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Department of Administration

Affirmative Action Plan

July 31, 2000 – July 31, 2002

**MINNESOTA DEPARTMENT OF ADMINISTRATION
AFFIRMATIVE ACTION PLAN
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COMMISSIONER'S STATEMENT OF COMMITMENT

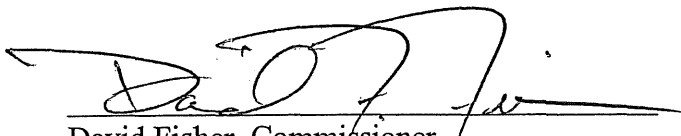
TO EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

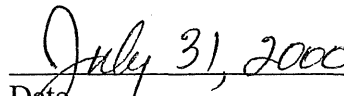
As Commissioner of the Department of Administration, I endorse and support the State's Affirmative Action Program and our department's Affirmative Action Plan. To assure that positions are equally accessible to all qualified persons and to ensure a balanced work force that is fully representative of all protected groups, the Department of Administration will make every effort to recruit, hire, support and retain qualified protected group members.

To implement our plan, I have designated Deb Tomczyk to serve as our affirmative action designee and ADA coordinator. The Affirmative Action Plan is posted on the Human Resources Office bulletin board located in Room 114 of the Administration Building.

Managers and supervisors will be held accountable for ensuring that the Affirmative Action Program is implemented, since they are the people who can ultimately have the greatest effect on the program. However, I strongly encourage all employees to become acquainted with our Affirmative Action Plan.

It is the responsibility of each employee to promote and apply the principles of equal opportunity in their work and to cooperate fully with the department's plan of action. Affirmative action is a positive effort to utilize the skills and resources, not only of those who have been denied opportunity in the past, but also of all present and potential employees. I urge all Administration employees to join me in a continuing effort to make equal employment opportunity a reality.


David Fisher, Commissioner
Department of Administration


Date

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 Deborah Tomczyk, Director of Human Resources, (612)-296-7035 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

Objective 1: RECRUIT AND HIRE A DIVERSE WORKFORCE
--

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

New Employee Orientation

Provide half-day session for new employees to explain the department, department values regarding behavior, prevention of sexual harassment and the State Code of Ethics, among other topics.

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 offered sensitivity training for most of their employees on working with individuals with disabilities and being sensitive to customers with disabilities.

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

Objective 3: RETAIN A DIVERSE WORKFORCE

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

Objective 4: RECRUITMENT AND HIRING OF MINORITY/FEMALE MANAGERS
--

Action Steps:

1. Continue to actively recruit minority women by participating in job fairs designated as opportunities for women and especially minority women.

Person Responsible: HR Staff

Target Dates: Ongoing, Participated in "The Gathering," Summer 2000

2. Network with Women in the Trades and Women's Business Venture for specialized recruitment opportunities

Person Responsible: HR Staff

Target Date: 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

- | | |
|--|-----------------------|
| 1. Obtain eligible list, applications and a protected group report from Department of Employee Relations. | Human resources staff |
| 2. Discuss the policy on affirmative action or the contractual obligations, whichever apply. | |
| 3. Conduct objective, structured interviews of all candidates who possess the desired qualifications, ensuring that applicants are aware of employment condition, salary range and physical requirements of the job. | Supervisor |
| 4. Rate applicants using a structured rating system. | |
| 5. Conduct reference checks. | |
| 6. Decide on a qualified person after considering any contractual and affirmative action obligations. | |

- | | | |
|-----|--|---|
| 7. | Discuss candidate selection with human resources representative or affirmative action officer/designee prior to making any job offer. | Supervisor |
| 8. | If selection is in violation of applicable labor agreement, discuss rationale and ramifications of such action with supervisor. | Human resources staff
AA officer/designee |
| 9. | If the recommendation is not justified (there is a disparity and the recommendation is not protected class) AA officer and human resource staff discuss with supervisor.
If not resolved, asst.commissioner can make final decision or contract, advise supervisor and may overrule the selection decision. | |
| 10. | If selection is not in accordance with the Affirmative Action Policy, provide rationale for the qualifications of the selected candidate or why the other candidates were not chosen. | Human resources
supervisor/staff
AA officer/designee |
| 11. | Forward information to appropriate assistant commissioner documenting the exceptional qualifications of the non-protected candidate. | |
| 12. | Consider documentation and approve or disapprove hiring decision. | Assistant commissioner |
| 13. | If assistant commissioner disapproves the exception, the supervisor is required to select the qualified applicant. | |
| 14. | 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 or hostile work environment. Any employee subjected to such harassment should notify any member of management or the Human Resources Office (612)-296-2885. The employee may also file a complaint with the Department of Administration's affirmative action officer/designee, Deborah Tomczyk, Director of Human Resources at (651)-296-7035, 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. Additionally, the Harassment Policy will be discussed as a part of the New Employee Orientation. 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 supervisor and manager and the Human Resources Division 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, disciplines 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 or implicitly, 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 candidate 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 at (651)-296-7035 or (651)-296-2885.
- 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, manager, or division director, or an employee of the Human Resource Division.
- 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, Deborah Tomczyk, Director of Human Resources (651)-296-7035.

NOTE: Employees have the right to report a harassment complaint directly to the affirmative action officer/designee (651-296-7035) 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 substantially or materially limits one or more of such person's major life activities;

REQUEST FOR REASONABLE ACCOMMODATION FOR JOB APPLICANTS, CURRENT EMPLOYEES, AND EMPLOYEES SEEKING PROMOTION

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 Accommodation 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

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.

SUPPORTED WORK

The Department of Administration will review vacant positions and assess the current workload and needs of the office, to determine if job tasks might be performed by a supported employment worker(s). If appropriate, a list of supported worker candidates will be requested from Doer. The Department of Administration will work with the State ADA/Disability Coordinator to recruit and hire individuals for supported employment if such a position is created.

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 may use the Minnesota Relay Service (1-800-627-3529) to contact 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 that 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

In the past year, the Department of Administration has broadened its recruitment efforts significantly with greatly enhanced use of Internet recruitment sites. In April of 2000 the Department of Administration took a lead role in obtaining the collaboration of 15 other agencies to renew and upgrade an existing contract with minnesotajobs.com. The new contract allows the contributing agencies to post an unlimited number of jobs for 1 year. The changes were:

1. Use of descriptive key words and search terms in the job postings.
2. Development of more effective communication with in the body of the posting to attract potential applicants.
3. Clearly describing how to apply for the advertised position and identifying a contact person and phone number.
4. Allowing candidates to send resumes directly to the HR staff person in charge of filling the position.
5. Improvement of response time to potential candidates by interacting directly with candidates.

Using this strategy, the Department of Administration has been able to target a wider pool of potential candidates who are looking for jobs in Minnesota.

As in the past, formal advertising in the department has also been done through the *Star Tribune* and the *St. Paul Pioneer Press* newspapers. 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.

In the last year, the Department of Administration spent over \$39,000 for newspaper advertisements. Because ads are 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 largest proportion of ads are for computer jobs and printing-related jobs. Because it has become difficult to recruit for almost all of our jobs, the amount of advertising has increased significantly in the last year. We also spent over \$1000 on renewal and upgrade of the current contract with minnesotajobs.com.

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

- "The Gathering: A Woman of Color Expo" held on June 24th & 25th attracted women of color and their friends, teens of color, and women with children of color. "The Gathering" was a cultural celebration which included a roster of educational, spiritual and entertainment events held throughout the 2-day event. The Department of Administration shared responsibility for staffing a booth with Human Resource staff from other agencies.
- Management Information Systems Fair at the University of Minnesota's Carlson School of Business. A representative of the Department of Administration attended the fair in order to attract individuals from computer fields to the department.

Ongoing attendance at job fairs is sporadic, depending on the skills of the applicants the fair is likely to attract. 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 on-line and 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.

In FY2000, the Department of Administration will be one of two state agencies to pilot a

streamlined approach to filling vacancies. Under this system, positions that are currently filled by written exam or by experience and training ratings will be filled instead through a revised and enhanced process, SkillsSearch, which is a rapid evaluation of resumes against established job qualifications. We expect this process to expand the number of protected group candidates greatly. In the past qualified protected group members have frequently had job offers before our exam process was completed. Using SkillsSearch, we will be able to evaluate their resumes quickly and make job offers within a matter of days rather than months. Additionally, reducing the 'threat' of exams and being able to reach the limited English proficient populations without both the delay of and the stress of the exam process should enhance our opportunities to hire from the protected classes.

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. We have recently filled four of these positions in the technology areas. 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 such as posting bulletin boards at colleges and universities.

Routine, repetitive cleaning functions in the Plant Management Division seem the best option for the Supported Work Program. The department will continue 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 Morcken-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, Director Human Resources Division

SEPARATION AND LAYOFF DATA AND PATTERNS DATA

(See attached printouts from InfoPac.)

These printouts cover the time period from July 1, 1998 to June 30, 2000.

LAYOFFS

There were two layoffs during this time period, one in the clerical and one in the professional bargaining unit. Both positions were eliminated because the positions were no longer needed in the work unit. Neither of these individuals belonged to a protected group.

OTHER SEPARATIONS

The Department of Administration's overall turnover rate was about 25%. 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 13%. This figure includes discharges.

Dismissals

Of the 8 employees who were discharged during this time period:

- 1 was an individual with a disability. This is 1% of the department's 61 individuals with disabilities.
- 0 were minorities.
- 3 were females. This is less than 1% of the department's 383 female employees.
- 4 were other than protected group members. This is less than 1% of the approximately 527 employees not listed as disabled, minorities or females.*

**To determine the number of non-protected group members, I took the total number of employees (884) 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 minorities and individuals with disabilities is lower, and females is about the same.

Resignations

Of the 88 employees who resigned during this time period:

- 2 were individuals with disabilities. This is 3% of the department's 61 individuals with disabilities.
- 13 were minorities. This is 16% of the department's 83 minorities.
- 39 were females. This is 10% of the department's 383 females.
- 34 were other than protected group members. This is 6% of the approximately 527 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, while minorities and females are 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 succession planning team that will be meeting monthly and minority representation will be present.

In January of 2000, the department began conducting exit interviews with exiting employees. 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. Over the past six months, employees who participated in exit interviews gave the department an average rating of "3" out of 4 point scale on whether the department provides women, minorities, and disabled individuals with opportunities.

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.

Annual Goals

Anticipated hiring of disparate protected group members when a good faith effort is made to remove barriers that prevent full participation of minorities, females and persons with disabilities in state service. Consideration of turnover, growth and retraction needs to be made for each agency's goal/bargaining unit and for each of the three protected classes. Hiring goals for disparate groups should be considered whenever underutilization exists and there is one or more anticipated hires in the job group. The "Change +/-" column should reflect the difference between the current total workforce and the anticipated total workforce by end of the fiscal year.

Date: 7/31/00

AGENCY: Administration

Job Group	Current Work Force				Availability (%)			Underutilization # of persons (nearest tenth)			Anticipated new hires for the year			Hiring goals		
	Total	Female	Minority	Disabled	Female	Minority	Disabled	Female	Minority	Disabled	Change +/-	Turnover	Total hires	Female	Minority	Disabled
Managers	55	20	0	2	39.99	5.55		2	3		0	0	0	2	3	
Professional	316	135	24	22	40.29	5.72		0	0		0	*	*	0	0	
Technical	64	19.5	10	5	47.08	5.62		10	0		0	*	*	10	0	
Clerical	179	128	20.25	11	74.51	5.13		0	0		0	*	*	0	0	
Skilled Craft	55	1	0	5	5.71	5.16		2	3		0	*	*	2	3	
Engineer	6	0	1	0	5.16	5.22		0	0		0	*	*	0	0	
Service Workers	154	36.65	37.65	9	22.10	11.24		0	0		0	*	*	0	0	
Supervisory	76	28	4	4	31.31	2.67		0	0		0	*	*	0	0	
Comm Plan	14	12	1	1	57.72	6.35		0	0		0	*	*	0	0	

**Department of Administration
Utilization Report July- 2000**

Job Group	Total	Women					Minorities					
		Utilization		Availability		Number Under-utilized	Utilization		Availability		Number Under-utilized	
		Number	%	Number	%		Number	%	Number	%		
Manage- -rial	55	20	36.3	21.9	39.99	2	0	0	3	5.55	3	
Professi- -onal	316	135	42.7	127.31	40.29	0	24	7.5	18	5.72	0	
Techni- -cal	64	19.5	30.4	30	47.08	10	10	14.4	3.59	5.62	0	
Clerical	179	128	71.5	133	74.51	0	20.25	11.3	9.18	5.13	0	
Skilled Craft	55	1	1.8	3	5.71	2	0	0	2.8	5.16	3	
Engine- -ers	6	0	0	0	5.18	0	1	16.6	0	5.22	0	
Service Workers	154	36.65	23.7	34.03	22.10	0	37.65	24.4	17.30	11.24	0	
Supervi- -sors	76	28	36.8	23.79	31.31	0	4	5.2	2	2.67	0	
Comm Plan	14	12	85.7	8.08	57.72	0	1	7.1	1	8.35	0	

Explanation of Goals

Derivation of Goals:

The goals have been prepared by comparing the number of protected group members currently employed versus the number of protected group members in that field in the general population. Availability in the general population was based on 1990 census data, the most recent available. For the professional, craft, and technical groups, we combined availability information from a variety of job fields included in our workforce.

We have not included goals for persons with disabilities because we do not at present have reliable data on availability nor determined expectations. We will, however, still be actively considering all persons with disabilities who can perform the essential functions of the specific jobs and recruiting for persons with disabilities whenever possible.

Goals for Specific Job Groups:

Managers – We are presently underutilized for women and minorities in relation to availability in the general population. We have set the numbers at 2 and 3 to reflect the underutilization. See Objective 4, page 10.

Technical – We are presently underutilized for women in technical jobs by 10 individuals. Based on our experience in the last several years, we believe that we are unlikely to receive significant numbers of applications from either men or women for these jobs given the current job market. We have decided to leave the goal at 10 in spite of these difficulties and will continue to recruit, hire, and promote women.

Craft – We are presently underutilized for women by 2 and minorities by 3 in these jobs. Although we have very few applications from women and minorities for these jobs, we will establish these numbers as our goals and endeavor to meet them. At present, we are unable to recruit qualified candidates of any kind for many of these positions. For this reason, many positions in these areas have been vacant for more than a year.

Anticipated New Hires:

This column has been left blank because we cannot anticipate the number of new hires within these units for the next year or two, especially considering the diversity of positions in these broad groups. In fiscal year 1999, the InterTechnologies Group had 117 vacancies. The remaining divisions requested to fill 168 vacancies in a large variety of classifications.

We expect to have retirements and resignations among our managerial staff. However, we are only beginning the process of identifying the retirement probabilities and the succession plan. In the past, we have had significant turnover among professional, technical, skilled craft, and service workers each year and can anticipate a similar pattern

in the next two years. Each of these areas has a number of sub-specialties, however, making it difficult to anticipate exactly which employees and which skill sets we will require. We anticipate having several vacancies among the trades employees, for instance, but do not know whether these will be plumbers, carpenters, refrigeration specialists or another area of specialization. We have had vacancies for engineers and for electricians in the last several years that we have been unable to fill because of an absence of qualified candidates in the job market.

STATE OF MINNESOTA
DEPARTMENT OF EMPLOYEE RELATIONS
EXECUTIVE BRANCH PROTECTED GROUP SEPARATION REPORT
FROM 1998-07-01 THROUGH 2000-06-30

G02 AGENCY : Administration Dept
001 GOAL UNIT : Administration Department
C GROUP : Minority

SEPARATION TYPE	TOTAL	GROUP EMPL	GROUP PERCENT	TOTAL FT	FT	TOTAL UNCLASS	UNCLASS GROUP	UNCLASS GROUP %	TOTAL OTHER EMPL	OTHER GROUP	OTHER GROUP %	
	GOAL UNIT EMPL			UNLIMITED CLASS	UNLIMITED CLASS							
Layoff	0	0	0.00 %	0	0	0.00 %	0	0	0.00 %	0	0.00 %	
Retirement	35	2	5.71 %	34	2	5.88 %	1	0	0.00 %	0	0.00 %	
Dismissal	18	6	33.33 %	12	4	33.33 %	0	0	0.00 %	6	2	33.33 %
Resignation	88	13	14.77 %	72	9	12.50 %	3	0	0.00 %	13	4	30.77 %
Term - No Rights	68	12	17.65 %	0	0	0.00 %	24	2	8.33 %	44	10	22.73 %
All Others	11	0	0.00 %	9	0	0.00 %	1	0	0.00 %	1	0	0.00 %

Total Goal Unit Employees as of 1998-07-01 = 884
Total Group Employees as of 1998-07-01 = 83
Group Percent = 9.39 %

The totals and percentage at the bottom of the page include employees who were in Active or Paid Leave status at the start of the reporting period.

The report excludes judicial employees, legislative employees, and those executive branch employees who are interns, trainees, non-state employees, or academic employees. Employees whose ethnic code is Not Indicated are excluded from minority counts.

The Separation Type ALL OTHERS includes death, failure to return from layoff, expiration of layoff rights, failure to return from leave, and all separations coded as Other.

The columns TOTAL OTHER EMPL, OTHER GROUP, and OTHER GROUP % include employees whose appointments are classified but not full time and unlimited (e.g., temporary, emergency, seasonal, provisional, part time, intermittent).

STATE OF MINNESOTA
DEPARTMENT OF EMPLOYEE RELATIONS
EXECUTIVE BRANCH PROTECTED GROUP SEPARATION REPORT
FROM 1998-07-01 THROUGH 2000-06-30

G02 AGENCY : Administration Dept
001 GOAL UNIT : Administration Department
B GROUP : Disabled

SEPARATION TYPE	TOTAL GOAL UNIT EMPL	GROUP EMPL	GROUP PERCENT	TOTAL FT UNLIMITED CLASS	FT UNLIMITED CLASS GROUP	FT UNLIMITED CLASS GROUP %	TOTAL UNCLASS EMPL	UNCLASS GROUP	UNCLASS GROUP %	TOTAL OTHER EMPL	OTHER GROUP	OTHER GROUP %
Layoff	0	0	0.00 %	0	0	0.00 %	0	0	0.00 %	0	0	0.00 %
Retirement	35	3	8.57 %	34	3	8.82 %	1	0	0.00 %	0	0	0.00 %
Dismissal	18	0	0.00 %	12	0	0.00 %	0	0	0.00 %	6	0	0.00 %
Resignation	88	2	2.27 %	72	2	2.78 %	3	0	0.00 %	13	0	0.00 %
Term - No Rights	68	3	4.41 %	0	0	0.00 %	24	1	4.17 %	44	2	4.55 %
All Others	11	2	18.18 %	9	2	22.22 %	1	0	0.00 %	1	0	0.00 %

Total Goal Unit Employees as of 1998-07-01 = 884
Total Group Employees as of 1998-07-01 = 61
Group Percent = 6.90 %

The totals and percentage at the bottom of the page include employees who were in Active or Paid Leave status at the start of the reporting period.

The report excludes judicial employees, legislative employees, and those executive branch employees who are interns, trainees, non-state employees, or academic employees. Employees whose ethnic code is Not Indicated are excluded from minority counts.

The Separation Type ALL OTHERS includes death, failure to return from layoff, expiration of layoff rights, failure to return from leave, and all separations coded as Other.

The columns TOTAL OTHER EMPL, OTHER GROUP, and OTHER GROUP % include employees whose appointments are classified but not full time and unlimited (e.g., temporary, emergency, seasonal, provisional, part time, intermittent).

STATE OF MINNESOTA
DEPARTMENT OF EMPLOYEE RELATIONS
EXECUTIVE BRANCH PROTECTED GROUP SEPARATION REPORT
FROM 1998-07-01 THROUGH 2000-06-30

G02 AGENCY : Administration Dept
001 GOAL UNIT : Administration Department
A GROUP : Female

SEPARATION TYPE	TOTAL GOAL UNIT EMPL	GROUP EMPL	GROUP PERCENT	TOTAL FT UNLIMITED CLASS	FT UNLIMITED CLASS GROUP	FT UNLIMITED CLASS GROUP %	TOTAL UNCLASS EMPL	UNCLASS GROUP	UNCLASS GROUP %	TOTAL OTHER EMPL	OTHER GROUP	OTHER GROUP %
Layoff	0	0	0.00 %	0	0	0.00 %	0	0	0.00 %	0	0	0.00 %
Retirement	35	9	25.71 %	34	9	26.47 %	1	0	0.00 %	0	0	0.00 %
Dismissal	18	8	44.44 %	12	5	41.67 %	0	0	0.00 %	6	3	50.00 %
Resignation	88	39	44.32 %	72	32	44.44 %	3	1	33.33 %	13	6	46.15 %
Term - No Rights	68	36	52.94 %	0	0	0.00 %	24	11	45.83 %	44	25	56.82 %
All Others	11	3	27.27 %	9	2	22.22 %	1	0	0.00 %	1	1	100.00 %

Total Goal Unit Employees as of 1998-07-01 = 884
Total Group Employees as of 1998-07-01 = 383
Group Percent = 43.33 %

The totals and percentage at the bottom of the page include employees who were in Active or Paid Leave status at the start of the reporting period.

The report excludes judicial employees, legislative employees, and those executive branch employees who are interns, trainees, non-state employees, or academic employees. Employees whose ethnic code is Not Indicated are excluded from minority counts.

The Separation Type ALL OTHERS includes death, failure to return from layoff, expiration of layoff rights, failure to return from leave, and all separations coded as Other.

The columns TOTAL OTHER EMPL, OTHER GROUP, and OTHER GROUP % include employees whose appointments are classified but not full time and unlimited (e.g., temporary, emergency, seasonal, provisional, part time, intermittent).

Discharges
July 1, 1998 – June 30, 2000

	Division	Discharge Date	Protected Group Status
1.	Plant Management	2/26/2000	F
2.	Plant Management	1/4/2000	N
3.	Building Codes	12/7/1999	N
4.	InterTech	11/30/99	F
5.	MMD	1/4/99	N
6.	Plant Management	3/10/99	N
7.	Plant Management	10/30/98	F
8.	Plant Management	7/31/98	D

F = female

N = non-protected

D = disabled individual