*  
**MINNESOTA**

Department of Administration

Human Resources Division  
114 Administration Building

50 Sherburne Avenue  
St. Paul, MN 55155  
651.296.2885  
Fax: 651.296.0579  
TTY: 651.296.2886

RECEIVED

AUG 10 2000

LEGISLATIVE REFERENCE LIBRARY  
STATE OFFICE BUILDING  
ST. PAUL, MN 55155

November 8, 1999

Legislative Reference Library  
State Office Building, Sixth Floor  
100 Constitution Avenue  
St. Paul, MN 55115

Dear Legislative Librarian:

Attached is a copy of the 1998-2000 Affirmative Action Plan for the Department of Administration. Per the attached letter from the Department of Employee Relations, we have been directed to provide you with a copy for your records.

Sincerely,

A handwritten signature in cursive script, appearing to read "Deborah Tomczyk".

Deborah Tomczyk  
Director, Human Resources

Minnesota  
Department of  
Employee  
Relations

State of Minnesota: Employer of Choice

October 21, 1999

Mr. David Fisher  
Commissioner  
DEPARTMENT OF ADMINISTRATION  
114 Administration Building  
50 Sherburne Avenue  
St. Paul, MN 55155

Dear Mr. Fisher:

Congratulations! The 1998-2000 affirmative action plan for the Department of Administration has been received, reviewed, and **conditionally approved**. We wish to commend you for your work on the plan. Your agency has a good plan that should advance affirmative action efforts in state service. We look forward to working with you on the implementation of your plan.

Under the **conditional approval**, your agency will no longer be required to complete any additional work on your 1998 – 2000 plan as our office will no longer review these plans. If after going through the review process next year, your agency's 2000 – 2002 plan meets all state affirmative action requirements, and is approved, then we will retroactively fully approve the previous plan. On the other hand, if the newly submitted plan fails to meet all requirements, neither it, nor the previously submitted plan will receive an approval. Please be aware that the conditional approval is a one-time occurrence, and is not an option for the 2000 – 2002 plan. If you have any questions or concerns regarding this situation, please do not hesitate to contact our office.

Upon receipt of this letter, please send us a copy of the completed and revised plan for our records, and an additional copy of your plan to the Legislative Reference Library. Their address is:

State Office Building, Sixth Floor  
100 Constitution Avenue  
St. Paul, MN 55115

Your next affirmative action plan is scheduled for submission July 31, 2000. If you need any assistance, please feel free to call me.

Thank you for your cooperation in this matter.

Sincerely,



Darcel D. Lewis, Director  
(651) 296-8272/V or (651) 297-2003/TTY

Enclosure

cc: Ms. Deb Tomczyk, Personnel Program Manager/Affirmative Action Officer (w/o enc.)

DDL:ajm/2-350

RECEIVED  
PERSONNEL  
DIVISION  
OCT 25 1999  
12:30

ORIGINAL

Department of Administration

# Affirmative Action Plan

*January 31, 1998 – January 31, 2000*

COMMISSIONER'S STATEMENT OF COMMITMENT

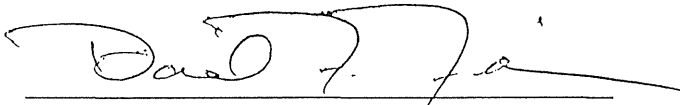
TO EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

The Department of Administration is committed to providing Equal Employment Opportunities for all persons. In conjunction with this we have an Affirmative Action Plan which complies with the spirit and intent of the law.

As Commissioner of the Department of Administration, I endorse and support the State's Affirmative Action Program and our department's Affirmative Action Plan. To assure that positions are equally accessible to all qualified persons and to ensure a balanced work force that is fully representative of all protected groups, the Department of Administration will continue to recruit, hire, support and retain qualified protected group members. We will also carefully review all position specifications to assure that neither tradition, nor historic patterns, prevents objective determination of job qualifications.

To implement our plan, I have designated Deb Tomczyk to serve as our Affirmative Action designee and ADA coordinator. The Affirmative Action Plan is available to all of our employees and is located in the Human Resources Office, Room 114 of the Administration Building.

It is a requirement of the Department of Administration that all of our business dealings comply with Equal Employment Opportunities and Affirmative Action outlined in this document.



David F. Fisher, Commissioner  
Department of Administration

10-15-99  
Date

**MINNESOTA DEPARTMENT OF ADMINISTRATION  
AFFIRMATIVE ACTION PLAN  
TABLE OF CONTENTS**

	<b>Page</b>
COMMISSIONER'S STATEMENT OF COMMITMENT	2
RESPONSIBILITY AND ACCOUNTABILITY	3-5
DISSEMINATION OF INFORMATION	6
PROGRAM OBJECTIVES	7-10
PROGRAM AUDITING	11
PRE-EMPLOYMENT REVIEW PROCESS	12-14
HARASSMENT POLICY AND RESPONSIBILITIES	15-17
COMPLAINT PROCEDURES	18-19
REASONABLE ACCOMMODATION PROVISIONS	20-26
DEFINITIONS	27-28

**APPENDICES:**

- Affirmative Action Goals
- Discrimination or Harassment Complaint Form
- Request for Reasonable Accommodation Form
- Reasonable Accommodation Agreement Form

## **PERSONS RESPONSIBLE FOR DIRECTING AND IMPLEMENTING THE AFFIRMATIVE ACTION PLAN**

### **COMMISSIONER**

The commissioner of administration is responsible for the department's equal employment and affirmative action programs and the department's compliance with federal and state laws, rules and regulations. The commissioner is accountable to the governor, the legislature, the commissioner of employee relations and the director of the office of diversity and equal opportunity for affirmative action matters.

#### **Responsibilities**

- Direct the executive team to uphold and support the affirmative action policies and program in order to remove barriers to equal employment opportunities for minorities, females, and persons with disabilities.
- Be accountable for affirmative action compliance.
- Be responsible for the agency's commitment to meet affirmative action goals.
- Designate an affirmative action officer/designee.
- Approve and implement the department's affirmative action plan.
- Issue a written statement to staff affirming support of the state's equal opportunity policy and affirmative action program.
- Take action on complaints of discrimination.

### **EXECUTIVE TEAM**

The executive team is responsible for administering the department's affirmative action plan in the bureaus and is accountable to the commissioner and the deputy commissioner.

#### **Responsibilities**

- Enforce AA/EEO rules, regulations and other related projects assigned by the commissioner.
- Review compliance by division directors relative to their adherence to policies and procedures stipulated in the affirmative action plan.

- Offer support and technical resources, whenever feasible, to the commissioner to achieve affirmative action goals.
- Be accountable for bureau affirmative action hires through an annual performance review.
- Assist the affirmative action officer/designee in making hiring decisions for the bureaus when an exception has been requested.

## **AFFIRMATIVE ACTION OFFICER/DESIGNEE**

The affirmative action officer/designee is responsible for implementing and maintaining the department's affirmative action program and is accountable to the commissioner and the director of the office of diversity and equal opportunity.

### **Responsibilities**

- Develop for the commissioner's approval the department's written affirmative action plan.
- Serve as the department's liaison with the office of diversity and equal opportunity in the design, implementation, and monitoring of the department's affirmative action plan.
- Assist in the design and implementation of internal audit and report procedures that will measure the effectiveness of the department's affirmative action program, indicate need for remedial action, and determine the extent to which the department's goals and objectives have been attained.
- Coordinate efforts of various department bureaus to effectively reach all employees with information on affirmative action and to provide training in affirmative action as needed.
- Assist department staff in identifying and solving problems of equal employment opportunity, including taking the lead in investigating and overseeing the resolution of complaints.
- Maintain files on affirmative action-related materials in order to assure documentation on good faith efforts in the area.
- Serve as liaison between the department and organizations representing the protected classes in order to develop and maintain a protected class recruitment network to provide better recruitment from these groups.
- Keep the commissioner and staff informed of the latest developments in the area of equal employment opportunity.

- Act as coordinator for actions under the Americans with Disabilities Act.

## **MANAGERS AND SUPERVISORS**

Managers and supervisors are responsible for ensuring that their unit operates in compliance with the department's affirmative action plan. They are accountable to the commissioner, the executive team and the affirmative action officer/designee.

### **Responsibilities**

- Ensure compliance with all equal opportunity and affirmative action policies and programs.
- Assist the affirmative action officer/designee in identifying and resolving problems and eliminating barriers which inhibit equal opportunity.
- Participate in a pre-hiring review process of all staffing decisions when protected groups are under-represented.
- Participate in a pre-review of all layoffs to determine their effect on affirmative action goals.
- Communicate the equal opportunity/affirmative action policy to assigned staff.
- Respond in a timely fashion to requests for information from the affirmative action officer/designee.
- Perform such other specific duties as may be assigned in the affirmative action plan.



## **DISSEMINATION OF AFFIRMATIVE ACTION INFORMATION**

The impact of the affirmative action plan can be fully realized only to the extent that its provisions are known by those who must apply it and those who benefit from it. With this in mind, the following describes methods to be used to disseminate information both internally and externally.

### **INTERNAL**

- The affirmative action plan shall be posted on the human resources office bulletin board at 114 Administration Building.
- The commissioner's statement of commitment shall be circulated in writing to all department employees.
- The commissioner's statement of commitment shall be referenced in new employee orientation presentations.
- The affirmative action plan shall be given to each member of the executive team, management team and operations team. In addition, the plan shall be available to any employee upon request.
- Each manager and supervisor reviewing the affirmative action plan shall be responsible for communicating to his/her staff any relevant portions of the plan as well as other relevant affirmative action information disseminated throughout the year.

### **EXTERNAL**

- The commitment of the department to affirmative action shall be publicized through a variety of media so that minorities, females, and individuals with disabilities are encouraged to seek employment and promotion in this agency.
- The statement "An Equal Opportunity Employer" shall appear on all stationery, job announcements and advertisements.
- Copies of the affirmative action plan shall be made available to the public upon request.

## AFFIRMATIVE ACTION OBJECTIVES

<b>Objective 1: RECRUIT AND HIRE A DIVERSE WORKFORCE</b>
--

**Action steps:**

1. Continually improve department hiring and selection processes to ensure a well-qualified, diverse and representative workforce.

**EXAMPLE**

Change hiring practices for General Maintenance Workers to increase the number of qualified female candidates.

**Persons responsible:** Affirmative officer/designee and other human resources staff

**Target dates:** Ongoing

2. Expand efforts to reach protected groups by providing information about job opportunities to organizations that provide on-line career services to targeted groups.

**EXAMPLE**

University of Minnesota's Disability Services "Careers On-Line"

**Persons responsible:** Human resources staff

**Target dates:** Ongoing

3. Monitor interviewing and selection processes to prevent discriminatory practices.

**Persons responsible:** Managers, supervisors, affirmative action officer/designee and other human resources staff

**Target dates:** Ongoing

**Objective 2:**

**PROMOTE AND CREATE A RESPECTFUL WORKPLACE**

**Action steps:**

1. Continue to clarify behavioral expectations within the agency through written documents and other forms of communication so all employees understand the parameters for their interaction with one another.

**EXAMPLES**

Guidelines, Work Rules & Policies for Building Services—Plant Management

**Individuals responsible:** Managers, supervisors, human resources staff

**Target dates:** Ongoing

2. Provide training on sexual harassment, ADA, communication and human relations skills to enhance agency employees' ability to work respectfully and effectively with others.

**EXAMPLES**

*Leadership 2000*

Contract for 40 hour course over a ten-week period for first-line supervisors in the basic understanding and skills needed to (1) foster a collaborate environment where decision making is shared, and (2) interact with others in a diverse work setting with increased employee involvement.

*Seven Habits of Highly Effective People*

Contract with Franklin Covey organization to present a three-day workshop in 1998/99 to 120 managers and supervisors to create a congruent culture and shared purpose within the department. This training emphasizes extensive self-assessment, skills needed to foster a positive, constructive and empathetic workplace and win-win agreements.

*Working in a Harassment-Free Workplace*

Provide half-day training to employees new to the department who have not had state-sponsored training on preventing sexual harassment. This training reviews federal and state legislation related to sexual harassment violations, using a video and question and answer format to clarify workplace behavior expectations.

*Mini Training Sessions on ADA*

Staff of the department's STAR program contract with various divisions to review ADA legislative goals and discuss work-related issues in dealing with individuals

with disabilities. Also, the Plant Management Division will offer sensitivity training for most of their employees on working with individuals with disabilities and being sensitive to customers with disabilities.

*1999 Leadership Retreat*

A two-day workshop and retreat for all managers during which a number of key issues related to diversity and disabilities will be discussed and initiatives will be taken to ensure a bias-free work culture.

**Persons responsible:** Managers, training coordinator, department trainers, affirmative action officer/ designee, other human resources staff as needed

**Target dates:** Ongoing

3. Include the department's mission and guiding values statement in new employee orientation packets. This document provides guidelines on how employees are expected to value one another and the department's internal and external customers.

**Persons responsible:** Human resources staff and supervisors with new employees

**Target dates:** Ongoing, during new employee orientations

4. Take appropriate action when employees behave inappropriately toward other employees or department customers.

**Persons responsible:** Managers; supervisors; labor relations director, affirmative action officer/designee and other human resources staff

**Target dates:** Ongoing

<b>Objective 3:                      RETAIN A DIVERSE WORKFORCE</b>
---

**Action steps:**

1. Collect and analyze separation data to determine separation patterns and their impact on protected groups.

**Persons responsible:** Human resources staff

**Target dates:** Ongoing

2. If a pattern of concern is identified, develop and implement a plan for corrective action.

**EXAMPLE**

Approve appropriate training not directly related to current positions as part of individual development plans developed between employee and supervisor (Plant Management Division) and consider mobility opportunities (Department of Administration) for staff in jobs that require physical strength and agility, so they can move into new careers should they no longer be able to perform physical tasks.

**Persons responsible:** Managers, supervisors, human resources staff

**Target dates:** Ongoing

## AUDITING OF AFFIRMATIVE ACTION PROGRAM

**OBJECTIVE:** To ensure that hiring and retention procedures support the department's commitment to hire affirmatively in a work environment void of discrimination.

### RECORD KEEPING

The affirmative action officer/designee will retain records reflecting hires, turnovers, and any complaints regarding such activity.

### EVALUATION

The affirmative action officer/designee shall evaluate the affirmative action plan by:

- Reviewing monthly statistics reflecting current complement based on protected classes.
- Reviewing disciplinary actions taken during the past quarter, including job class, bargaining unit, racial/ethnic group, gender, and disability status.
- Reviewing recruitment sources and strategies used, and the results used to help fill specific vacancies for which there was under-representation.
- Reviewing formal discrimination complaints filed in the past quarter.

## **PRE-EMPLOYMENT REVIEW PROCESS**

### **PURPOSE**

All state agencies are required to establish methods of auditing, evaluating and reporting affirmative action program success. They must include a procedure for the pre-employment review of all hiring decisions for goal units with unmet affirmative action goals and of all layoff decisions to determine their effect on the department's goals. The purpose of this section is to provide managers and supervisors with information about the pre-employment review process.

### **PROCEDURE**

In a layoff situation, the affirmative action officer/designee will review all layoff decisions to determine their effect on affirmative action goals and timetables.

When a vacancy occurs in a goal unit which has unmet affirmative action goals, the following procedures shall be followed:

### **ACTION STEPS**

### **ACTOR**

- |   |   |
|---|---|
| <ol style="list-style-type: none"><li>1. Obtain eligible list, applications and a protected group report from Department of Employee Relations.</li><li>2. Note seniority dates, and protected group members on list and forward it to supervisor.</li><li>3. Follow up by discussing the policy on affirmative action or the contractual obligations, whichever apply.</li><li>4. Conduct objective, structured interviews of all disparate group candidates and any other candidates who possess the desired qualifications, ensuring that applicants are aware of employment condition, salary range and physical requirements of the job.</li><li>5. Rate applicants using a structured rating system.</li><li>6. Conduct reference checks.</li></ol> | <p>Human resources staff</p><br><br><br><br><br><br><br><br><br><br><p>Supervisor</p> |
|---|---|

7. Decide on a qualified person after considering any contractual and affirmative action obligations.
8. Discuss candidate selection with human resources representative or affirmative action officer/designee prior to making any job offer. Supervisor
9. If selection is in violation of applicable labor agreement, discuss rationale and ramifications of such action with supervisor. Human resources staff  
AA officer/designee
10. If selection is in violation of law, rules or contract, advise supervisor and may overrule the selection decision.

**NOTE:** Steps 11-19 are applicable only if decision is made to hire a non-protected group member for reasons other than compliance with a labor agreement, lack of protected group candidates or lack of disparity.

11. If selection is not in accordance with the Affirmative Action Policy, listen to supervisor's reasons for selecting non-protected group member. Human resources staff  
AA officer/designee
12. If supervisor and affirmative action officer/designee agree that the protected candidate is clearly not qualified, support supervisor's decision to bypass candidate. Forward information to appropriate assistant commissioner for final decision.
13. If affirmative action officer/designee believes the protected applicant would be qualified by the end of the probationary period, strongly urge supervisor to hire protected candidate.
14. If unwilling to hire the qualified protected applicant, must ask his/her assistant commissioner for an exception to the department policy and provide documentation Supervisor



containing the following information:

- a. A statement explaining the reasons why the protected candidates are not suited for the position, and
- b. the exceptional qualifications of the non-protected candidate, and
- c. why the qualifications are essential at the point of hire or why the division cannot afford to allow training time, and if applicable,
- d. other information demonstrating that the division has demonstrated a good faith effort to act affirmatively in the past.

15. Consider documentation and approve or disapprove hiring decision. Assistant commissioner
16. If disapprove the exception, direct supervisor to select the protected applicant.
17. If approved, forward documentation to affirmative action officer/designee for review.
18. If disagree with decision, meet with assistant commissioner to provide additional information and discuss decision. Assistant commissioner will make final decision.
19. Adhere to the Minnesota Data Government Practices Act Section 13.43, Subd. 2: as protected group status is not identified as public data, will not disclose information that reveals that a selection was made based on the protected group status of the applicant selected. Human resources staff  
Supervisor  
Assistant commissioner

## **DEPARTMENT OF ADMINISTRATION HARASSMENT POLICY**

### **STATEMENT OF POLICY**

The Minnesota Department of Administration believes that harassment has no place in the work environment. Therefore, it is the department's policy to prohibit harassment of its employees 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, or age. This prohibition with respect to harassment includes both overt acts and other actions that create a negative work environment. Any employee subjected to such harassment should file a complaint with the Department of Administration's affirmative action officer/designee, or contact the Office of Diversity and Equal Opportunity at the Minnesota Department of Employee Relations for information. Any unintentional or deliberate violation of this policy by an employee will be cause for appropriate disciplinary action.

The commissioner is responsible for the application of this position within the department; each manager and supervisor has responsibility within their units. All employees must be informed that harassment is unacceptable behavior, and each supervisor will be responsible for orienting his/her staff to the department's position. The affirmative action officer/designee will keep the Department of Administration and its employees apprised of any changes in the law or its interpretation, and ensure that all complaints are investigated promptly and carefully.

Each employee is responsible for the application of this policy. This includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment, and compliance within the framework of this policy.

### **DEFINITIONS**

Discriminatory harassment is any behavior based on protected class status that is unwelcome, personally offensive, insulting or demeaning. Harassment may take a variety of forms, including, but not limited to:

- Exclusion from orientation or teamwork.
- Repeated disparaging, belittling, demeaning, insulting remarks.
- Repeatedly making the employee, or a characteristic unique to the employee, the subject of jokes.
- Repeated ridicule of an employee.
- Sabotage of an employee's character, reputation, work efforts or property.
- Unequal assignment of the "dirty work," less responsible or less challenging duties, not based on ability.
- Unequal application of performance standards, discipline or work rules.

For example, harassment based on national origin has been defined by the U.S. Equal Employment Opportunity Commission as “Ethnic slurs and other verbal or physical conduct relating to an individual’s national origin.”

Sexual harassment has also been specifically defined by the Minnesota Human Rights Act, which states in regard to employment, that:

“Sexual harassment” includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct or communication of a sexual nature when: (1) submission to that conduct or communication is made a term or condition, either explicitly, of obtaining employment; (2) submission to or rejection of that conduct or communication by an individual is used as a factor in decisions affecting that individual’s employment; or (3) that conduct or communication has the purpose or effect of substantially interfering with an individual’s employment, and in the case of employment, the employer knows or should know of the existence of the harassment and fails to take timely and appropriate action.

It is possible for discriminatory harassment, including sexual harassment, to occur: (1) among peers or co-workers; (2) between managers and subordinates; or (3) between employees and members of the public. Employees who experience discriminatory harassment should bring the matter to the attention of the department’s affirmative action officer/designee or contact the Office of Diversity and Equal Opportunity at the Department of Employee Relations for information. In fulfilling our obligation to maintain a positive and productive work environment, the affirmative action officer/designee and all employees are expected to address or report any suspected harassment or retaliation.

Varying degrees of seriousness in discriminatory harassment violations can occur and require varying levels of progressive discipline. Individuals who instigate harassment are subject to serious disciplinary actions, including suspension, demotion, transfer, or termination. Additionally, inappropriate behaviors which do not rise to the level of discriminatory harassment, yet are disruptive, should be corrected early and firmly in the interests of maintaining a barrier-free workplace. Individuals who participate in inappropriate behaviors at work are also subject to disciplinary actions.

## **PROCEDURE**

Any employee, applicant, or eligible of the Department of Administration who believes that s/he has experienced discrimination or harassment based on his or her 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, or age may file a complaint of discrimination.

Complaints of discrimination or harassment can be filed using the internal discrimination complaint procedure included in the Department of Administration’s affirmative action plan.

## HARASSMENT POLICY RESPONSIBILITIES

### MANAGERS AND SUPERVISORS

- Take all steps necessary to prevent harassment from occurring, such as affirmatively raising the subject, expressing strong disapproval, informing employees of their rights to raise the issue of harassment, and making it known that disciplinary action will be taken against employees who engage in any form of harassment of other employees.
- Contact the Department of Administration's affirmative action officer/designee immediately on becoming aware of a harassment complaint.
- Participate in investigating complaints of harassment under the guidance of the affirmative action officer/designee and personnel director.
- Maintain a file or written documentation regarding complaints.
- Prohibit retaliation by others against any employee who files a harassment complaint.

### THE HARASSED EMPLOYEE

- If comfortable doing so, immediately inform the person causing the harassment that their behavior is objectionable and ask that it cease.
- If the harassment does not cease, report it to your supervisor or division director.
- Maintain a written record of the instances of harassment and the names of any witnesses.
- If, after taking the complaint to an immediate supervisor or division director, the harassment continues, contact the affirmative action officer/designee.

**NOTE:** Employees have the right to report a harassment complaint directly to the affirmative action officer/designee in circumstances where they feel uncomfortable confronting the person causing the harassment or uncomfortable in reporting it to their immediate supervisor or the division director. However, if at all possible, it is encouraged to go directly through the chain of supervision.

This procedure does not replace the right of any employee to file a formal complaint with the Department of Human Rights, their union, or other legal channels.

## **INTERNAL DISCRIMINATION/HARASSMENT COMPLAINT PROCEDURE**

The Department of Administration has established the following discrimination complaint procedure to be used by all employees, applicants, and candidates on eligible lists. Coercion, reprisal, or intimidation against anyone filing a complaint or serving as a witness under this procedure is prohibited.

### **EMPLOYEES' RESPONSIBILITY**

All employees shall respond promptly to any and all requests by the affirmative action officer/designee for information and for access to data and records for the purpose of enabling the affirmative action officer/designee to carry out responsibilities under this complaint procedure.

### **WHO MAY FILE**

Any employee, applicant, or candidate on an eligible list for the Department of Administration who believes that s/he has been discriminated against by reason of 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, or age may file a complaint.

### **COMPLAINT FILING PROCEDURES**

The employee, applicant or candidate on an eligible list alleging discrimination/harassment (complainant) may submit a written complaint to the affirmative action officer/designee describing the nature of the complaint, the facts upon which it is based, and the remedy requested. The complaint must be submitted within a reasonable period of time, not to exceed thirty (30) days, of the occurrence of the event giving rise to the complaint. Complainants are encouraged to use the department's discrimination or harassment complaint form to file a formal complaint. The forms are available from the human resources offices, or copies can be made from the form in this plan.

The affirmative action officer/designee determines if the complaint falls within the jurisdiction of this complaint process.

- If the affirmative action officer/designee determines that the complaint is not related to discrimination, but rather to general personnel concerns, the affirmative action officer/designee will notify the complainant within ten (10) days and advise him/her of other

complaint procedures.

- If the complaint is related to possible discrimination, the affirmative action officer/designee will also notify the complainant within ten (10) days, investigate the complaint, and provide a written answer within sixty (60) days after the formal complaint is filed.

If the complainant is not satisfied, s/he shall be advised by the affirmative action officer/designee of the right to file a charge of discrimination within 365 days of the occurrence with the commissioner of the Minnesota Department of Human Rights, or within 300 days of the occurrence with the Federal Office of the Equal Employment Opportunity Commission, or an attorney in private practice.

Dispensation of the complaint will be filed with the commissioner of the Department of Employee Relations within thirty (30) days of the final determination.

## REASONABLE ACCOMMODATION

### POLICY

It is the policy of the Department of Administration to encourage the employment and promotion of any qualified person, including persons 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 an employee or job applicant with a disability, it must be demonstrated that:

- the accommodation would impose an undue hardship on the agency;
- the accommodation does not overcome the effects of the person's disability; or
- the person with a disability is not qualified to perform that particular job.

The Department of Administration's reasonable accommodations policy applies to all departmental employees with known physical or mental limitations, and any job applicant requesting accommodation during the hiring process.

Administration will provide accommodations to qualified employees and job applicants with disabilities when such accommodations are directly related to performing a job or competing for a job on an equal basis. Accommodation will not be required for non-job related personal needs of individuals even though they may have a disability. In such cases, questions may arise as to whether the accommodation is personal or job related. The primary factors to consider in making accommodations is whether the accommodations 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. The Department of Administration will not provide transportation to or from work as part of reasonable accommodation.

### SCOPE

This policy statement establishes the department's workforce standard for accommodation to the needs of employees with disabilities. Reasonable accommodation requirements apply to both job applicants as well as current employees. The affirmative action officer/designee is responsible for compliance with relevant provisions of the Americans with Disabilities Act (ADA).

### DEFINITIONS

#### **Persons with Disabilities**

A person with a disability, for purposes of this policy, is anyone who meets the definition as

stated in the Section 504 regulation of the 1973 Rehabilitation Act as amended in 1978, sub-part A, section 84.3 j1-2 and k104 and Chapter 363 of the State Human Rights Act and the Americans with Disabilities Act.

A person with a disability is anyone who:

- Has a physical or mental impairment that materially limits one or more of such person's major life activities;
- Has a record of such impairment, which means that a person has a history of or has been classified as having a mental or physical impairment that materially limits one or more major life activities; or
- Is regarded as having such an impairment, which means:
  - Has a physical or mental impairment that may not materially limit major life activities but that is treated by an employer as having such a limitation;
  - Has a physical or mental impairment that materially limits major life activities only as a result of the attitudes of others toward such impairment; or
  - Has no impairment but is treated by an employer as having an impairment.

## **REQUEST FOR REASONABLE ACCOMMODATION**

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

- The supervisor and the employee with a disability determine the need for the accommodation and discuss alternatives such as job restructuring, job site modification, and assistive devices.
- The supervisor submits a written request form obtained from the affirmative action officer/designee for reasonable accommodation. The request includes a justification for the accommodation and a statement of the limitations. The affirmative action officer/designee will obtain additional information about the individual's limitations if needed.
- The supervisor submits the request to the affirmative action officer/designee within five (5) working days of receipt of the request. The affirmative action officer/designee and the supervisor gather information regarding availability and cost of accommodation within twenty (20) working days.
- The affirmative action officer/designee reports to the appropriate assistant commissioner with a recommendation. The assistant commissioner considers the available alternatives and



determines whether the request is considered reasonable or an undue hardship. The decision is provided, in writing, to the supervisor within five (5) working days of making the determination.

- The affirmative action officer/designee completes the reasonable Accommodations agreement form and obtains necessary signatures.
- The affirmative action officer/designee submits appropriate purchasing documents if equipment, furniture, or other assistive devices must be purchased.

## **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.

### 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 or customized items.

### 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 desks, chairs, etc.; addition of electrical outlets; rearrangement of furniture and equipment; widening doorways; relocation 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.

### 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.

### Support Services

Support services such as interpreters for individuals with hearing impairments, readers for visual impairments, 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. The Department of Administration may directly, or on a contractual basis, 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.

## **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:

- The overall size of the recipient's program (i.e., number and type of facilities, size of budget);
- The type of the recipient's operation including the composition and structure of the recipient's workforce;
- The nature and cost of the accommodation needed;
- The reasonable ability to finance the accommodation at each site of business; and
- 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 disability organizations.

## **FUNDING FOR REASONABLE ACCOMMODATION**

The Department of Administration will make funds available in order to provide reasonable accommodations to employees and job applicants with disabilities. The amount will be determined by the commissioner or executive team and funds will be used only when a reasonable accommodation request has been approved and signed by the commissioner or designee.

## **PURCHASE AND MAINTENANCE OF ACCOMMODATIONS**

The Department of Administration is free to choose the specific accommodation provided to qualified persons with disabilities. The person requesting reasonable accommodations will suggest appropriate accommodations. Administration may provide another accommodation equal or superior to the one proposed in practicality, usefulness, or cost-effectiveness.

All tangible accommodations purchased by the Department of Administration 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.

## **DENIAL OF ACCOMMODATION**

All denials of requests for reasonable accommodation will be documented and kept on file by the affirmative action officer/designee. A copy of the document denying the request for reasonable accommodation will be given to the supervisor. The affirmative action officer/designee 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 the Department of Human Rights and the Equal Employment Opportunity Commission.

## **APPEALS**

An employee who is dissatisfied with the reasonable accommodation decision can appeal directly to the commissioner within thirty working days of the decision. The commissioner or designee will, within ten (10) working days of the individual's appeal, convene a reasonable accommodation review committee which shall consist of persons previously not involved (including a personnel representative and a manager from the division of the request). 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) relationship between the accommodation and essential job functions, (5) cost, and (6) other claims of undue hardship.

The committee will make a recommendation to the department within ten (10) working days from the date the committee was convened unless more time is needed to obtain more information from outside sources. The commissioner will make a final determination within ten working days of receiving the committee's recommendation. The affirmative action officer/designee will then convey written copies of the commissioner's decision to the employee and supervisor. If the employee is still dissatisfied with the decision, s/he may file with federal, state, or local human rights organizations.

The department's affirmative action officer/designee will provide employees and compliance agencies with information and assistance needed in the appeals process. Information will be provided in compliance with the Minnesota Government Data Practices Act. Compliance agencies that are investigating complaints of request information from the commissioner will be provided documentation relating to the denial of a request for reasonable accommodation.

## **REQUEST FOR REASONABLE ACCOMMODATIONS FOR JOB APPLICANTS, INCLUDING EMPLOYEES SEEKING PROMOTION**

- All initial communication with job applicants regarding job vacancies shall indicate the willingness of the department to make reasonable accommodation to the known disability

and shall invite the applicant to contact the department for the needed accommodation.

- The individual contacted with the request shall contact the affirmative action officer/designee immediately. In order to ensure that the accommodation is provided at the interview, requests shall be handled in a timely manner.
- The affirmative action officer/designee shall contact the job applicant to discuss the needed accommodation and possible alternatives.
- If the agreed-upon accommodation costs more than \$50, the affirmative action officer/designee shall approve the accommodation.
- If the accommodation is approved, the affirmative action officer/designee will take the necessary steps to see that the accommodation is provided.

#### **DENIAL OF ACCOMMODATION**

If the requested accommodation is denied, the affirmative action officer/designee shall advise the applicant of his/her right to file a complaint with the Department of Human Rights and/or other legal channels.

## **REASONABLE ACCOMMODATIONS IN EMERGENCY SITUATIONS**

### **WEATHER EMERGENCY**

Capitol Security (Department of Public Safety) monitors the National Weather Services Bulletins through the National Air Warning System (NAWAS). If Capitol Security is informed through the NAWAS systems that St. Paul is in danger, a public address announcement will be made immediately directing personnel to relocate.

Upon notification by Capitol Security, the building emergency director will make the appropriate announcement over the public address system. The floor wardens, area monitors, and assistants will then assume their particular responsibilities. Each person with a disability who is in need of assistance will be provided with individuals who will help him/her during emergency procedures.

In the event of a tornado warning the assistants shall help the person with a disability move to the ground floor corridor. If the onset of the severe weather emergency is such that there is insufficient time to relocate to the ground floor, the area monitor shall direct the assistants to help the individual(s) with a disability move to an inner office, where there are no windows or exit doors to the outside.

### **WEATHER EMERGENCY NOTIFICATION**

When state officials determine that state offices will be closed, the director of the Computer Operations Division will contact his designee on shift in the Computer Operations Section (shifts are on around the clock). That designee or an assigned staff person who has been trained on the use of the TDD, will contact department employees previously identified as needing special notification to tell them of the closing.

### **FIRE EMERGENCY**

When the building alarm sounds, the assistants shall help the person with a disability who is in need of assistance by relocating him/her to a safe area of the building free from smoke or fire. One assistant will then immediately evacuate to the main entrance (or other safe entrance) to await the fire department. Upon arrival of the fire department, the assistant will notify them of the individual's location.

## DEFINITIONS

**AFFIRMATIVE ACTION** - A management posture or point of view that initial employment and advancement opportunities for persons in protected groups shown to be underutilized in an agency's work force should be facilitated so that the imbalance is redressed.

**AFFIRMATIVE ACTION OFFICER (AAO)** - The individual designated to coordinate and monitor affirmative action activities in the department.

**AFFIRMATIVE ACTION PLAN** - Rules governing the statewide affirmative action program.

**BARRIER** - Any factor, intentional or unintentional, be it policy, practice, action, omission, examination, physical facilities, or negative attitudes, which results in unequal treatment of protected group(s) and/or which has an adverse effect on the employment or advancement opportunities for such groups.

**COMPLAINANT** - The person who files a complaint of discrimination.

**DISCRIMINATION** - Unequal treatment, intentional or unintentional, based on protected characteristics.

**DISCRIMINATORY HARASSMENT** - Behavior of one or more employees towards another employee based on protected characteristics which serves to trouble, worry or torment that employee and which has a detrimental effect on the employee's work performance or which creates an intimidating, hostile or offensive working environment.

**DISPARITY/UNDERUTILIZATION** - The employment of fewer persons with disabilities, minorities, and women in the agency's work force that could reasonably be expected based on their availability in the labor area.

**EQUAL EMPLOYMENT OPPORTUNITY** - The policy of basing all personnel activities solely on individual merit of applicants and employees, related to the specific job requirements, and without regard to protected characteristics or other non-merit factors.

**GOALS** - Good faith quantitative objectives set as the minimum requirement to be met within a certain time period.

**LABOR AREA** - The geographical area from which the agency or agency subdivision can reasonably expect to attract applicants.

**MINORITIES** - Persons of Black, Hispanic, Asian, American Indian or Native Alaskan heritage.

**PARITY** - A condition where the work force is representative of all population groups in each job category, in proportion to their occurrence in the labor area work force.

PROTECTED CHARACTERISTIC - Any feature, aspect, condition, opinion, or the like, which has no relation to one's ability to perform a particular job, such as race, color, creed, sex, sexual orientation, age, marital status, national origin, specific disability, reliance on public assistance, religious or political opinions or affiliation.

PROTECTED CLASS/PROTECTED GROUP - Those individuals identifiable as disabled, minority, or women.

RESPONDENT - A person or an entity against whom a discrimination complaint has been filed.

SEXUAL HARASSMENT - Unwelcome sexual advance, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: 1) submission to such conduct is made a term or condition of an individual's employment; 2) submission to, or rejection of, such conduct is used as the basis for employment decisions affecting an individual; or 3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

## **RECRUITMENT PLANS AND REPORTING**

### **ADVERTISING SOURCES USED IN PAST YEAR**

Most formal advertising in the department has been done through major local newspapers: the *Star Tribune* and the *St. Paul Pioneer Press*. Results have been mixed. On some occasions, the department has received no responses to ads; on other occasions there have been a large number of responses, but few truly qualified candidates. In many cases, however, advertising does stimulate applications from qualified individuals outside of state service and increases the possibility of receiving applications from protected group candidates.

The Department of Administration spends over \$20,000 annually for newspaper advertisements. Because ads are so costly, the department typically only advertises for: (1) high level positions for which there are few qualified internal candidates; (2) positions which require skills that are difficult to find; and (3) positions in shortage occupations. The greatest number of ads are for computer jobs and printing-related jobs, which have become increasingly difficult to fill. Since advertising costs are not centrally tracked in Human Resources, the total amount spent is unknown.

### **OTHER METHODS OF RECRUITMENT**

In addition to newspaper ads, divisions may post vacancies with private colleges, state universities, community colleges, technical colleges, other state agencies, and economic security offices. They also advertise positions in DOER's *Career Opportunities Bulletin* and on the Internet. In the past year, divisions have increasingly advertised on-line, particularly for computer positions.

### **REPRESENTATIVE JOB FAIRS**

- Printing Industry of Minnesota Career Fair (January 1998)
- Minneapolis Community/Technical College - general recruitment

Ongoing attendance at job fairs is sporadic. Three to five job fairs per year are generally attended related to computer jobs in InterTech.

### **PROJECTED HIRING OPPORTUNITIES FOR UPCOMING YEAR AND STRATEGIES FOR RECRUITMENT**

Based on our figures from last year, approximately 300 jobs will be filled in the next year. A large number of these positions will be temporary in nature. Many of the permanent positions will be filled by transfer, demotion, promotion, or claiming by employees who are already within



the state system.

The department will continue to advertise in metro newspapers for positions that require unique skills and for those in shortage areas, particularly computer, bindery, and print positions. Department managers will continue to recruit qualified entry-level professionals and student workers from local colleges and universities.

Specific recruitment approaches will be used as appropriate throughout the department. For example, the department's Plant Management Division tends to fill a large number of temporary and permanent General Maintenance Worker positions each year. Traditionally, these positions have all been filled through referrals from economic security offices. In an effort to increase the number of female and minority applicants as well as obtain a larger pool of qualified candidates for each position, the Plant Management Division advertised last year in the local newspapers. This seemed to be a successful approach and increased the number of qualified female and minority candidates. Division managers will continue to refine that approach.

#### **MEASURES TO RECRUIT AND HIRE INTERNS AND SUPPORTED WORKERS**

Again, the department has been most successful in recruiting interns and student workers by posting vacancies in local colleges and universities. Because intern opportunities arise sporadically and each entail different skills, there is no overall recruitment plan for a one-year period. Instead, managers choose the recruitment sources that fit the vacancy best at the time that the division decides to supplement their permanent staff with an intern. The department will recruit and hire individuals as described in the Internship Administrative Procedures.

Routine, repetitive cleaning functions in the Plant Management Division seem the best option for the Supported Work Program. Peg Dornseif from Human Resources attended the Introduction to the Supported Work Program workshop sponsored by DOER. She will use the information gained at that event to work with the Division and the vendors to recruit and hire individual(s) as appropriate in supported employment opportunities.

#### **METHODS TO IMPROVE RECRUITMENT OF PERSONS WITH DISABILITIES**

The Department of Administration provides financial and human resources support to two groups, the Developmental Disabilities Council and the STAR program. Both of these groups represent employment opportunities for the special needs population. It is our intention to develop effective working partnerships with these two organizations with the intended outcome of successful recruitment resourcing. We intend to provide employment opportunities in job description form to the two groups and solicit their support and assistance in recruiting from their special needs population.

Workforce center will receive our open position announcements. Additionally, other recruitment

contacts will be explored and organized into an internal reference list. We will seek the assistance of Joanna Morken-Hardy in this endeavor.

In support of this effort, the Department of Administration's management team will receive refresher training on the recruitment and staffing process. Hiring managers and supervisors will be encouraged to recruit, interview, and hire disabled employees when the job responsibilities can be met and/or accommodated.

## RETENTION PLAN

### DEPARTMENT DESIGNEE FOR RETENTION ACTIVITIES

Deb Tomczyk, Personnel Program Manager, Human Resources Division

### SEPARATION AND LAYOFF DATA AND PATTERNS DATA

*(See attached printouts from InfoPac.)*

These printouts cover the time period from October 1, 1996 to June 30, 1998.

### LAYOFFS

There were no layoffs during this time period.

### OTHER SEPARATIONS

The Department of Administration's overall turnover rate was about 21%. When retirements and some involuntary separations (i.e., completion of temporary appointments) are removed from the data, the department's overall turnover rate is about 14%. This figure includes discharges.

#### Dismissals

Of the 24 employees who were discharged during this time period:

- 2 were individuals with disabilities. This is 3.1% of the department's 64 individuals with disabilities.
- 4 were minorities. This is 5.6% of the department's 72 minorities.
- 6 were females. This is 1.6% of the department's 373 females.
- 12 were other than protected group members. This is 3.4% of the approximately 354 employees not listed as disabled, minorities or females.\*

*\*To determine the number of non-protected group members, I took the total number of employees (863) and subtracted the number of females, minorities, and individuals with disabilities. There may be some overlap between the protected groups, i.e., some of the individuals with disabilities and minorities are probably females.*

In comparison to non-protected group member discharges, the proportional discharge rate for individuals with disabilities is about equal, minorities is higher, and females is lower.

## Resignations

Of the 88 employees who resigned during this time period:

- 3 were individuals with disabilities. This is 4.7% of the department's 64 individuals with disabilities.
- 10 were minorities. This is 13.9% of the department's 72 minorities.
- 40 were females. This is 10.7% of the department's 373 females.
- 35 were other than protected group members. This is 9.9% of the approximately 354 employees not listed as disabled, minorities or females.

In comparison to non-protected group member resignations, the proportional resignation rate for individuals with disabilities is lower, minorities is higher, and females is slightly higher.

## **SPECIFIC METHODS TO RETAIN PROTECTED GROUP EMPLOYEES**

The Department of Administration is making every effort to provide management with statistical data from SEMA4 regarding turnover and retention. We have formed a workforce retention team that is meeting monthly and minority representation is present. An employee survey will be conducted regarding retention efforts, and where appropriate, data from protected group employees will be collected, coded, analyzed, and presented to management with the intent of retaining specific groups.

In January of 2000, the department will begin conducting exit interviews with former employees. Although this confidential survey mailing will be sent to former employees following their final day, any information collected in this process that can be determined to be from protected group employees or comments from non-protected former employees regarding the protected groups will be compiled and presented to management for discussion and corrective action.

Other efforts will also be initiated through our training department. Again, in an effort to retain protected groups, training activities will be tracked by employee name and EEOC code. Equitable access to training and equitable training opportunities, particularly as they relate to promotional opportunities within our department, will be monitored and adjusted accordingly.


# APPENDICES


**Transmittal Sheet**  
**Department of Administration Affirmative Action Plan**

**Number of Protected Group Members in the Department by Bargaining Unit**

	<i>Female</i>		<i>Minority</i>		<i>Disabled</i>	
	<i>Actual</i>	<i>Goal</i>	<i>Actual</i>	<i>Goal</i>	<i>Actual</i>	<i>Goal</i>
<b>AFSCME</b>						
202	2.0*	6.38	0*	3.25	5.0*	7.18
203	35.95*	59.60	34.0	15.42	7.0*	19.01
206	136.9	0	23.0	11.85	14.0*	23.37
207	20.25*	32.4	9.0	4.64	4.0*	8.49
<b>MAPE</b>	127.55	111.64	17.0	17.13	21.00*	37.86
<b>MMA</b>	29.00	29.23	4.0*	4.97	3.00*	9.23
<b>MGEC</b>	0	0.48	1.0	0.26	0*	0.51
<b>MGR</b>	15.0*	19.75	0*	4.25	2.0*	6.41
<b>Other</b>	10.25	4.57	1.0	1.11	2.75	1.44

- "Underutilized"

  
 Deb Tomczyk, Affirmative Action Officer

  
 David F. Fisher, Commissioner

Darcel Lewis, Director of the Office of Diversity and Equal Opportunity

**Department of Administration  
1999-2000  
GOALS**

<b>Goal Unit</b>	<b>Women</b>	<b>Minorities</b>	<b>Disabled</b>
Craft, Maintenance Labor (202)	6.38	3.25	7.18
Service (203)	59.60	15.42	19.01
Clerical (206)	0	11.85	23.37
Technical (207)	32.40	4.64	8.49
Professional Engineers (212)	0.48	0.26	0.51
General Professional (214)	111.64	17.13	17.86
Supervisory (216)	29.23	4.97	9.23
Managerial (220)	19.75	4.25	6.41
Other (217, 218)	4.57	1.11	1.44

**DISCRIMINATION OR HARASSMENT COMPLAINT FORM**  
(Please Type or Print)

**Information about you:**

Your Name: \_\_\_\_\_ Job Title: \_\_\_\_\_  
Division: \_\_\_\_\_ Phone: \_\_\_\_\_  
Supervisor: \_\_\_\_\_

**Information about the harassment or discrimination. Indicate below who harassed you or discriminated against you:**

Name: \_\_\_\_\_ Job Title: \_\_\_\_\_  
Division: \_\_\_\_\_  
Name: \_\_\_\_\_ Job Title: \_\_\_\_\_  
Division: \_\_\_\_\_  
Name: \_\_\_\_\_ Job Title: \_\_\_\_\_  
Division: \_\_\_\_\_

**Nature of complaint:** (Describe the incident(s) in detail, with the most recent first. Include names, types of behaviors, location, dates and witnesses. Attach additional sheets if necessary.)

---

---

---

---

---

---

---

---

I hereby certify that the information I provided in this complaint is true and correct to the best of my knowledge.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



STATE OF MINNESOTA  
Department of Administration  
50 Sherburne Avenue, Room 114  
St. Paul, Minnesota 55155

**REQUEST FOR REASONABLE ACCOMMODATION**

Please print or type

Employee:	Division:	Date of Request:
Description of Limitations:		
<b>** Attach additional sheets for questions below if necessary **</b>		
1. Type of accommodation requested to perform your job:		
2. What specific job duties are currently affected?		
3. How will the requested accommodation help you perform your job?		
Signature of Employee:	Date:	
Signature of Supervisor:	Date:	
Signature of AAO/ADA Coordinator:	Date:	
Additional Comments:		

**\*\* Information on this form will be confidential \*\***

STATE OF MINNESOTA  
Department of Administration  
50 Sherburne Avenue, Room 114  
St. Paul, Minnesota 55155

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 signatures on the bottom of this form indicate an agreement between the employee and the department to the specific accommodation.

Employee:	Division:
The request for reasonable accommodation to the needs of the above named employee with a disability was:  <input type="checkbox"/> ACCEPTED <input type="checkbox"/> DENIED	
Justification for the decision (indicate specific factors considered):	
If reasonable accommodation was approved, was the employee's suggestion accepted?  <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> 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 property of the State of Minnesota.	
Signature of Employee:	Date
Signature of Affirmative Action Officer:	Date