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MINNESOTA HOUSING FINANCE AGENCY

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AFFIRMATIVE ACTION PLAN 2000 - 2002

**MINNESOTA HOUSING FINANCE AGENCY
AFFIRMATIVE ACTION PLAN
2000-2002**

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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 AND 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	
Supervisors		X	
Professionals			
Technical			
Office/Clerical	N/A		
Commissioner's Plan		X	

*Effective June 30, 2000, the State of Minnesota is suspending the use of a percentage hiring goal for this population. However, the Housing Finance Agency will continue its commitment to hiring individuals with disabilities who can perform the essential functions of the job with or without reasonable accommodation.

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)

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 Commissioner

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

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 the state's affirmative action efforts, to implementing this Affirmative Action Plan and to retaining protected group employees.

Katherine G. Hadley, Commissioner

Date

RESPONSIBILITIES, DUTIES AND ACCOUNTABILITIES

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. Agency employees must demonstrate respect in their interpersonal communications with one another.

II. Commissioner - Katherine G. Hadley

Responsibilities

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 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, the Director of the Office of Diversity and Equal Opportunity, and the Agency's Board of Directors.

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

Responsibilities

Direct and implement the Agency's Affirmative Action Plan and ensure that all applicable policies and procedures are administered fairly and are uniformly applied to all employees; 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 regarding affirmative action responsibilities and 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 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 for all personnel transactions.

Accountability

Agency Commissioner and indirectly 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 equal opportunity for all employees.

Duties

1. Communicate the spirit of the Plan and related policies to employees.
2. Ensure that job-qualifying criteria are fair, non-discriminatory, and job related.
3. Select qualified candidates for new jobs on the basis of qualifications including training, experience, the Agency's affirmative action goals, and the pre-employment review procedure.
4. Estimate annual staffing needs and projected vacancies within respective divisions 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. Contribute to employees' personal and professional growth with opportunities for appropriate training and self-improvement programs.

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 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 Management's responsibility to communicate the Affirmative Action Plan to all employees under their supervision at respective staff 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 once 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.
4. Six copies are provided to the Legislative Reference Library every even numbered years.

MHFA POLICY GENERAL HARASSMENT

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.

GENERAL HARASSMENT COMPLAINT PROCEDURE

Employees who believe they have been subjected to general harassment in the workplace or believe they have witnessed such behavior among coworkers can file a formal complaint.

1. Complaints may be filed with the employee's supervisor, the Human Resources Director, or anyone in a supervisory/management position in the Agency.
2. The individual receiving the complaint immediately refers it to the Human Resources Director who determines if the complaint is: discrimination based on one of the protected characteristics that is unlawful; sexual harassment; or general harassment covered under this policy. (Timeline: 1 work day)
3. In any case, the Human Resources Director directs and reviews the investigation. (Timeline: 60 days)
4. The Human Resources Director reports the results of the investigation to the employee filing the complaint, the alleged offending person and the supervisor of the alleged offending person. (Timeline: within 2 days of final determination)
5. The supervisor of the alleged offending person, in consultation with the HR Director, takes recommended corrective action. The severity of the corrective action should correlate to the severity of the conduct with its purpose to prevent subsequent occurrences.
6. If the Agency learns through an exit interview or other means that an employee has left the Agency because of general harassment, the supervisor conducts an inquiry. A copy of the inquiry and any determination made is forwarded to the Human Resources Director.

If an 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 (Timeline: 21 calendar days). The Commissioner and the Human Resources Director reviews the (original) complaint (Timeline: 30 days). The Commissioner notifies the employee or employees that filed the complaint and the alleged offending person of the Commissioner's final determination (Timeline: within 2 days of final determination).

The Human Resources Director of the Minnesota Housing Finance Agency maintains all complaints and materials associated with investigations. Records are maintained according to the Minnesota Government Data Practices Act.

Employees may 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.

Revised November 1993

Revised January 1998

Revised June 2000

MHFA POLICY NON-DISCRIMINATION

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, sexual orientation or membership or activity 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 that are insulting, demeaning, belittling or disparaging. These are two forms of discrimination provided as examples. They are not inclusive.

MHFA POLICY ZERO TOLERANCE FOR SEXUAL HARASSMENT

It is the policy of the Minnesota Housing Finance Agency to prohibit verbal and physical harassment of its employees based on race, color, creed, national origin, sex, religion, marital status, age, disability, status with regard to public assistance, sexual orientation or membership or activity 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 that 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, and threats;
- Nonverbal: Unwelcome sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling, or obscene gestures; or
- Physical: Unwelcome physical contact, including touching, pinching, brushing by the body, coerced sexual intercourse, or 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. 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.

Sexual harassment by any employee, manager, supervisor, and non-employees will not be tolerated. All employees, managers, supervisors and non-employees alike are expected to comply with this policy and take appropriate measures to ensure that such conduct does not occur. Employees who violate 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.

DISCRIMINATION/HARASSMENT COMPLAINT PROCEDURE

An employee, a group of employees, and/or job applicants, including eligible candidates (hereafter referred to as "complainant"), with a complaint of discrimination or harassment, may file a formal complaint using the following procedures:

1. 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. *
2. The Human Resources Director determines if the complaint is one of a discriminatory nature based on one or more of the protected characteristics, sexual harassment or general harassment. The Human Resources Director notifies the complainant of the determination and investigatory implications within ten (10) working days after submitting the complaint.
3. The applicant, eligible candidate, or employee is informed of other options for resolving the complaint. These options include: the Office of Diversity of the Department of Employee Relation; the Equal Employment Opportunity Commission (EEOC); the Minnesota Department of Human Rights; or the civil court system.
4. The Human Resources Director investigates the 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 Human Resources Director informs the complainant of the determination within sixty (60) calendar days after the formal complaint is filed.
6. If the complainant remains dissatisfied, they are 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/DISCRIMINATORY HARASSMENT COMPLAINT FORM

Please Read Before Completing Form

Any complaint of harassment/discrimination is considered confidential data under Minnesota Statute 13.39, Subd. 1 and 2. This information is being collected for the purpose of determining whether harassment/discrimination has occurred. You are not legally required to provide this information, but without it, an investigation cannot be conducted. This information may only be released to the Affirmative Action Officer designee, the complainant, the respondent, and appropriate personnel.

Information about the Complainant: Job Title: _____

Home Address: _____ Phone: _____

Work Address: _____ Phone: _____

Agency: _____ Division: _____

Supervisor: _____

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

Name(s): _____ Job Title: _____

Work Address: _____ Phone: _____

Agency: _____ Division: _____

Supervisor: _____

Others who discriminated against or harassed you:

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

- | | | | |
|-------------------------------|-----------------------------------|------------------------------------------|-----------------------------------------------------------------------------|
| <input type="checkbox"/> Race | <input type="checkbox"/> Color | <input type="checkbox"/> Disability | <input type="checkbox"/> Sexual
Orientation |
| <input type="checkbox"/> Sex | <input type="checkbox"/> Creed | <input type="checkbox"/> Marital Status | <input type="checkbox"/> Status with
Regard to Public
Assistance |
| <input type="checkbox"/> Age | <input type="checkbox"/> Religion | <input type="checkbox"/> National Origin | <input type="checkbox"/> Membership or
Activity in a Local
Commission |

Date most recent act of discrimination/discriminatory harassment 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: _____
Address: _____
Telephone Number: _____

Name: _____
Address: _____
Telephone Number: _____

Name: _____
Address: _____
Telephone Number: _____

Name: _____
Address: _____
Telephone Number: _____

GOALS, TIMETABLES AND RESULTS: 1998-2000

First Year

GOAL: 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: 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: 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 Year

GOAL: Hire up to 6 Paraprofessional (AFSCME) employees to support the new federal program activities in the Multifamily Division. Estimated to begin in January 2000.

RESULTS: 2 Paraprofessionals in Multifamily (JM, JM) (Begin date: July 2000)

GOAL: 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.

RESULTS: 13 Professionals in Multifamily (Begin date: July 2000)

GOAL: Hire 1 Supervisor to manage Information Systems Division and 1 Supervisor to manage Multifamily staff.

RESULTS: 1 Supervisor in Multifamily (JM)

GOALS AND TIMETABLES 2000-2002

GOAL: Hire 1 Supervisor and 1 Manager to provide management and strategic oversight to Information Systems staff.

RESULTS:

GOAL: Hire 6 Information Technology professionals to provide various computer-related Agency services.

RESULTS:

GOAL: Hire 3 paraprofessionals and 1 professional for the Multifamily division.

RESULTS:

Hiring goals at the MHFA are based on organizational work needs for the first year of the biennial AAP reporting period. Administrative budgets are set accordingly.

Goals by bargaining unit are:

Managers:	2
Supervisors:	1
Professionals:	7
Technical:	2
Office/Clerical:	1
Commissioner's Plan:	0

The attached document (Attachment A) indicates that the Agency has no underutilization of women for any bargaining unit or plan. Underutilization for minorities appears in AFSCME Service (we have only one employee in that unit) and in the Supervisors' unit, and Managers, and Commissioner's Plan. The Agency's hiring goals for the next year provide opportunities to address disparities for managers and supervisors.

Refer also to Page 40 for recruitment strategies.

PROGRAMS, OBJECTIVES AND RESULTS

1998-2000

Objective 1

Support and encourage the hiring of a diverse workforce through expanded information sharing.

- Step 1** Identify disparate goal categories at three levels: Agency, Division, and Supervisor.
- Step 2** Provide quarterly reports of hiring successes to Agency managers and supervisors that indicate Agency affirmative hiring goals are met.
- Step 3** Ensure accountability for diverse and/or affirmative hiring at all three identified accountability levels.

Responsibility: Managers, Supervisors, and Human Resources staff.

Target Dates: January 1998 - Ongoing.

Results: Quarterly and annual reporting is ongoing. Of the twelve (12) fulltime jobs filled during the second fiscal year, three (3) hires met statewide affirmative hiring goals, three (3) met Division diversity goals, and two (2) met Supervisor diversity goals. The Agency had no Missed Opportunities.

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 Human Resources Director, Commissioner, and Managers and Supervisors.

Target Date October, 2000.

Results Initial turnover data (for fiscal year 00) presented in July to Management staff. Identified patterns of high and/or increasing turnover rates resulted in a recruitment program that enhances opportunities to diversify the workforce.

PROGRAMS AND PROGRAM OBJECTIVES 2000-2002

Objective

Expand employee retention by reengineering current efforts and seeking other creative efforts.

- Step 1** Begin a 2-year implementation effort for a Learning Organization concept to staff development in October 2000. Measure efforts along the way.
- Step 2** Implement an Agencywide telecommuting program in August 2000. Measure efforts along the way.
- Step 3** Maintain a broad flextime policy as an effective retention tool. Measure efforts along the way.

Responsibility Human Resources, Managers, and Supervisors.

Target Date Formal measures at the end of each fiscal year.

Objective

Explore new recruitment efforts that better target people with disabilities and also include job candidates for technology jobs.

- Step 1** Create a management work team to identify Internet recruitment locations to use as a tool for recruiting qualified job candidates for technology jobs as well as attract people with disabilities.
- Step 2** Have the same work team review colleges and universities to identify a specific list for recruitment efforts that could provide qualified job candidates for technology jobs as well as attract people with disabilities.

Responsibility Human Resources staff, Managers and Supervisors.

Target Dates Reports presented at the end of each fiscal year.

AUDITING, EVALUATING, REPORTING PROGRAM SUCCESS

Pre-employment review processes that impact Affirmative action goals, and diversity objectives are measured through various processes at the Housing Finance Agency:

The Agency's **Hiring Policy** 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** 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 Human Resources staff and the Affirmative Action Officer Designee to discuss the hiring process and determine areas in which Human Resources and Affirmative Action can assist with recruitment and selection. Timelines for the hire are set.

The Agency's **Hiring Toolbox**, an on-line folder of multi-use hiring/selection documents, includes groupings of *pre-approved interview questions* and work samples that meet legal, fair, and job-relatedness standards. All questions are grouped by different jobs (and different job tracks) including Paraprofessionals, Professionals, IT Professionals, Supervisors, and Managers. The Affirmative Action Officer Designee 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, allows the supervisor to list all 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 annual **Turnover Report** indicates the success of selection and retention methods. This report is provided to Management staff at the end of each fiscal year to assist strategic staffing and development for the next year.

The Housing Finance Agency has yet to experience layoff. Future layoff decisions will incorporate a pre-review procedure to determine their effect on Agency affirmative action goals and timetables.

WEATHER EMERGENCIES & EVACUATION

In the case of an emergency all employees who are deaf or hard of hearing will receive notification, if at work, by the supervisor or designated backup staff. If a weather emergency is called after work hours, employees who are deaf or hard of hearing can obtain official notification by watching weather broadcasts on WCCO, or KARE 11 Television. Broadcasts are closed-captioned. In addition, if employees who are deaf or hard of hearing prefer, they may arrange for notification at home from their supervisor or designee. If an emergency that affects the employee is called, the supervisor or designee may use the Minnesota Relay Service (1-800-627-3529) to contact the employee using the TTY.

IN CASE OF FIRE

The office is equipped with fire alarms, sprinklers, and fire extinguishers on both floors. Instructions are posted next to each extinguisher. 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 building alarms sound:

- Immediately evacuate the building through the nearest exit door. Building exits are marked on the enclosed floor plans. Please review and become familiar with these exit locations.
- Do not use elevators.
- Close all doors.
- If you are not at your workstation when the alarm sounds, exit through the nearest stairwell.
- If a stairwell is locked, exit through the nearest unlocked stairwell.
- Supervisory staff assist with evacuation and ensure that all individuals in their assigned area have safely evacuated. Individuals with mobility impairments are assisted in moving into the stairwells, or other safe, smoke-free areas of the building as arranged with fire authorities. Two “assistants,” assigned by the supervisor, during all evacuations, accompany individuals with mobility impairments. A third helper immediately reports the location of individuals inside the building to the Office Manager or HR Director or the Fire Department representative on the scene.
- Individuals who are deaf or hard of hearing and who have not seen the alarm lights are notified of the evacuation by an individual from their work unit or the evacuation team..
- Upon resuming business, report all pertinent facts about the origin of the fire to the Office Manager.

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

REMEMBER...

...begin evacuation immediately.

...don't try to return to your office for coats, purses, or other items before the "all clear" has sounded, and

...don't use building elevators.

IN CASE OF SEVERE WEATHER

The Office Manager and/or Commissioner will be notified by Capitol Security or by the National Weather Service when our building, in the downtown St. Paul area, is placed on a severe weather or tornado watch status and will notify all employees. The Office Manager will monitor the weather conditions on a weather radio. If the watch is upgraded to a warning, the Office Manager, Commissioner, and/or Deputy Commissioner will determine the need for relocation of all employees and visitors to safe areas, and will communicate that decision to all employees.

When the relocation order is given, supervisors will:

- Assist all individuals in moving away from windows and into assigned safe areas.
- Remind individuals assigned as "assistants" to assist employees and visitors with mobility impairments in relocating to the assigned safe stairwell areas, and
- Remind individuals assigned as "assistants: to assist employees and visitors who are deaf or hard of hearing.

Protected areas within the office/building include:

- Inner corridors away from glass
- Kitchen (either floor)
- Restrooms
- Storage rooms

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

IN CASE OF BOMB THREATS

In the event of a bomb threat, the Agency will notify all employees through e-mail and walk-around verbal notice.

- A. **Yellow Alert.** This alert will indicate that a bomb threat has been received.
 - All employees should take note of and report suspicious packages, envelopes, or items.
 - If an item is discovered, DO NOT TOUCH OR MOVE IT. Notify the Office Manager immediately at 296-_____ then dial 9-911.
 - Individuals who are deaf or hard of hearing will be informed of the alert by "assistants" of their supervisor.
- B. **Blue Alert.** This alert will notify building occupants that an unidentified package has been found.
 - All individuals in the affected area will be instructed to move to a safe area.
 - Individuals who are deaf or hard of hearing will be assisted by an "assistant" or by their supervisor.
 - Individuals who have a mobility impairment will be accompanied by two "assistants" and should use the elevators if it is safe to do so.
- C. **Red Alert.** This alert will notify building occupants that it is unsafe to remain in the building.
 - All occupants should evacuate the building until further notice.
 - Individuals who are deaf or hard of hearing will be assisted by an "assistant" or by their supervisor.
 - Individuals who have a mobility impairment will be accompanied by two "assistants" and should use the elevators if it is safe to do so.
- D. **All Clear.** When it is safe to return to normal operation, the Office Manager will announce the "all clear."
 - Note: All employees should continue to be cautious of suspicious items and should contact the Office Manager at 296-_____ if concerned.

IN CASE OF MEDICAL EMERGENCIES

- A. Call 9-911 and give:
 - The exact location of the medical emergency, including the building address, floor and room number or name
 - The symptoms of the victim
 - Your name
 - Any other requested information

- Do not hang up the phone until the 911 operator does.
- Support the victim's medical needs. Call for a first aid certified employee to help.
- Send someone to meet the paramedics and lead them to the scene.

DISASTER PREVENTION

Employees should do the following at the end of each workday to help prevent a disaster in the workspace:

- 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.

MHFA POLICY REASONABLE ACCOMMODATION

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

The Housing Finance Agency encourages the employment and promotion of people with disabilities. Accommodations are 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 and do not impose an undue hardship on the Agency. Accommodations are not provided for non-job related personal needs, such as transportation to and from work.

For purposes of determining eligibility for a reasonable accommodation, an individual with a disability is defined as:

A person who has a physical or mental impairment that substantially, or materially, limits one or more major life activities;

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 may include interpreters for individuals with hearing impairments, readers for individuals who are blind, or special attendants.

Reassignment. It may be necessary to reassign to a vacant position of equal status when possible and appropriate.

REQUESTING REASONABLE ACCOMMODATION

POLICY

The Housing Finance Agency is committed to the fair and equal employment of people with disabilities. Reasonable accommodation is the key to this non-discrimination policy. While many individuals with disabilities can work without accommodation, other qualified applicants and employees face barriers to employment without the accommodation process. It is the policy of the Agency to reasonably accommodate qualified individuals with disabilities unless the accommodation would impose an undue hardship. In accordance with the Minnesota Human Rights Act and the Americans with Disabilities Act, accommodations will be provided to qualified individuals with disabilities when such accommodations are directly related to performing the essential functions of a job, competing for a job, or to enjoy equal benefits and privileges of employment. This policy applies to all applicants, employees, and employees seeking promotional opportunities.

EMPLOYEES

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, or the employee, informs the Human Resources Director of the request and submits 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 assists the supervisor by providing the necessary resources and information.
3. The supervisor, and/or the Human Resources Director determine the need to request medical documentation from the requesting individual to support an accommodation request.
4. The Human Resources Director reviews the request and assists the supervisor in making the accommodation. If an accommodation costs a significant amount (an amount exceeding \$500.00), the Human Resources Director forwards the request along with a recommendation to the Deputy 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 Deputy Commissioner makes the determination. The Human Resources Director maintains all documents pertaining to the accommodation.

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 contacts 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 contacts the applicant to discuss the needed accommodation and possible alternatives, if necessary.
4. The agreed upon accommodation is provided if the cost does not cause an undue hardship to the Agency.
5. Human Resources takes the necessary steps to ensure the accommodation is provided that meets the individual's needs while ensuring minimal costs.

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 indicates the willingness of the Agency to make reasonable accommodation upon request.
2. The supervisor contacts 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 are handled in a timely manner.
3. Human Resources contacts the employee with disabilities to discuss the needed accommodation and possible alternatives, if necessary.
4. The agreed upon accommodation is 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 takes the necessary steps to ensure the accommodation is provided.

FUNDING FOR REASONABLE ACCOMMODATION

The Deputy Commissioner approves expenditures of funds for accommodations over the amount determined to be significant. 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 efforts to explore less restrictive or less expensive alternatives.

DENIAL OF ACCOMMODATION/APPEAL

Employees or applicants who are dissatisfied with the decision(s) pertaining to an accommodation request may file an appeal with the agency head, within a reasonable period of time, for a final decision. If the individual believes the decision is based on discriminatory reasons, then they may file a complaint internally through the agency's complaint procedure as outlined in this plan.

All denials of requests for accommodation are documented and kept on file by Human Resources. The Human Resources Director then notifies the employee of their right to file a complaint of discrimination under the Agency's affirmative action plan complaint procedure or that they may file a complaint with the Minnesota Department of Human Rights or other legal channels including the U. S. Equal Employment Opportunity Commission.

DEFINITION

Undue Hardship. An undue hardship is an action that is unduly costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the Housing Finance Agency.

Procedure for Determining Undue Hardship

1. The employee will meet with the ADA Coordinator designee to discuss the requested accommodation.
2. The ADA Coordinator designee will review undue hardships by considering:
 - a. The nature and cost of the accommodation in relations to the size, the financial resources, and the nature and structure of the operation; and
 - b. The impact of the accommodation on the nature or operation of the Agency.
3. The ADA Coordinator designee will provide a decision to the employee.

REASONABLE ACCOMMODATION REQUEST FORM

Please print or type

Attach additional sheets for questions below if necessary

Employee Name	Classification	Date of Request
Division		
*Statement of Limitation (Attach medical statement if requested by Manager)		
1. Please describe the nature of your limitation(s), what life activity(s) it substantially limits, and how this life activity(s) is substantially limited.		
2. Type of accommodation requested to perform essential functions(s):		
<input type="checkbox"/> Making facilities readily accessible	<input type="checkbox"/> Modification of equipment or devices	
<input type="checkbox"/> Job restructuring	<input type="checkbox"/> Qualified reader or interpreter	
<input type="checkbox"/> Parttime or modified work schedule	<input type="checkbox"/> Acquisition of equipment or devices	
<input type="checkbox"/> Modification to a rule, policy or practice	<input type="checkbox"/> Other (specify):	
Please describe in detail the accommodation you are requesting:		
3. How will the requested accommodation be effective in allowing performance of the essential job function?		
4. Additional Comments		
Signature of Employee		Date
*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.		

RECRUITMENT PLAN

The Housing Finance Agency works to identify and implement both short 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, continue to identify and implement strategies for effective recruitment that includes but may not be limited to:

Diverse Advertising sources

- Minnesota Career Opportunities Bulletin

- Local major newspapers

 - Saint Paul Pioneer Press

 - Minneapolis Tribune

- Web Page

 - Department of Economic Security

 - Minnesota Housing Finance Agency

- Community Newspapers

 - Access Press

 - Asian Pages

 - The Circle

 - LaVoz Latina

 - Minneapolis Spokesman

 - Lowertown News

 - The Voice

- Professional Associations

 - Mortgage Association of Minnesota

 - Minnesota Multi-Housing Association

 - Homeownership Center

 - National Council for State Housing Agencies

 - NAHRO

- Colleges and Universities

 - Humphrey Institute, University of Minnesota

 - The College of St. Catherine

 - University of St. Thomas

 - St. Cloud State University

 - Macalester College

 - Hamline University

- Job Fairs

 - Techies.com

How applicants heard about the job for which they applied:

RECRUITING SOURCE	#	RECRUITING SOURCE	#
MN Career Opportunities Bulletin	23	Trade/Technical School Posting	0
Job Information Line	6	State Employee	37
Job Service Office	6	State Agency	17
Newspaper Advertisement	168	Affirmative Action or HR Staff	3
Community Newspaper	8	DOER / Office of Diversity &EO	7
Trade Journal	0	Internet	97
College/University Posting	2	Other	46
		Not Specified	272

Newspapers appear to be the most successful tool for reaching job applicants. Community newspapers target disparate candidates; but the response has been minimal. Since January 2000, the Agency spent, in total, approximately \$4200.00 for community newspaper advertising. Job ads in the major Twin Cities newspaper average about \$1100.00 per ad. Because supervisors budget their own advertising costs for vacant jobs, exact cost data for each job is unavailable. Ads were not run for all vacant jobs.

The Agency's web site is a newer recruitment tool. Along with job ads placed on Economic Security's web site, the Internet now provides us our second largest number of job applicants.

The Agency attended its first job fair--targeted to Information Technology jobs--during the last reporting period for the fiscal year. The primary costs incurred were staff time. Those attending included the IS Director, IS Supervisor, and two Human Resources staff. It was a one-day event; approximately 50 applications were received. Of those, approximately 10-12 applicants met initial qualifications and were subsequently interviewed.

Of the twelve (12) fulltime jobs filled during the last fiscal year, three (3) hires met statewide affirmative hiring goals, three (3) met Division diversity goals, and two (2) met Supervisor diversity goals. At the end of the second fiscal year, the Agency's profile is:

Total Agency Employees (6/2000)	Women	Minority	Disabled
167	119	20	9
(% of total population)	(71%)	(12%)	(5%)

Projected Hiring Opportunities and Recruitment Strategies

Strategies for projected hiring goals as well as other job applicant pools include, but are not limited to:

- Continue to define job-qualifying criteria through the use of job competencies. Job profiles that define expected job competencies would assist in qualifying candidates for their existing knowledge, skills and abilities, as well as their ability to learn specific competencies.
- Continue to target specific communities through protected group community newspapers. Add to this group, the 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 their partnership by sharing recruitment strategies that lead to a qualified and diverse applicant pool.
- 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 ensuring all meeting locations are accessible.

Recruitment Strategies for Persons with Disabilities

In a renewed effort to recruit people with disabilities, the Agency includes the following recruitment methods in its efforts to diversify the workforce:

- Vacancy announcements are disseminated to disability-related agencies and organizations as well as Minnesota's public and private universities and colleges;
- Pictures of people with disabilities performing work-related duties are included in the Human Resources section of the Agency's website;
- The public is informed, through all printed materials, that the Agency provides reasonable accommodation in accordance with the ADA and Section 504 Rehabilitation Act;
- Alternative testing methods are used, such as the State's 700-Hour Program, when applicable; and
- Additional employment opportunities are provided through the Supported Employment Program when applicable.

Supported Worker

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

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

Recruiting and Hiring 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 to three interns are recruited for three months each summer, through a contract with the Hubert Humphrey Institute, to evaluate Agency housing programs and present the results to the Agency. These are paid jobs. The interns are evaluated on their success as it relates to their academic field. These work opportunities expose students to possible career opportunities with the Housing Finance Agency. Agency disparity information assists in targeting qualified, and disparate, students.

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. *Job enrichment opportunities*, 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* that 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 its 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

YEAR	NUMBER SEPARATED (Total Employees)	GENDER (Total Females)	MINORITY/ UNIT (Total Minorities)	DISABLED/ UNIT	PERCENT SEPARATED
FY 98	11 (168)	9-female (116)	1-AFSCME 1-MAPE (23)	ZERO	7%
		2-male	1-MGR	1-MAPE	
FY 99	12 (172)	9-female (122)	2-AFSCME (18)	1-MAPE	7%
		3-male	1-AFSCME	1-MGR	
FY 00	12 (167)	7-female (117)	2-MAPE (18)	ZERO	7%
		5-male	1-MAPE	ZERO	

NOTES:

FY98:

- The Agency experienced no layoffs.
- The Agency is 69% female, and 31% male. More than 2 of 3 employees are female; accounting for the larger number of females in separation data.
- Eleven employees were separated-9 females, 2 males.
- Of the 2 males separated, 1 was a retiring minority; 1 was disabled who voluntarily resigned.
- Of the 9 females separated, 2 were minorities.
- Of the 2 female minorities separated, 1 was a student worker whose limited appointment ended, and 1 was a voluntary resignation.
- Of the other 6 females separated, 1 retired; 1 was a Project hire that left with the project end.
- Only 6 of the 9 females separating were voluntary resignations.
- Only 1 of the 2 males separating was a voluntary resignation.

FY99:

- The Agency experienced no layoffs.
- The Agency is 71% female, and 29% male. More than 2 of 3 employees are female, accounting for the larger number of females in separation data.
- Twelve employees were separated-9 females, 3 males.
- Of the 9 females separated, 1 was a retiring minority; 1 was a dismissal; 1 was disabled who voluntarily resigned.
- Of the 3 males separated, 1 was a minority; 1 was disabled; 1 retired.
- Only 7 of the 9 females separated were voluntary resignations.
- Only 2 of the 3 males separated were voluntary resignations.

FY00:

- The Agency experienced no layoffs.
- The Agency is 70% female, and 30% male. More than 2 of 3 employees are female, accounting for the larger number of females in separation data.
- Twelve employees were separated-7 females and 5 males.
- Of the 7 females separated, 1 retired.
- Of the 5 males separated, 2 were dismissed.
- Only 6 of the 7 females separated were voluntary resignations.
- Only 3 of the 5 males separated were voluntary resignations.

APPOINTMENTS

YEAR	NUMBER APPOINTED (TOTAL)	GENDER	MINORITY/ UNIT	DISABLED/ UNIT	PERCENT APPOINTED
FY 98	15 (168)	12-female	1-MAPE	ZERO	9%
		3-male	ZERO	1-AFSCME	
FY 99	15 (172)	12-female	2-MAPE 1-AFSCME	ZERO	9%
		3-male	ZERO	ZERO	
FY 00	12 (167)	9-female	1-AFSCME 1-MAPE	ZERO	7%
		3-male	1-MAPE	ZERO	

OVERALL:

- For the last three fiscal years, 35 females left the Agency and 42 were hired.
- For the last three fiscal years, 9 minorities left the Agency and 7 were hired.
- For the last three fiscal years, 3 employees with disabilities left the Agency and 1 was hired.
- Recruitment efforts for minorities and people with disabilities remain a challenge.
- Attachment A, with this report, indicates the Agency's status in all three affirmative action goal areas for fiscal year ending June 30, 2000.
- The Agency recognizes two important factors continuing to impact our turnover of employees: 1) employees relocating out of state; and 2) employees leaving state service for promotions in the private sector.