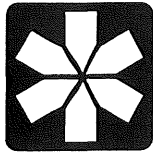


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Minnesota Housing  
Finance Agency

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# **AFFIRMATIVE ACTION PLAN 1998 - 2000**

Revised: October, 1999

**MINNESOTA HOUSING FINANCE AGENCY  
AFFIRMATIVE ACTION PLAN  
1998-2000**

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Upon request, this plan can be made available in alternative formats for persons with disabilities by calling 1/800/657-3769 or TDD (hearing impaired individuals only, please) 651/297-2361 or 651/296-2291.

## **Introduction**

State law requires each agency in the executive branch to develop an affirmative action plan. There are a number of specific requirements outlined in law, administrative rule, and policies of the Department of Employee Relations. The plan is revised biennially and submitted to the Department of Employee Relations, Office of Diversity and Equal Opportunity for review and approval.

The plan is the cornerstone of the Minnesota Housing Finance Agency's Affirmative Action/Diversity Program.

The purpose of affirmative action is to correct the effects of discrimination; whether intentional or unintentional, and to avoid present and future practices that may have an unfair, adverse effect on people of color, women and people with disabilities.

Affirmative action does not mean the hiring of unqualified people. It does not mean that any group shall be deprived of its rights or be subjected to unfair treatment. It means positive action to utilize the large reservoir of untapped human resources and skills among the protected classes, together with those groups whose skills have been used in the past.

If done properly, the need for affirmative action eventually will not exist as all barriers to equal employment opportunity will have been eliminated from the employment process. An effective affirmative action program not only benefits those who have been denied equal employment opportunity in the past, but also will benefit the entire department.

The Human Resources Office is responsible for providing leadership and monitoring the activities of the Affirmative Action Program.

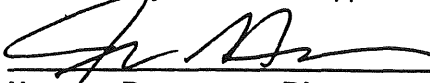
Agency Managers and Supervisors are responsible for representing and supporting the goals of the Affirmative Action Program.

## Transmittal Form & Signatures

This annual review revealed under utilization of the following protected group(s) in the following goal units.

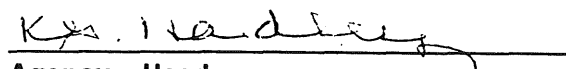
GOAL UNITS	Protected Groups		
	Women	Minorities	Disabled
Managers		X	X
Supervisors		X	X
Professionals			X
Technical			X
Office/Clerical	N/A		X
Commissioner's Plan		X	X

This plan contains an internal procedure for processing employee complaints of alleged discrimination. Each employee has been apprised of this procedure.

  
**Human Resources Director**  
**(Affirmative Action Officer Designee)**

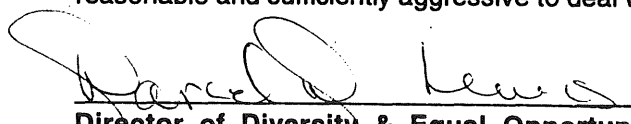
10.14.99  
**Date**

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

  
**Agency Head**

10-14-99  
**Date**

This annual plan meets the rules governing affirmative action, MCAR Chapter 3905.0600 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 Diversity & Equal Opportunity**  
**Department of Employee Relations**

11-1-99  
**Date**

## Statement of Commitment

It is the policy of the Minnesota Housing Finance Agency (MHFA) to work affirmatively to ensure that all persons, regardless of race, color, creed, national origin, sex, religion, marital status, age, disability, status with regard to public assistance, political opinion or affiliation, familial status, sexual orientation or membership or activity in a local commission are treated fairly and equally in employment or program participation competition.

It is my position and the Agency's policy and responsibility to take an aggressive and effective affirmative action approach to ensure fair and equal treatment for minorities, women, and disabled persons; to work to eradicate the effects of prior discrimination; to eliminate present barriers; and to work to retain protected group employees. The elimination of barriers is one of many positive benefits of affirmative action. Perhaps most important, is fuller utilization of human resources in employment. To that end, I am committed to implementing this Affirmative Action Plan and to retaining protected group employees.

Katherine G. Hadley  
Katherine G. Hadley, Commissioner

10-14-99  
Date

## **Responsibilities, Duties and Accountability**

### **I. All Employees**

**Responsibility:** All employees are responsible for conducting themselves in accordance with the policies and procedures of this plan. Employees refrain from any actions which would adversely affect the performance of a co-worker with respect to their race, color, creed, sex, national origin, age, marital status, sexual orientation, status with regard to public assistance, membership or activity in a local commission, political opinion or affiliation, disability or religion. Every Agency employee must demonstrate respect in their interpersonal communications with one another.

### **II. Commissioner - Katherine (Kit) G. Hadley**

**Responsibilities:** To oversee and ensure implementation of the Agency's Affirmative Action Plan in compliance with existing federal and state laws, rules and regulations.

**Duties:**

1. Appoint or designate the Agency's Affirmative Action Officer Designee.
2. Include accountability for the administration of the Agency's Affirmative Action Plan in own work plan.
3. Ensure that the Agency's managers and supervisors are informed of their individual responsibilities for the Agency's Affirmative Action Plan and to require managers and supervisors to include responsibility statements for affirmative action in their work plans.
4. Take action on complaints of discrimination as outlined in the Affirmative Action Plan complaint procedure.
5. Issue a written statement to all employees affirming support for equal opportunity, diversity and the Agency's Affirmative Action Plan.
6. Make decisions and changes in policy, procedures, or physical accommodations as may be needed to facilitate effective affirmative action.

**Accountability:** The Governor, indirectly the Commissioner of the Department of Employee Relations and the Director of the Office of Diversity and Equal Opportunity, and the Agency's Board of Directors.

**III. Human Resources/Affirmative Action Officer Designee -  
(Judy Marder, 651-296-4225)**

**Responsibilities:**

To direct and implement the Agency's Affirmative Action Plan and to ensure that human resource policies and procedures are administered fairly and are uniformly applied to all employees, and to take positive action to remove all barriers to equal employment opportunity within the Agency.

**Duties:**

1. Monitor the Agency's Affirmative Action Plan objectives.
2. Advise the Commissioner on all matters related to affirmative action and equal employment opportunities.
3. Provide consultation to managers and supervisors in the affirmative action responsibilities and to aid in the recruitment of protected class members. Recruitment remains an ongoing process that supports continuous affirmative hiring.
4. Ensure that alleged discrimination complaints are investigated and if necessary, appropriate corrective action is taken.
5. Establish hiring goals and revise the Agency's Affirmative Action Plan biennially.
6. Ensure that all staff are informed of the Agency's Affirmative Action Plan.
7. Oversee the Agency's pre-hire review process.
8. Provide guidance in the development and utilization of selection criteria to ensure, to the extent possible, that it is objective, uniform, and job related.
9. Act as liaison between the Agency and the Office of Diversity and Equal Opportunity, Department of Employee Relations.
10. Determine the need for affirmative action and diversity training within the Agency and to initiate the development of such training.
11. Review reasonable accommodations for people with disabilities and to oversee the administration of the Americans with Disabilities Act within the Agency.
12. Maintain records of requests for reasonable accommodation, missed opportunities and complaints of discrimination or discriminatory harassment.
13. Provide leadership to the Human Resources staff to adhere to affirmative action principals in the decision-making process of all personnel transactions.

**Accountability:** Commissioner and indirectly to the State Director of the Office of Diversity and Equal Opportunity at the Department of Employee Relations (DOER).

#### **IV. Managers and Supervisors**

**Responsibilities:**

Ensure compliance with the Agency's Affirmative Action Plan and to ensure equal opportunity for all employees.

**Duties:**

1. Communicate the policy and spirit of the Plan to employees under their immediate supervision.
2. Ensure that job qualifying criteria are fair, non-discriminatory, and job related.
3. Select qualified candidates for new jobs on the basis of training, experience, the Agency's affirmative action goals, and the pre-employment review procedure.
4. Estimate staffing needs and projected vacancies within their divisions for the year and set goals consistent with the Agency's affirmative action goals and timetables.
5. Respond to requests for information related to discrimination complaints within the established timeframe. Assure that no reprisals are made against an employee for filing a discrimination complaint.
6. Inform all employees of appropriate training and self-improvement programs that will contribute to their personal and professional growth.

**Accountability:**

Managers and supervisors are evaluated on the results of their affirmative action efforts in their annual performance review.



## **Communication of Affirmative Action Plan**

The following steps ensure that all employees are advised of and understand the Minnesota Housing Finance Agency's policy of nondiscrimination, and its interest in actively and affirmatively providing equal opportunity in all employment practices.

### **Internal Dissemination**

1. Copies of the Affirmative Action Plan are furnished to the Commissioner, the Deputy Commissioner, Assistant Commissioners, Managers and Supervisors. It is the responsibility of management to communicate the Affirmative Action Plan to all employees under their supervision at annual Division meetings..
2. The Affirmative Action Plan is prominently displayed on employee bulletin boards within the Agency. Each of two bulletin boards is displayed in the central hallway leading to the building stairwells on the third and fourth floors of the Agency.
3. New employees are informed of the Agency's Affirmative Action Plan, the components of the plan, and the availability of the Affirmative Action Plan by the Human Resource Director/Affirmative Action Officer Designee during formal employee orientation programs which take place at least twice each year.
4. Managers and Supervisors are responsible for communicating to their staff, during regular staff meetings, that a copy of the plan, any revisions to the plan and other information regarding Agency affirmative action/diversity activities are available for their review.

### **External Dissemination**

1. A copy of the Affirmative Action Plan is furnished to Union-appointed Business Representatives for employee bargaining units including AFSCME, MAPE and MMA.
2. A copy of the Affirmative Action Plan is provided to individuals upon request.
3. The phrase *Equal Opportunity Employer* is included in Agency letterhead and in all recruitment advertisements.

**MHFA  
ZERO TOLERANCE FOR SEXUAL HARASSMENT:  
STATEMENT OF POLICY**

It is the policy of the Minnesota Housing Finance Agency to prohibit verbal and physical harassment of its employees based on sex, race, national origin, religion, age, creed, color, disability, marital status, sexual orientation, status with regard to public assistance or political affiliation, or membership in a local commission. This prohibition with respect to sexual harassment includes unwelcome behaviors of a sexual nature as defined by Equal Employment Opportunity Commission (EEOC). Employees, as well as non-employees in the employer's workplace, are prohibited from these acts which create a negative work environment. The prohibitions also extend to any location, activity or event associated with the organization or with its employees in their capacity as representatives. Retaliation for sexual complaints or participation in an investigation is also prohibited.

Sexual Harassment is any behavior of co-workers or supervisors, based on sex, which is unwelcome, personally offensive, insulting and demeaning where:

- Submission to such conduct or communication is explicitly or implicitly made a term or condition of an individual obtaining employment with the State of Minnesota.
- Submission to or rejection of such conduct or communication by an individual is used as a factor in decisions affecting that individual's employment.
- Such conduct or communication has the purpose or effect of substantially interfering with an individual's employment, or creating an intimidating, hostile, or offensive working environment.

Sexual harassment may take different forms. One specific form is the demand for sexual favors. Other forms of harassment may include:

- Verbal: Unwelcome sexual innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, threats.
- nonverbal: Unwelcome sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling, obscene gestures.
- Physical: Unwelcome physical contact, including touching, pinching, brushing by the body, coerced sexual intercourse, assault.

An employee subjected to such harassment has several resources for filing a complaint. These resources include the employee's supervisor/manager, the Human Resources Director and/or the Commissioner.

Sexual harassment by any employee, manager, supervisor, or non-employee will not be tolerated. All employees, managers, supervisors and non-employees alike will be

expected to comply with this policy and take appropriate measures to ensure that such conduct does not occur. Anyone who violates this policy will be subject to appropriate disciplinary action up to and including discharge.

The Commissioner is responsible for the implementation of this policy within the Agency and each manager within their division. This includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment, and compliance with the framework of this policy. All employees must be informed that harassment will not be tolerated, and each supervisor will be responsible for orienting his/her staff to the Agency's policy. Human Resources will keep the Agency apprised of any changes in the law or its interpretation regarding this form of discrimination. More specifically, the Agency Commissioner will be responsible for:

- Preparing a written statement prohibiting sexual harassment, explaining the intent of the policy, the prohibited harassment and retaliation, and announcing the means of control.

- Designing procedures and practices for its operation, including:

  - an educational program;
  - avenues available for reporting complaints; and
  - a procedure under which complaints will be investigated promptly and carefully.

- Ensuring systematic discussion, review and revision of the policy, procedures and practices.

A prohibition of sexual harassment has been made and entered into between the State of Minnesota and the Minnesota State Employees' Union, AFSCME, Council No. 6, AFL-CIO and its affiliated local unions. The complete context of this prohibition can be found at the back of this Plan ,or consult the most current issue of the union contract.

## **GENERAL HARASSMENT: STATEMENT OF POLICY**

General harassment is prohibited by the Minnesota Department of Employee Relations' Administrative Procedure 1.2 (April 7, 1988).

It is the policy of the Minnesota Housing Finance Agency to prohibit general harassment of its employees thereby providing a work environment free from general harassment. This policy covers all Agency employees and individuals providing contract or volunteer services.

All employees are to conduct themselves with dignity and respect for others. Employees are responsible for creating and maintaining an environment free from harassment.

The Agency will not tolerate general harassment among its employees and will take appropriate corrective action against employees violating this policy. Employees engaging in general harassment in the work place or while representing the Agency away from the work place can expect disciplinary action. Disciplinary actions will be considered on a case-by-case basis. Appropriate corrective action, up to and including termination of employment, will be taken.

Retaliation or intimidation directed toward a complaining party is also prohibited. If retaliation or intimidation occurs, disciplinary action, up to and including termination of employment, may result.

General harassment is behavior involving verbal, psychological, symbolic, social or physical methods of intimidation, ridicule, entrapment, degradation, coercion or harm with the purpose or effect of affecting the work environment or when:

Submission to such behavior or communication is explicitly or implicitly made a term or condition of employment for the employee or group of employees;

Submission to or rejection of such behavior or communication is used as a basis for making employment decisions which affect the employee or group of employees;

Such behavior or communication unreasonably interferes with an individual's productivity and/or creates a working environment that is intimidating, hostile or offensive; or

Such behavior or communication interferes with or jeopardizes an employee or group of employees' employment or career opportunities.

This does not include negative affects an employee may experience as a result of actions taken by a supervisor that are within the scope of the supervisors responsibilities and would be considered reasonable and appropriate actions. Issues of this nature will be referred to the appropriate person.

General harassment differs from other forms of harassment because it is not based on any protected characteristic and, therefore, is not a form of unlawful discrimination. Harassment can take several forms some of which are:

- Repeated remarks or names which are insulting, demeaning, belittling or disparaging;
- Repeated jokes about employees' unique characteristics such as race, disability, etc. which are insulting, demeaning, or in any way negatively received or perceived;
- Repeated ridicule of an employee;
- Sabotage of an employee's character, reputation, personal possessions or job performance or product;
- Exclusion from orientation or teamwork;
- Unequal assignment of job responsibilities such as repeatedly giving an employee less responsible or less challenging assignments not related to ability; or
- Unequal application of performance standards, discipline or work rules.

The forms of harassment listed above are only examples. They are not inclusive.

The Commissioner is responsible for the enforcement of this policy within the Agency. However, managers, supervisors, and the Human Resources Director are also responsible for the implementation and enforcement of this policy. This includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment to and compliance with the framework of this policy. Each employee must be informed that harassment is unacceptable behavior and that they are responsible for personal conduct consistent with the spirit and intent of this policy.

Claims of general harassment or violations of this policy will be investigated by the Human Resources Director or an investigator(s) selected by the Human Resources Director. Progress is monitored and an attempt is made to maintain confidentiality during the investigation.

The following internal complaint procedure is meant to help the Agency and its employees resolve complaints of general harassment:

## **GENERAL HARASSMENT COMPLAINT PROCEDURE**

1. Employees who believe they have been subjected to general harassment in the work place or believe they have witnessed such behavior among coworkers are encouraged to file a complaint as soon as possible.

If the Agency learns through an exit interview or other means that an employee has left the Agency because of general harassment, the supervisor will conduct an inquiry. A copy of this inquiry and any determination made will be forwarded to the Human Resources Director.

2. Employees have the obligation of first trying to resolve their complaint or concerns by talking with the responsible party, their supervisor, the division director or the Human Resources Director.

3. Employees not satisfied with the results of their efforts to remedy the complaint or concern by following Step 2 above must file their complaint in writing.

Complaints may be filed with the employee's supervisor, the Human Resources Director, or anyone in a supervisory or management position in the Agency.

4. The person receiving the concern or complaint will immediately refer it to the Human Resources Director. The HR Director will determine if the complaint is one of discrimination based on one of the protected characteristics that is unlawful; sexual harassment; or general harassment covered under this policy.

5. In either case, the Human Resources Director will direct and review the investigation.

6. The Human Resources Director will report the results of the investigation to the employee filing the complaint and the alleged offending person.

7. Any corrective action decision or recommendation should be made by the division supervisor in consultation with those conducting the investigation. The severity of the corrective action should correlate to the severity of the conduct with its purpose to prevent subsequent occurrences.

Employees are encouraged to use this procedure, or other options. Other options include the Office of Diversity of the Department of Employee Relations, the Equal Employment Opportunity Commission (EEOC), the Minnesota Department of Human Rights, or the courts. Intentional use of this policy or complaint procedure for reasons of personal malice or abuse toward another employee is prohibited.

If the employee or group of employees filing the complaint wants to appeal the results of the investigation, they may do so in writing to the Commissioner of the Minnesota Housing Finance Agency. The Commissioner and the Human Resources Director will review the (original) complaint.

The Commissioner will notify the employee or employees that filed the complaint and the alleged offending person of the Commissioner's final determination.

The Human Resources Director of the Minnesota Housing Finance Agency will maintain all complaints, materials associated with the investigation, etc. Records will be maintained according to the Minnesota Government Data Practices Act.

Revised November, 1993

Revised January, 1998

## **NON-DISCRIMINATION POLICY STATEMENT**

It is the policy of the Minnesota Housing Finance Agency to prohibit discrimination on the basis of race, color, creed, national origin, sex, religion, marital status, age, disability, reliance on public assistance, political opinion or affiliation, familial status, sexual orientation or membership in a local commission in employment and the delivery of its housing services. This policy covers all employees and individuals providing employment related contract or volunteer services. Violation of this policy is a violation of individuals' rights covered under the US Civil Rights Act of 1968, Title VII and/or the Minnesota Human Rights Act, Chapter 363; US Civil Rights Act of 1968, Chapter VIII; Americans with Disabilities Act (ADA) of 1990, Titles II and III; and, Section 504 of the 1973 Rehabilitation Act.

All employees are to conduct themselves with dignity and respect for others. Employees are responsible for creating and maintaining an environment free from discrimination.

The Agency does not tolerate discrimination among its employees and will take appropriate corrective action against employees violating this policy. Employees engaging in discriminatory activities or actions in the work place or while representing the Agency away from the work place can expect disciplinary action. Disciplinary actions will be considered on a case-by-case basis. Appropriate corrective action, up to and including termination of employment, will be taken.

Retaliation or intimidation directed toward a complaining party, or a person who cooperates with an investigation, is also prohibited. If retaliation or intimidation occurs, disciplinary action, up to and including termination of employment, may result.

Discrimination can take several forms. One form is making repeated jokes about employees' unique characteristics such as race, disability, religion, etc. which are insulting, demeaning, or in any way negatively received or perceived. Another form of discrimination is repeated remarks or names which are insulting, demeaning, belittling or disparaging. These are two forms of discrimination provided as examples. They are not inclusive.



## DISCRIMINATION COMPLAINT PROCEDURE

1. An employee, a group of employees, and/or job applicants, including eligible candidates (complainant), with a complaint of discrimination are strongly encouraged to attempt to resolve the situation by discussion with the responsible party, his or her supervisor, or the Human Resources Director to reach satisfactory resolution by administrative remedy. If an employee or group of employees alleging discrimination is not satisfied with the results, then:
2. The complainant shall meet with the Human Resources Director (Judy Marder, 651-296-4225) to describe the nature of the complaint, the facts upon which it is based and the relief requested. \*
3. The Human Resources Director will determine if the complaint is one of a discriminatory nature based on one or more of the protected characteristics, sexual harassment or general harassment. The complainant shall be notified by the Human Resources Director of the determination (and the implications of the determination) within three (3) working days after submitting the complaint. The applicant, eligible, or employee will be informed of other options for resolving the complaint if not previously advised.
4. The Human Resources Director shall investigate the discrimination complaint in an attempt to reach a resolution workable to all parties. A report of findings and a recommendation for resolution is presented to the Agency Commissioner.
5. The complainant is informed by the Human Resources Director of the determination within sixty (60) calendar days after the formal complaint is filed.
6. If the complainant remains dissatisfied, they shall be advised by the Human Resources Director of the right to file a discrimination complaint with the Commissioner of the Minnesota Department of Human Rights within one (1) year of the incident.
7. The Commissioner of Employee Relations is to be advised within thirty (30) days after final resolution.

*\* If the Human Resources Director is the alleged offending person, the employee may go directly to the Agency's Commissioner, who will conduct the investigation.*

## Discrimination/Sexual Harassment Complaint Form

Information on the Complainant (You) Job Title: \_\_\_\_\_

Home Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Work Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Agency: \_\_\_\_\_ Division: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Information on the Respondent (Person(s) Who Sexually Harassed or Discriminated Against You)

Name(s): \_\_\_\_\_ Job Title: \_\_\_\_\_

Work Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Agency: \_\_\_\_\_ Division \_\_\_\_\_

Supervisor: \_\_\_\_\_

Others who discriminated against or sexually harassed you:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Basis on which complaint is being filed (check all that apply).

Race \_\_\_\_\_ Sex \_\_\_\_\_ Color \_\_\_\_\_ Creed \_\_\_\_\_ Age \_\_\_\_\_  
Dis-ability \_\_\_\_\_ Religion \_\_\_\_\_ Marital Status \_\_\_\_\_ National Origin \_\_\_\_\_ Political Affiliations \_\_\_\_\_  
Status with Regard to Public Assistance \_\_\_\_\_ Sexual Orientation \_\_\_\_\_  
Membership or Activity in a Local Commission \_\_\_\_\_

Date most recent act of discrimination took place:

---

If you filed this complaint with another agency, please give the name of that agency or agencies and the date(s) filed. Use additional paper if necessary.

Agency Name: \_\_\_\_\_ Date Filed: \_\_\_\_\_

Describe incidents (starting with the most recent) you feel supports your complaint giving specific names, places, dates, times, and the actions or events of harassment of discrimination you believe you experienced.

This complaint is being filed based on my honest belief that I was harassed or discriminated against. I hereby certify that the information I have provided in this complaint is true, correct, and complete to the best of my knowledge and belief.

Complainant Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Received By: \_\_\_\_\_ Date: \_\_\_\_\_

Additional information on your complaint:

Names, addresses and telephone number of witnesses who may have knowledge about the complaint:

Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_

Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_

Name: \_\_\_\_\_  
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Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_

## **Goals and Timetables**

### **First Work Plan Year\***

**GOAL:** 1998-1999 Work Plan Year: Hire up to 6 Paraprofessional (AFSCME) employees to strengthen support work in the Multifamily and Homes Divisions as work processes are reengineered.

**RESULTS:** 3 Paraprofessionals in Homes Division (A, JM, JM)  
2 Paraprofessionals in Multifamily Division (JM, JM)

**GOAL:** 1998-1999 Work Plan Year: Hire up to 4 Housing Program Professionals (HPP) (MAPE) employees to enhance existing multifamily and singlefamily housing program activities and to increase community partnership activities.

**RESULTS:** 1 HPP in Administration (A),  
2 HPP's in Homes Division (JM, JM)  
1 HPP in Multifamily Division (JM)

**GOAL:** 1998-1999 Work Plan Year: Hire 2 Supervisors to manage activities in the Homes Division and Finance/Accounting Division.

**RESULTS:** 1 Supervisor in Finance/Accounting Division (JM)  
1 Supervisor in Homes Division (JM)

### **Second Work Plan Year\***

1999-2000 Work Plan Year: Hire up to 6 Paraprofessional (AFSCME) employees to support the new federal program activities in the Multifamily Division. Estimated to begin in January, 2000.

1999-2000 Work Plan Year: Hire up to 12 new Housing Program Professionals (MAPE) to administer new federal program activities in the Multifamily Division. Estimated to begin in January, 2000.

1999-2000 Work Plan Year: Hire 1 Supervisor to manage Information Systems Division and 1 Supervisor to manage Multifamily staff.

*\*Work Plan Year is October-September.*

## **Programs and Program Objectives**

### **Objective 1**

Diversify the workforce by hiring for diversity as well as affirmative action goals.

- Step 1**      Identify disparate goal categories at three levels: Agency, Division, and Supervisor.
- Step 2**      Provide Management staff, through effective recruitment, with diverse, qualified candidates when hiring, that meet job-qualifying competencies.
- Step 3**      Provide quarterly reports of hiring successes to Agency managers and supervisors that indicate Agency affirmative hiring goals are met.

**Responsibility:**    Managers, Supervisors, and Human Resources staff.

**Target Dates:**    January, 1998 - Ongoing.

### **Objective 2**

Reengineer recruiting program to complement the Agency's competency-based Human Resources System.

- Step 1**      Work with Agency Management staff to develop action plan.
- Step 2**      Review Agency's current practices and procedures.
- Step 3**      Recommend a revised recruitment program to Agency Management staff by October, 2000.

**Responsibility:**    HR Director, Commissioner, Management Staff

**Target Date:**      October, 2000.

## **Auditing, Evaluating, Reporting Program Success**

Affirmative action goals and diversity objectives are measured through various processes at the Housing Finance Agency:

The Agency's **Hiring Policy** (Attachment A) is the overarching policy to support affirmative action and a diverse workforce at the Housing Finance Agency. As part of the Agency's Policy and Procedures Manual, this document identifies, for all employees, the Agency's methodology to ensure a fair and equitable approach to recruiting and selecting a diverse workforce.

The Supervisor's **New Hire Checklist** (Appendix B) provides a step-by-step approach to hiring for the supervisor. When the supervisor creates a job profile and workplan for a vacant job, a meeting is set with HR staff and the Affirmative Action Officer Designee (HR Director) to discuss the hiring process and determine areas in which HR and Affirmative Action can assist with recruitment and selection. Timelines for the hire are set. If the supervisor suspects that, based on interview evaluation data, a hire will result in a "missed opportunity" in relation to Agency hiring goals, the supervisor meets with the AAO Designee to discuss that data before proceeding to make a job offer. The AAO Designee may consult with the Agency Commissioner before permitting the supervisor to proceed with a job offer.

The Agency's **Hiring Toolbox**, a folder of multi-use hiring/selection documents on the Agency's centralized computer bulletin board, includes groupings of *pre-approved interview questions* and work samples that meet standards for legal, fair, and job-relatedness. All questions are grouped by different jobs (and different job tracks) including Paraprofessionals, Professionals, IT Professionals, Supervisors, and Managers. The Affirmative Action Officer Designee (HR Director) reviews all questions for legality and appropriateness before including them in the toolbox. Supervisors select questions from the toolbox that best fit the job profile competencies of the job for which they are hiring, knowing that they are pre-approved and appropriate. Specific guidelines are provided to assist the supervisor in selecting enough questions to fully represent the job competencies. An *interview evaluation worksheet*, from the toolbox, permits the supervisor to list all the competency areas of the job to be addressed through the interview process. After each applicant interview, the supervisor ranks the applicants response to each interview question on the worksheet. Once all interviews are complete, the supervisor is able to more objectively determine the "best qualified" candidate for the job. Before making a job offer, the supervisor meets with the HR Director to review the ranked job competencies. Missed opportunities are addressed to the satisfaction of the Commissioner before a job offer is made. Once the hiring process is complete, all worksheets completed by the supervisor are submitted to Human Resources for auditing purposes.

**Quarterly Reports** on Agency Hiring Goals are provided to Management Staff and the Commissioner. All senior managers are evaluated at their annual review on

affirmative hiring goals. These reports indicate for the Agency, for each program division, and for each supervisor's work unit, affirmative hiring successes for the preceding quarter. This report is a catalyst for addressing recruitment and retention efforts for unmet hiring goals. It is also one method for celebrating hiring goal successes.

The Agency's first annual **Turnover Report** begins in 1999 and should indicate how successful our selection and retention methods have been. This report will be provided to Management staff at the end of each work plan year to assist strategic staff planning and development for the next year.

The Housing Finance Agency has yet to experience layoff. Should layoff decisions have to be made at some point in the future, the Agency will examine those decisions as they impact affirmative action goals including possible adverse impact.



## WEATHER EMERGENCIES & EVACUATION

### Fire

The building is equipped with fire alarms, sprinklers, and fire extinguishers. If a small fire (wastebasket size or smaller) breaks out in your area, try to extinguish it.

If something other than a small fire breaks out (during or after business hours), evacuate the building immediately-pulling the alarm box by the stairwell doors as you leave.

Should the alarms sound, immediately evacuate the building. Building exits are marked on the enclosed floor plans (Appendix C). Please review and become familiar with these exit locations.

If you are not at your work station when the alarm sounds, exit through the nearest stairwell.

If a stairwell is locked, exit through the nearest unlocked stairwell.

Be aware of employees in your division that may need assistance. If it is necessary to evacuate the building, it shall be the responsibility of the employee with a disability's supervisor, or their designee, to make certain that these employees are helped out of the building as quickly and safely as possible, using whatever equipment is necessary or available.

Upon resuming business, report all pertinent facts about the origin of the fire to the Office Manager.

See memo regarding the "Computer Room" for procedures to be followed in case of a fire within the computer room.

**NOTE: The Agency continues to experience significant growth and physical redesign of work space. Revised information relating to these Emergency Procedures will be included in this AAP upon availability.**

## **Severe Weather**

If a severe weather warning is announced for the immediate area during the work day, employees will be notified and asked to move to the following protected areas within the office/building (See Appendix C).

- inner corridors away from glass
- kitchen (either floor)
- rest rooms
- storage rooms

It shall be the responsibility of the supervisor, or their designee, to alert employees with a disability of severe weather conditions and to provide assistance if necessary.

An "all clear" will be given when it is safe to return to the office.

## **Disaster Recovery**

Refer to the Agency's Disaster Recovery Plan.

## **Disaster Prevention**

Following is a checklist of actions you should take at the end of each work day to help prevent a disaster in your workstation and in your area of the office:

- Close office doors.
- Remove all documents from your desk and store them away.
- Close overhead cabinet doors. Documents stored on the floor should be in boxes and under the desk.
- Make sure all coffee pots and other appliances are turned off and/or unplugged.

## **REASONABLE ACCOMMODATION POLICY**

For more information on ADA compliance, contact Judy Marder, Human Resources Director, at 651-296-4225.

The MHFA is committed to encouraging the employment and promotion of people with disabilities. We will make reasonable accommodations to the physical or mental limitations of a qualified applicant or employee with a disability, unless the accommodation would impose an undue hardship on the Agency.

Accommodations will be provided to qualified individuals, whether an employee or job applicant, or an employee seeking promotion, when such accommodations are directly related to performing a job or competing for a job. Accommodations will not be provided for non-job related personal needs, such as transportation to and from work.

An individual with a disability is defined as:

1. A person who has a physical or mental impairment that substantially limits one or more major life activities;
2. A person who has a record of such impairment; or
3. A person who is regarded as having such an impairment.

Examples of reasonable accommodation may include but are not limited to:

Modification of equipment or assistive devices. Purchase of or a modification to existing equipment such as special telephone equipment, talking calculators, one-handed typewriters, and /or specifically designed desk and files.

Job site modifications. Modifications may include adjustments to equipment height, addition of electrical outlets, relocation of job site to an accessible area, special parking facilities or other types of similar modifications.

Job restructuring. It may include flexible work hours and/or restructuring job duties while retaining the essential job duties.

Support services. Services such as interpreters for individuals with hearing impairments, readers for individuals who are blind or special attendants.

Reassignment to a vacant position of equal status when possible and appropriate.

## **REQUESTING REASONABLE ACCOMMODATION**

1. The supervisor and the individual with a disability should discuss the need for the accommodation and discuss alternatives such as job restructuring, job modification and accessible devices.
2. The supervisor must inform the Human Resources Director of the request and submit a Request for Reasonable Accommodation to the Human Resources office. The request must include justification for the request including a statement of the limitations, the suggested accommodation, approximate cost, and any other pertinent information. The Human Resources Director will assist the supervisor by providing the necessary resources and information.
3. The supervisor, and/or the Human Resources Director must determine the need to request medical documentation from the requesting individual to support an accommodation request.
4. The Human Resources Director will review the request and assist the supervisor in making the accommodation. If the accommodation will cost a significant amount (an amount already determined by the Commissioner to be \$ 500.00), the Human Resources Director will forward the request along with a recommendation to the Commissioner within three (3) working days.
5. The decision is provided in writing to the supervisor, manager and employee within five (5) working days after the determination is made by the Commissioner. The Human Resources Director will maintain all documents pertaining to the accommodation.

## **FUNDING FOR REASONABLE ACCOMMODATION**

Funding will be provided for reasonable accommodations. The expenditure of funds for the accommodations over the amount determined to be significant must be approved by the Commissioner. When determining whether or not to make the accommodation without imposing undue hardship on the Agency, the following factors must be considered:

- \* the size of the Agency's budget;
- \* the nature and cost of the accommodation;
- \* the ability to finance the accommodation in relationship to the site(s) where there may be a need; and
- \* documented good faith effort to explore less restrictive or less expensive alternatives.

## **DENIAL OF ACCOMMODATION**

All denials of requests for accommodation will be documented and kept on file by the Human Resources Director (HRD) and the HRD shall notify the employee of their right to file a complaint of discrimination under the affirmative action plan complaint procedure and inform the employee of the right to file a complaint with the Minnesota Department of Human Rights or other legal channels including the U. S. Equal Employment Opportunity Commission.

### **REQUESTING REASONABLE ACCOMMODATION FOR JOB APPLICANTS**

1. All initial communication between a job applicant and a supervisor or human resources office regarding a position in the Agency shall indicate the willingness of the Agency to make reasonable accommodation upon request, prior to the job interview.
2. The supervisor shall contact Human Resources immediately to indicate that an accommodation is needed. In order to ensure that the accommodation is provided at the interview, requests shall be handled in a timely manner.
3. Human Resources shall contact the applicant to discuss the needed accommodation and possible alternatives, if necessary.
4. The agreed upon accommodation shall be provided if the cost does not cause an undue hardship to the Agency.
5. Human Resources shall take the necessary steps to ensure the accommodation is provided.

### **REQUESTING REASONABLE ACCOMMODATION FOR EMPLOYEES WITH DISABILITIES SEEKING PROMOTION**

1. All initial communication between the employee with disabilities and the supervisor or human resources office regarding a promotional opportunity in the Agency shall indicate the willingness of the Agency to make reasonable accommodation upon request.
2. The supervisor shall contact Human Resources immediately to indicate that an accommodation is needed. In order to ensure that any accommodation is provided at the time a "new job" begins, requests shall be handled in a timely manner.
3. Human Resources shall contact the employee with disabilities to discuss the needed accommodation and possible alternatives, if necessary.

4. The agreed upon accommodation shall be provided if the cost does not cause an undue hardship to the Agency and the critical job elements of the promotional job can still be accomplished.

5. Human Resources shall take the necessary steps to ensure the accommodation is provided.

## EMPLOYEE REQUEST FOR REASONABLE ACCOMMODATION

**Please print or type**

**Attach additional sheets for questions below if necessary**

<b>Employee Name</b>	<b>Classification</b>	<b>Date of Request</b>
<b>Division</b>		
<b>*Statement of Limitation (Attach medical statement if requested by Manager)</b>		
<p>1. Please describe the nature of your disability, what life activity(s) it substantially limits, and how this life activity(s) is substantially limited.</p>		
<p>2. Type of accommodation requested to perform essential functions(s):</p>		
<p>3. Which essential function(s) of your job will the requested accommodation allow you to perform?</p>		
<p>4. Why is the requested accommodation necessary to perform the essential job function(s)?</p>		
<p>5. How will the requested accommodation be effective in allowing performance of the essential job function?</p>		
<b>Signature of Employee</b>		<b>Date</b>
<b>Signature of Supervisor</b>		<b>Date</b>
<b>Signature of Manager</b>		<b>Date</b>
<b>Additional Comments</b>		
<p><small>*Information on this form shall be confidential with the exceptions according to the Rehabilitation Act of 1973, Section 504, Subd. 84.14, and the Americans with Disabilities Act of 1990, Subd. PL 101-336, Sec. 102 C.</small></p>		

## **Recruitment Plan**

The Housing Finance Agency works to identify and implement both short term and long term recruiting strategies that lead to employing individuals best suited for jobs and who promote a diverse workforce.

Management staff, in partnership with Human Resources staff, identified strategies for effective recruitment which include:

### **Diverse Advertising sources:**

- Minnesota Career Opportunities Bulletin
- Local major newspapers
- Web-Page: Department of Employee Relations
- Web-Page: Minnesota Housing Finance Agency
- Job training Centers
- Community Newspapers
- Professional Associations
- Colleges and Universities

Local major newspapers remain the best tool for reaching qualified job candidates. Community newspapers garner the best pool of disparate candidates although the response is minimal. The Agency's web page is a newer resource providing qualified candidates. Job Fairs have not provided an adequate audience for Agency jobs and are, therefore, not likely to be pursued. Average recruitment costs for a single job are about \$1500 - \$3000. Costs per job, or in total, are unavailable.

### **Projected Hiring Opportunities and Recruitment Strategies:**

Hiring opportunities and successes for the first workplan year are listed elsewhere in this document. For the second workplan year, to accomplish already listed hiring opportunities in the second workplan year, we will:

- Continue to define job qualifying criteria through the use of job competencies. Job profiles that define expected job competencies will assist in qualifying candidates for their existing knowledge, skills and abilities, as well as their ability to learn.
- Continue to target specific communities through protected group community newspapers including Access Press and similar organizations supporting people with disabilities, employment agencies, and other recruiting venues, as can be identified, to target disparate qualified candidates, especially, people with disabilities.



- Hiring supervisors and Human Resources staff continue to work together as directly responsible for recruitment activity and success.
- Continue to ensure that all recruitment activities are in compliance with the Americans with Disabilities Act by making materials available in alternative formats (when requested) and meeting locations accessible.

### **Recruit and Hire Interns:**

The Agency continues to provide practical work experience for selected students to enhance their academic preparation and help the Agency achieve its overall mission. Two interns are recruited for three months each summer, through a contract with the Carlson School of Management, to evaluate Agency housing programs and present the results to the Agency. These are paid jobs. The interns are evaluated on their success to support their academic field. These work opportunities also expose students to possible career opportunities with the Housing Finance Agency. Agency disparity information assists in targeting qualified, and disparate, students.

### **Supported Worker:**

In accordance with Minnesota Statute 43.191, the Housing Finance Agency will review work to determine if there are jobs that may be used for supported employment. The following procedure will be used to comply with this requirement:

- 1) Human Resources and the hiring Manager or Supervisor will review profiled jobs where work needs are identified and hiring is anticipated.
- 2) Human Resources and the hiring Manager or Supervisor will decide together if the identified work needs can be met with supported employment work opportunities.
- 3) If yes, Human Resources will contact the Department of Employee Relations for referrals/job applicants. Recruitment activities will include making materials available in alternate formats and meeting locations accessible as is necessary.
- 4) Managers and supervisors will receive training on the Supported Employment Program where hiring is anticipated.

## Retention Plan

The Housing Finance Agency is committed to the recruitment, selection and retention of workers that reflects the workforce population of Minnesota. Agency Managers and Supervisors, in cooperation with Human Resources staff, are responsible for developing initiatives to enhance the careers and work environment for all employees. Judy Marder, the Human Resources Director and Affirmative Action Officer Designee, is responsible for recording, analyzing and reporting Agencywide retention activities.

### Methods of Retention

The Agency's approach to employee retention includes our Employee Development Process, which takes place at each employee's annual review. Employee development is further supported by language in the Agency's Training and Development Policy:

1. **CORE competencies** are identified (customer service, loan review processes, real estate management certification, negotiation skills, etc.) and one-year timelines for completion of required training are established for all new staff.
2. **Skill training** is encouraged and supported each year to ensure employees' ability to perform their current job.
3. **Career development** opportunities are encouraged for individual employees. Employees may submit a program proposal (covering school programs from one to four years or more) to their supervisor for financial support consideration. Decisions to provide financial support consider the Agency relatedness of the program, skills needed by the employee to accomplish their current job and a commitment to prepare the employee for career advancement within the Agency.
4. **Mobility assignments**, within and outside the Agency are also considered for employee development at the Agency. During an employee's annual review meeting, the supervisor and employee discuss possibilities for work assignments at partnering businesses or communities (such as Metropolitan Council, Ramsey County HRA, City of Minneapolis, etc.) The ability to add to, or strengthen, one's skills and abilities is supported by Management staff and encouraged through different work assignments with community business partners.
5. The **PROGRES System** which recognizes an employee's accelerated competency growth with accelerated compensation once each year. Competencies important to individual success that are not accomplished, are easily identified and targeted for improvement.

The Agency recognizes, through it's strategic plan, the valuable role employees play towards meeting the Agency's mission. With recognition and support for individual competence, for both today's and tomorrow's work, we believe that the Agency is rewarded with competent and committed employees and that employees are rewarded with opportunities for individual excellence.

## Separation Analysis

The Agency now collects separation data using its own spreadsheets and by extracting data from the SEMA4 system. Adequate data will be available and reportable by the end of each calendar year beginning in 1998.

Turnover 1998					
Goal Units	Protected Groups				
	Total	Women	Minorities	Disabled	Average Length of Service
Managers	1		1		20.7
Supervisors	1	1			0.41
Professionals	3	1		1	6.35
Technical					
Office/Clerical	5	4	1	1	2
Commissioner's Plan	1	1			1.95
<b>Total</b>	<b>11</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>31.41</b>

This data, when compared to 1998 hires, shows that, overall, women remain fully represented at the Agency; minorities are under-represented at the supervisor and manager level; and people with disabilities continue to be under-represented in all Agency goal units.



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# **Policies and Procedures**

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**Subject:**  
Hiring Policy  
**Effective Date:**  
  
**Revision Dates:**  
1/99, 8/99, 10/99

APPENDIX A

## **HIRING POLICY**

### **HIRING GOALS**

The Minnesota Housing Finance Agency depends on qualified staff to undertake the volume of complex and changing tasks that enable us to address Minnesota housing needs. We depend on a diverse work force to be an example of our design and delivery of programs and processes, to provide our Agency management with the greatest breadth of experience possible, and to model a work environment inclusive and respectful of differences that we expect of housing providers, housing agencies, management companies, and community organizations.

We build a diverse work force through meticulous hiring practices. Diversity refers to a broader range of characteristics that enrich the Agency's program administration and work environment. It includes race, ethnicity, gender, age, work experience and life experience. Affirmative action refers to the set of federal and state statutory and regulatory requirements where the objective is to ensure fair and equal treatment for persons with protected class status.

We plan for a work force in which existing staff have reasonable opportunities for personal and career development and where new employees have opportunities to join the Agency to enrich our work by contributing their unique experiences and different perspectives.

To that end, the following goals are critical to achieving the Agency's mission:

- To employ staff who are qualified to do the required work;
- To promote a diverse workforce; and, further, address affirmative action requirements according to state law; and,
- To balance opportunities: 1) for existing staff to advance and achieve career goals and benefit from job experiences and education; and 2) for new employees to join the Agency.

### **ROLE AND RESPONSIBILITY OF STAFF**

Responsibility for achieving Agency hiring goals is jointly held by Management staff, and the Human Resource staff.

#### **Management Staff will:**

- *Plan* for human resource activity;
- *Set* annual employment/hiring goals to include affirmative action and diversity goals;



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# ***Policies and Procedures***

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- *Recruit* qualified applicants, working in partnership with Human Resources staff;
- *Hire* staff; and
- *Balance* opportunities for existing and new employees.

**Human Resources Staff will:**

- *Provide information* necessary to Management staff for setting employment goals and making hiring decisions, first, as it impacts affirmative action compliance status and, second, as it impacts the Agency's commitment to a diverse workforce;
- *Recruit* qualified candidates using both broad and targeted approaches;
- *Qualify* candidates through testing for each job track and for every hire based on job competencies needed;
- *Commit* to specific tasks throughout the hiring process in partnership with Management staff using a checklist that establishes timelines towards a successful hire;
- *Track/Report* information regarding Agency hiring activity so that diversity, affirmative action workforce goals, and good faith efforts through recruitment and retention can all be recognized.

Each Division has a specific number of Full Time Equivalent (FTE) positions each biennium for workforce planning. Management staff decide together just what and how jobs are created or re-created to meet changing workforce needs. Human Resource staff are available as consultants when requested by Management staff.

**HOW JOBS ARE CREATED**

- Work needs of the division and particular work units are considered.
- The goal of a diverse workforce and Agency affirmative action goals are considered.
- Consideration is given to relevant language in employee contracts and plans.



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- An appropriate employment condition/status is determined: classified or unclassified, fulltime or parttime, unlimited or temporary, emergency, student, or intern.
- Job competencies are identified from the appropriate job track: Paraprofessional; Housing Program Professional; Accounting/Finance; Information Systems; Supervisor; or Manager.
- An individual work plan and job profile are created and submitted to Human Resources to create the job in both the PROGRES System and Civil Service System.

## **HOW JOBS ARE FILLED**

### **Hiring Planning Meeting**

- Once a job to be filled is created (with a workplan and job profile), the supervisor/manager meets with Human Resources staff to discuss needs and set timelines.
- Disparity status information is provided at three levels: Agency; Division/Section; and Manager/Supervisor.

Agency affirmative action goals take precedence as part of a statewide commitment to affirmative hiring.

Diverse hires at the Division, and manager/supervisor level, express the Agency's commitment to a diverse workforce.

- Recruitment needs, both short and long term, are identified by the manager/supervisor.
- Language for a job posting, or job order is discussed and prepared.
- Employee space and equipment needs are discussed with appropriate staff.
- Applicant pools are discussed.

\*If a testing procedure is needed to gather a pool of qualified candidates, those timelines are set and people and resources to be contacted for recruitment are identified.

\*If a qualified pool of candidates already exists, a list of candidates for the job to be filled will be created based on the competencies previously identified and presented to the hiring manager or supervisor.



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- All items discussed at the Hiring Planning Meeting are noted on the *Checklist* document that the supervisor/manager and Human Resources staff prepare together.
- All parties involved in the hiring process continue to communicate with each other as hiring steps are completed or as timelines change.

## **Preparing for Interviews**

- Interview questions and work samples are selected from the Hiring Tool Box on MacCentral. Questions and samples have been reviewed by Human Resources for job relatedness and to ensure the omission of language or questions that have the potential of being considered biased or discriminatory. If managers/supervisors use questions and work samples entirely from the Hiring Tool Box, no HR review is required. Manager/supervisors, and/or panel interviewers, who develop their own set of interview questions and work samples based on the particular job to be filled, must have these reviewed by Human Resources.
- The panel interview process is used when filling supervisory and managerial positions; and may be used for other jobs as well. Consideration for panel members may go to both internal and external participants. Every effort should be made to ensure panel members are diverse.
- Managers/supervisors and/or panel members determine candidates to be interviewed from their candidate pool. They also set the interviews and rank interviewees (using established ranking forms) by how well they demonstrate needed job competencies.

## **Before Making a Job Offer**

- Check references. Check references.
- Check hiring and diversity goals. Meet with HR Director to review selection decision materials. At this time, if the hiring manager or supervisor decides not to hire a protected group candidate, where a disparity exists, the manager/supervisor needs to provide justification to the HR Director.
- Set salary. In consultation with Human Resources staff, consideration is given to the job profile, parameters outlined in union contracts and plans, budget restraints, guidelines of PROGRES compensation policies, salary of existing staff, and Agency precedents.



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**After Offer is Accepted**

- Return appropriate documentation (refer to *Checklist*) to Human Resources.
- Prepare for new employee orientation in the work unit and Human Resources within the first week. Register the new employee for the Agency's employee orientation program when it is available.

**MEETING HIRING GOALS**

The Minnesota Housing Finance Agency gives consideration to disparity status at three organizational levels at the time of hire: Agency; program division; and manager/supervisor.

Consideration at the Agency level is required by state law and is the Agency's overall commitment to affirmative hiring. Consideration at other levels permits the Agency to encourage and recognize contributions made by divisions and individuals toward the Agency's fulfillment of this overall commitment. Combined, all levels of consideration promote meeting affirmative action goals and maintaining a diverse workforce.

Missed opportunities relate to disparity status at all hiring levels. However, a missed opportunity at the Agency level has the greatest impact on the Agency's achievement of affirmative action goals. Missed opportunities at the other two levels affect our internal commitment to and accountability for hiring affirmatively and maintaining a diverse workforce.

A number of reporting mechanisms are in place to recognize hiring successes that support diversity and affirmative action at the Housing Finance Agency. They include:

- Quarterly Management reports indicating the status of affirmative action and diversity hiring for the Agency, Division/Section, and Manager/Supervisor.
- Management staff work plans that address accountability for meeting hiring goals that are assessed through the annual performance communication process.
- Agency affirmative action report for the State's Office of Diversity and Equal Opportunity as required or requested (quarterly, annually).



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## REVISED RACE/ETHNIC CATEGORIES

The US Equal Opportunity Commission revised its race/ethnic categories for the purposes of reporting employment statistics on the EEO-4 form (for state and local governments) and on the EEO-6 form (for educational institutions). The revised categories are defined as follows:

1. **White, not of Hispanic Origin** - Persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
2. **Black (African-American) not of Hispanic Origin** - Persons having origins in any of the Black racial groups of Africa.
3. **Hispanic** - Persons of Mexican, Puerto Rican, Cuban, Central, or South America or other Spanish culture or origin, regardless of race.
4. **American Indian or Alaskan Native** - Persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
5. **Asian or Pacific Islander** - Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, the Philippine Islands, and Samoa.

Persons of mixed ethnic/racial background would choose the group with which they most closely identify.

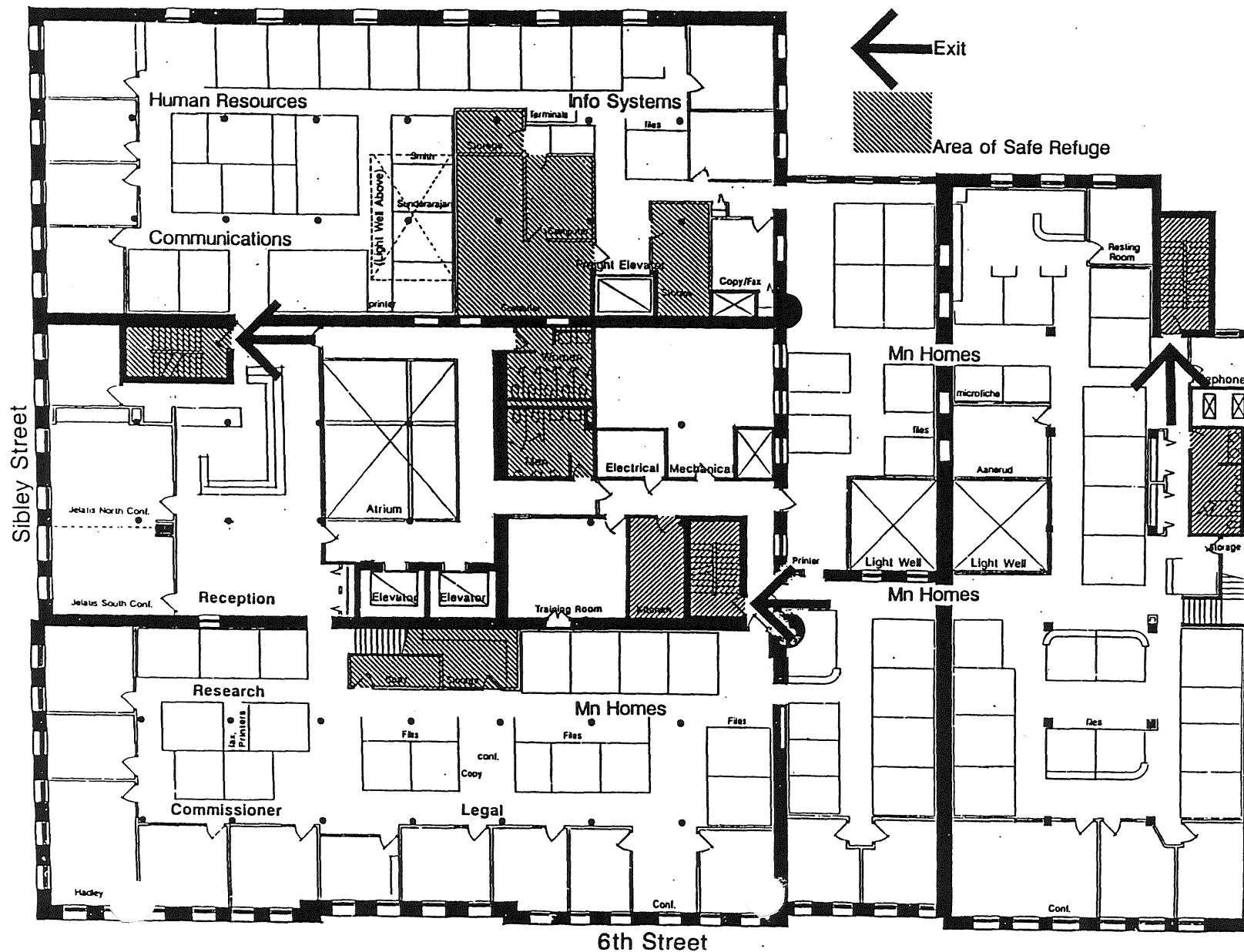
## DEFINITIONS RELATING TO DISABILITY

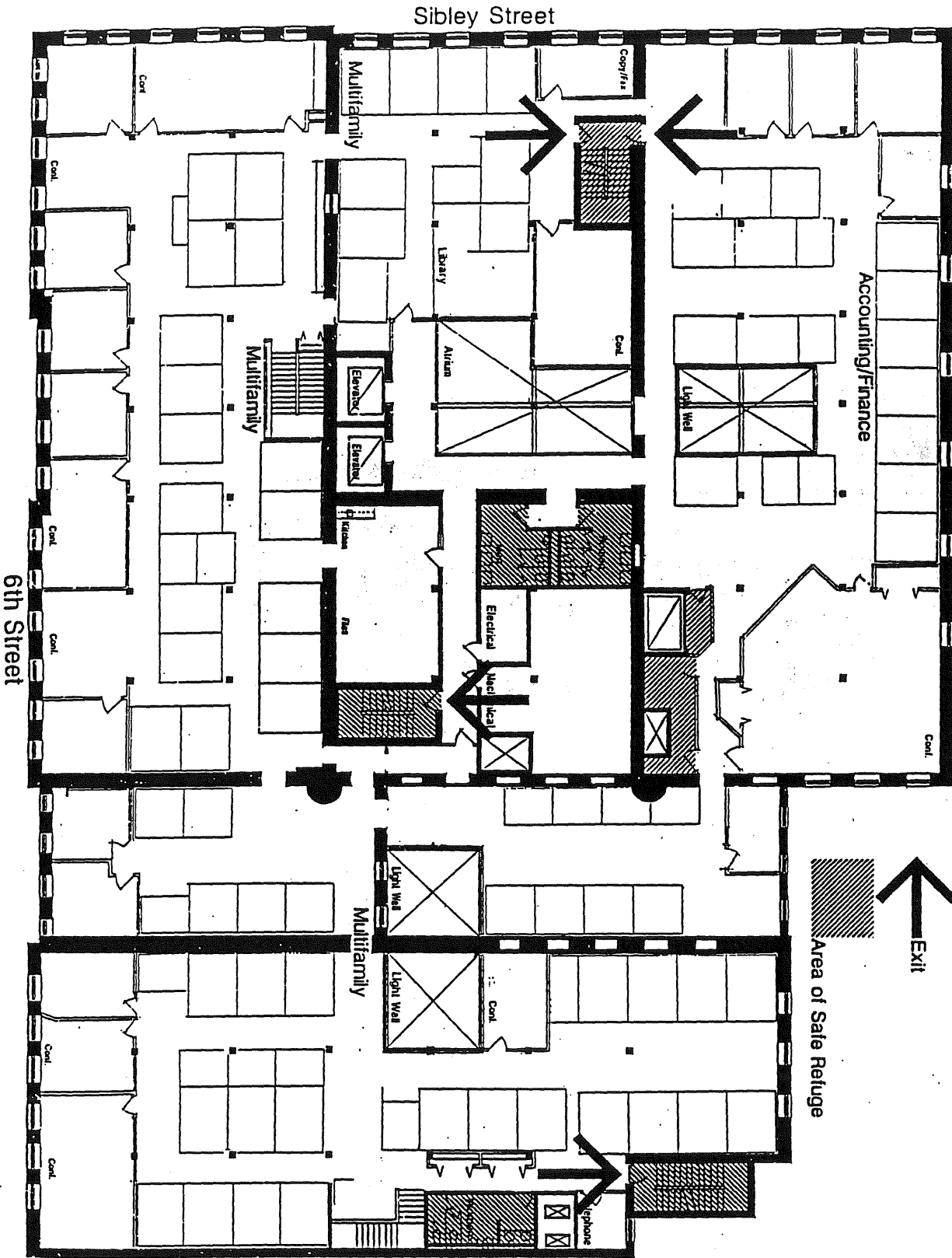
- A. **Functional disability** -- same as "disability"
- B. **Disabled person** -- any person who:
  1. has a physical or mental impairment which substantially limits one or more major life activities, or

2. has a record of such an impairment, or
  3. is regarded as having such an impairment
- C. **Major life activity** -- functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.
- D. **Has a record of such impairment** -- has a history of, or has been misclassified as having a mental or physical impairment that substantially limits one or more major life activities.
- E. **Is regarded as having an impairment**
1. has a physical or mental impairment that does not substantially limit major life activities but that is treated as constituting such a limitation; or
  2. has a physical or mental impairment that substantially limits major life activities only as a result of the attitudes of others toward such impairment; or
  3. has none of the impairments defined in C., above, but is treated as having such an impairment.
- F. **Qualified disabled person** -- with respect to employment, a person with a disability who, with reasonable accommodation, can perform the essential functions of the job in question.
- G. **Reasonable accommodation** -- architectural and/or equipment adjustments or modifications, and other changes an employer must take to enable persons with disabilities to perform the essential functions of a job for which they are otherwise qualified. The test of "reasonableness" based on whether a given change would impose undue hardship rests with the employer.

Reasonable accommodations include, but are not limited to, the following:

1. Making facilities, which are used by employees, readily accessible to and usable by disabled persons.
2. Acquiring auxiliary aids and devices, and modifying equipment to be used by employees with specific disabilities.
3. Restructuring jobs and modifying work schedules to accommodate specific abilities and disabilities.





MINNESOTA HOUSING FINANCE AGENCY

400 Sibley Street, Suite 300, St. Paul, Mn.

Fourth Floor Plan