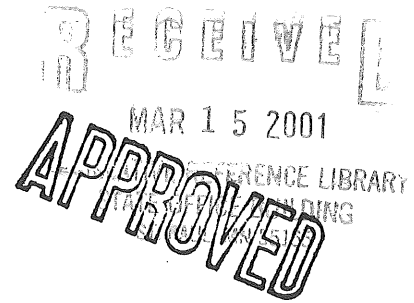


010196

AFFIRMATIVE ACTION PLAN
Transmittal Form
Fiscal Years 2000-2002
For



DEPARTMENT OF FINANCE

1. This biennial review revealed under-utilization of the following protected group(s) in the following goal units at the end of the 1998-2000 affirmative action plan:

<u>GOAL UNITS</u>	<u>PROTECTED GROUPS</u>		
	<u>WOMEN</u>	<u>MINORITIES</u>	<u>DISABLED</u>
206 Office		X	
214/207 Professional/Tech			X
216/217 Supervisors	X		
220 MGR-Managers		X	X

2. This biennial plan is and will be posted at the following central location(s) so that every employee is aware of the department's commitments in affirmative action for this biennium:

Bulletin boards in each copy room of 400 Centennial Building. Portions of the plan are also included with the Department of Finance Policy and Procedure Manual distributed to all employees and posted on the Intranet.

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

Anne Brien

Affirmative Action Officer

2-23-01

Date

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

Samuel Whelchel

Agency Head

2/27/01

Date

5. This biennial 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.

Myrath

Director of Equal Opportunity Division

1/29/01

Date

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Ideal and Interim Goals

Goals for protected classes are set by bargaining unit and location. The Department of Finance proposes the goals that are approved by the Department of Employee Relations. The established goals are available in the Affirmative Action Goal Achievement Report. The hiring goal for people with disabilities is temporarily suspended. However, the Department of Finance is committed to hiring individuals with disabilities who can perform the essential functions of the job with or without reasonable accommodation. This report can be accessed by request of the Affirmative Action Officer.

Recruitment and Hiring Affirmative Action Plan Goals

We are underutilized in the following areas:

Managerial category: minorities

- We will set a goal of hiring of 1 minority in the managerial category during the next two years and 1 additional minority in the managerial category during the next 4 years.

Clerical category: minorities

- We will set a goal of hiring 1 minority in the clerical category during the next two years.

We will continue to make a commitment to recruit and hire individuals in all disparate categories. This commitment includes the recruitment and hiring of people with disabilities despite the suspension of the disability goal.

Affirmative Action Policy
Minnesota Department of Finance

It is the policy of the Department of Finance to provide equal employment opportunities to all employees on the basis of merit and fitness without regard to race, color, sex, creed, religion, age, physical and mental disability, marital status, sexual orientation, public assistance status, membership or activity in a local commission, or national origin. This policy applies to all phases of employment, including, but not limited to, recruitment, selection, placement, retention, advancement, demotion, transfer, layoff, recall, termination, disciplinary action, rates of pay or other forms of compensation, and agency sponsored training and tuition assistance.

The Department of Finance is committed to affirmative action and its goals to correct the effects of discrimination, whether intentional or unintentional, and to avoid present and future practices that may have an unfair, adverse impact on ethnic/racial minorities, women and people with disabilities.

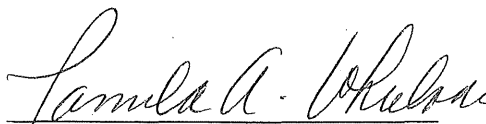
To effect the policies stated above, the Department of Finance will:

- a. analytically approach the identification and elimination of any discriminatory practices;
- b. ensure that program administrators and supervisors do not inhibit employment, retention and promotional opportunities for protected class individuals. All supervisors will be briefed on the affirmative action plan;
- c. evaluate progress towards hiring goals and take corrective action as necessary;
- d. provide a means for hearing and settling complaints of discrimination;
- e. post copies of the department's Affirmative Action Plan on the Intranet site;
- f. require a pre-employment review of all hiring decisions for occupational categories with unmet affirmative action goals.

To ensure compliance with these principles, the department has appointed Ann O'Brien, Human Resource Director, as the Affirmative Action Officer. She is delegated the responsibility and full authority for ensuring that an affirmative action program is developed, promoted and implemented in the department.

Affirmative action will benefit the department by a fuller utilization of the skills and abilities of protected group members and by providing equal employment conditions for all employees.

As commissioner, I am strongly committed to the principles and policies of effective affirmative action. All management and supervisory staff have responsibility for progressive affirmative action in their positions, and I enlist all employees to assist in the effort to achieve and maintain equal opportunity within the department.


Pamela A. Wheelock, Commissioner

Affirmative Action

Delegation of Authority and Responsibility:

A. COMMISSIONER OF FINANCE

1. **Responsibilities:** The Commissioner of Finance is responsible for the administration of the department's Affirmative Action Program and for ensuring the department's compliance with all state and federal laws, rules and regulations regarding equal employment and opportunity.
2. **Duties:**
 - a. Issue a written statement to all staff members affirming support to the state equal opportunity policy and affirmative action efforts.
 - b. Report to the governor and the legislature on the progress of the Affirmative Action Plan as contained in the reporting system section. This reporting is accomplished by means of the Department of Employee Relations Annual Affirmative Action Report.
 - c. Designate the department's Affirmative Action Officer.
 - d. Hold senior staff responsible for the effectiveness of the affirmative action activities under their respective jurisdiction via specific program objectives in their position descriptions.
 - e. Take necessary action on complaints of discrimination.
 - f. Make decisions and changes in policies, procedures or physical accommodations as may be needed to facilitate effective affirmative action.
3. **Accountability:** The commissioner of Finance is directly accountable to the governor and the commissioner of Employee Relations and is accountable to the director of the Office of Diversity and Equal Opportunity.

B. AFFIRMATIVE ACTION OFFICER

1. **Responsibilities:** To implement and direct the department's Affirmative Action Program and all related activities.
2. **Duties:**
 - a. Monitor the day-to-day activities of the department's Affirmative Action Program.
 - b. Take necessary action and participate in the investigation of complaints of discrimination as outlined in the Affirmative Action Complaint Procedure.
 - c. Ensure all affirmative action reports are completed as required.
 - d. Ensure that the commissioner's statement of commitment and copies of the department's

Affirmative Action Plan are disseminated to all managers and supervisors.

- e. Ensure all employees have an opportunity to receive an exit interview.
 - f. Act as liaison between the department and the Office of Diversity and Equal Opportunity.
 - g. Act as liaison between the department and the Department of Human Rights.
 - h. Review and determine affirmative action training needs and initiate the development and implementation of appropriate training programs.
 - I. Review policies, procedures, programs and physical accommodations and recommend changes.
 - j. Participate in the recruitment and selection of protected group members for employment, promotion and training opportunities where there are disparities in occupational categories.
 - k. Maintain communication with management detailing the status of the department's achievement affirmative action goals and any problems that arise in this area.
 - l. Report to the Commissioner of Finance on the progress of the Affirmative Action Plan as contained in the reporting system section.
 - m. Act as ADA coordinator for the Department.
3. **Accountability:** the Affirmative Action Officer is directly accountable to the Commissioner of Finance.

C. DIVISION MANAGERS

- 1. **Responsibilities:** To ensure compliance with departmental affirmative action programs and to undertake such affirmative action activities as may be deemed necessary to ensure equal employment opportunity within their respective divisions, and also to place and recruit protected group members where there is a disparity in occupational categories which they employ. Ensure equal treatment of employees in their divisions.
- 2. **Classifications Include:** Assistant commissioners, senior staff members and other managers.
- 3. **Duties:**
 - a. To assist the department's Affirmative Action Officer in identifying and resolving problems and eliminating barriers that inhibit equal employment opportunity.
 - b. To hire and promote qualified protected group members where disparity exists, and to ensure equal treatment in all aspects of employment for all employees.
 - c. Communicate the department's affirmative action policy to all staff members and employees within the Department of Finance. Demonstrate a commitment to the department's plan.
 - d. Take necessary action to ensure prompt and efficient responses to any complaints of discrimina-

tion or requests for information from the Affirmative Action Officer.

- e. Hold supervisors under their jurisdiction responsible for the effectiveness of their affirmative action efforts via specific program objectives in their position descriptions.
- f. Make decisions and changes in policies, procedures or physical accommodations as may be needed to facilitate effective equal employment opportunities.
- g. Perform other duties as may be outlined elsewhere in the plan.

- 4. **Accountability:** Managers are directly accountable to their supervisors.

D. SUPERVISORS/PROGRAM STAFF

- 1. **Responsibilities:** Ensure equal treatment of all employees and applicants for positions under their jurisdiction.
- 2. **Classifications Included:** All those in the middle management bargaining unit (#216).
- 3. **Duties:**
 - a. Respond promptly to all complaints of discrimination brought to their attention.
 - b. Hire and promote qualified protected group members where disparity exists. If protected group members are certified eligible and not hired in an occupational group where disparity exists, inform Affirmative Action Officer and/or designee in writing prior to making a job offer of the reasons for not hiring a protected group member.
 - c. Communicate the department's affirmative action policy to assigned staff.
 - d. Assign employees to attend such affirmation action related training sessions as may be offered.
 - e. Perform other duties as may be outlined elsewhere in this plan.

Accountability: Supervisors are directly accountable to their division managers or to other assigned supervisors as appropriate.

EMPLOYEES

Responsibility: To conduct themselves in accordance with the policies and procedures of this plan. Employees are expected to communicate in a respectful, non-discriminatory manner regardless of one another's race, color, creed, sex, national origin, age, marital status, sexual orientation, disability, religion, status with regard to public assistance, or membership or activity in a local commission.

HUMAN RESOURCE DIRECTOR

Responsibility: To ensure that human resource policies and procedures are administered fairly and are uniformly applied to all employees, and to take positive action to remove all barriers to equal employment opportunity within the department.

Duties:

- a. To provide leadership to the Human Resources staff to adhere to affirmative action principals in the decision making process of all personnel actions.
- b. To advise managers and supervisors of the need to do protected group recruitment to fill vacancies where disparities exist.
- c. To provide guidance in the development and utilization of selection criteria to ensure, to the extent possible, that it is objective, uniform and job related.
- d. To ensure that all job opportunity and training notices are properly posted and are made available to all staff.
- e. To identify problems that inhibit equal employment opportunities and to discuss resolutions with the Commissioner.

Accountability: Commissioner

Posting and Dissemination of Affirmative Action Plan:

1998-2000 Affirmative Action Plan:

1. All managers and supervisors shall receive a copy of the Plan for their reference and use.
2. Copies of the Plan will be available in the human resource office, posted on employee bulletin boards, and on the DOF Intranet site.
3. As a part of their orientation, new employees will be notified where copies of the Plan are posted.
4. All publications and employment advertisements of the department shall contain the words "An Equal Opportunity Employer" at some point in them.
5. The Plan will be filed in policies and procedure books that are available to all department employees.

The AA Plan was given to all supervisors and managers for their use. In addition an informational session was conducted with senior staff to describe the components and their responsibilities under the plan. The plan was posted on all employee bulletin boards and distributed to interested parties upon request. Employees received the affirmative action plan as a part of the new employee orientation process.

Individuals producing publications were notified of their obligations under the plan.

2000-2002 Affirmative Action Plan Distribution

- 1. All managers will receive a copy of the Affirmative Action Plan.**
- 2. Senior Staff will be instructed in the changes and additions of the new plan.**
- 3. New employees will receive a copy of the plan as a part of the employee orientation discussion. A component on affirmative action and equal opportunity will be added to the orientation presentations.**
- 4. The affirmative action plan will be posted on the HR Intranet web site for access by all employees.**
- 5. The revised policies and procedures will be re-distributed via e-mail to all staff.**

Pre-Hire Review

Objective: To establish action steps to be taken during the selection process in order to meet the department's affirmative action goals when filling classified and unclassified vacancies. A pre-hire review is required for all hiring decisions for occupational categories for which statistics indicate a disparity for a protected group. No offer of employment will be made for positions where a disparity exists and a protected group member is available until the Deputy of Finance reviews and approves written rationale for not making an affirmative hire.

1. Each supervisor/manager who determines to fill a vacancy must, from his/her knowledge of the job and from the written position description, decide which duties are most important for successful job performance. For each of the major job duties the supervisor/manager must decide what knowledge, skills and abilities are necessary for successful job performance. The supervisor will review the position description to ensure that essential functions are reviewed and identified.
2. A representative of the Human Resource office will provide a list of candidates and applications to the supervisor. The supervisor will review the applications for the position and make a determination which candidates to further assess in an interview process and provide a list of individuals to consider to the Human Resource representative. The Human Resource representative will confer with the Affirmative Action Officer, and the supervisor, if necessary, to determine if the selected pool of interviewees includes a representative group of protected group members. The Affirmative Action Officer will review the candidate pool and determine if removal of protected group candidates is justified or if candidates need to be added to the interview pool. If the Affirmative Action Officer determines to add candidates to the interview pool, the supervisor will interview the additional candidates. If the Affirmative Action Officer determines the non-inclusion of protected group members is justified, she will document the decision for the position-filling file.
3. Structured interviews will be conducted for the filling of all classified positions. The supervisor establishes written questions consistent with the identification of necessary knowledge and skills to assess the applicant's job related knowledge, skills, abilities and other job related factors. All questions developed must be job related and asked of each applicant interviewed. A final draft of the questions will be given to the human resource representative to review and approve.
4. Applicants are rated on an interview rating form. This may be a form developed by the supervisor/manager. The rating form for each applicant interviewed is turned into the department Human Resource Office. The interview rating forms will be kept on file for one year to provide the documentation required for affirmative action. All applicants must be interviewed by a minimum of two persons. Sufficient time must be allowed to permit each candidate to give complete answers to all questions.
5. The hiring supervisor will conduct a reference review on all final candidates. The hiring supervisor will notify the Human Resource representative to contact the human resource office of the selected candidate for an hr reference check. Final candidates will also undergo a criminal history review. The Affirmative Action Officer will review with the Deputy Commissioner any applications, which have a criminal history that is job related.
6. All hiring decisions affected by this plan must be approved by the Affirmative Action Officer before a candidate is notified of his/her selection. If the supervisor makes a final selection that will result in

a missed opportunity, the supervisor will provide written documentation to the Affirmative Action Officer and the Deputy Commissioner with the job-related reasons for the decision. This documentation will include a copy of the structured interview questions, ratings of the protected group and the selected candidate interview ratings, a copy of the protected group and selected candidates application and resume, a copy of the position description, and a memo explaining the rationale for the decision.

7. The Deputy Commissioner will make a determination on whether to allow or deny a missed opportunity. The Human Resource representative will notify the supervisor of the decision. A selected candidate may then be notified with a job offer.

The Minnesota Data Government Practices Act, Section 13.43, Subdivision 2 defines protected group status as non-public data. As a result, this information will not be shared with hiring supervisors.

Pre-Review Process for Lay-Off

The Department of Finance does not anticipate any layoffs in the next two years. Should the department experience critical budget deficiencies and considers elimination of filled classified positions, we will develop a procedure to determine the effect layoffs may have on agency affirmative action goals and timetables. Terms and conditions of applicable bargaining contracts will be followed.

Recruitment Plans/Reporting

1998-2000 Affirmative Action Plan Accomplishments

Introduction:

To ensure that recruitment programs are publicly conducted, attract sufficient numbers of qualified applicants, enhance the image and esteem of employment, and emphasize the recruitment of protected group members to assist the Department of Finance in meeting affirmative action goals to achieve a balanced workforce.

1. Advertising sources used:

- Minneapolis Star Tribune
- St. Paul Pioneer Press
- State of MN Career Opportunities Bulletin
- State of MN World Wide Web - Internet Job Listing
- State of MN Telephone/TTY Job Information Line
- MN Workforce Centers - Department of Economic Security
- Mailings to Accounting Offices of all state agencies
- Government Financial Officers Association publication and letters to members
- Minnesota Jobs Web site
- Insight News
- Minnesota Daily

Job Postings were sent to :

- NASBO (National Association of State Budget Officers)
- Hamline University
- Harvard University, John F. Kennedy School of Government
- University of Minnesota, Hubert H. Humphrey Institute of Public Affairs
- Association of Minnesota Counties
- League of Minnesota Cities
- City of Minneapolis
- City of St. Paul
- Dakota County
- Hennepin County
- Ramsey County
- Washington County
- Institute of Internal Auditors
- National Association of State Budget Officers (NASBO) Web site

2. Cost incurred:

- Star Tribune \$5,941.55
- Pioneer Press \$2,889.30

- Insight News \$ 916.52
- Minnesota Daily \$ 335.50
- Minnesota Association of Counties \$193.00

TOTAL: \$10,082.87

3. Results:

We experienced an increased qualified applicant pool for all positions.

4. Job fairs attended/and other methods used to recruit for positions:

We attended two job fairs this year. One conference the accounting division attended and one "Gathering" event that we coordinated on a statewide basis. We also had EBO team leaders attend some college career day functions.

5. Hiring opportunities and recruitment:

We are increasing our recruitment activities. Staff are becoming more involved in the recruitment process. We have made progress in reaching our goals for females in the managerial unit and minorities and females in the professional unit. It is our intent to continue to make progress to in the eliminate the disparity in the professional unit.

6. Internships and supported employment:

Internship opportunities are directly related to a specific academic program of the educational institution and to the ability of the department to accommodate the formal learning process. When possible, student interns will be provided an opportunity to earn academic credit and/or work experience while performing a valuable service to the department.

The supervisor seeking a student intern will establish the relationship with the educational institution and will work with the Human Resource Division to formalize and implement the specific internship arrangement.

The Department successfully engaged in two internships and 2 student worker positions this year.

The Department of Finance will review positions to determine if there are those that may be used for supported employment. If it is determined that a position(s) is identified, the AAO will work with the Department of Employee Relations Disability Coordinator in the referral and filling process.

7. Recruitment of persons with disabilities:

We are currently complying with the requirements of the Americans with Disabilities Act in our recruitment activities by making materials available in alternative formats (when requested) and meeting locations accessible. We are working with the Department of Employee Relations ADA/Disability Coordinator to recruit for positions and establishing relationships/partnerships with local rehab organizations.

8. Other accomplishments 1998-2000:

- Accounting division staff, with some help from HR, developed a recruitment brochure on accounting positions to take to recruitment functions.
- Staff were asked to volunteer for a peer exit interview process.
- All publications and communications were reviewed and revised to include a statement of equal

- opportunity and accessibility.
- Coordination of the State's attendance at the Gathering.
- Participation in mediation to resolve workplace conflicts.

Individual responsible for implementation of recruitment plan: Human Resource Director

2000-2002 Affirmative Action Plan Objectives: Recruitment and Retention

1. To develop a recruitment tool box for staff to take to job fairs and recruiting events
2. To complete and implement the peer exit interview process to obtain detailed information on recruitment and retention strategies.
3. To develop a questionnaire to give to new employees to identify the methods used to successfully recruit them to the department.
4. To develop and obtain printed business cards to hand out at recruitment events.
5. To participate in the statewide recruitment initiative being developed by DOER.
6. To continue to communicate with employees regarding their workplace environment
7. To develop a system for retrieving separation data
8. Review and analyze separation data to determine if we have a disparate number of protected group members leaving department employment.

Retention/Record-Keeping

1998-2000 Affirmative Action Plan Accomplishments

Introduction:

A coordinated retention plan will exist to retain state employees through agency and DOER activities. Additionally, these initiatives will improve productivity, make the work culture more conducive to diverse employees and guide new employees toward promotional opportunities. The Department of Finance has a history of high retention of all its employees, including protected group individuals. If an individual leaves our department, it is usually due to a promotion within state service or retirement. The Human Resource Director is responsible for the Department of Finance Retention Plan.

Objective:

Better understand and document the reasons behind turnover among protected group members.

This will continue to be a goal for the upcoming year.

Action Step:

Develop an exit interview plan using peer interviews to all employees who are leaving the department including members of protected groups.

Objective:

Continue to create and maintain a worker-friendly environment for all employees.

Ongoing. Improvements include strategic planning events and increased communication with use of the Intranet. We have received many positive comments from employees who have been interested in these events.

Action Steps:

Continue to notify employees of State sponsored events put on by other state agencies.

Encourage employees to participate in and celebrate those events that celebrate the rich diversity within the department. Educate supervisors and managers about their role in creating and maintaining a healthy and humane workplace, and specific supervisory responsibilities that contribute to retention of protected group members.

Objectives:

Determine retention and layoff patterns and determine whether or not there is a disparate impact on protected group members. Develop a process for analyzing decisions that may have an impact on retention.

Completed. Data obtained and analyzed. Protected group turnover is at a lower rate than white males.

Majority: 6.2%; Females: 3.3%; Minorities and Disabled: .5%.

Action Steps:

Analyze separation and layoff patterns of all employees to determine the impact on protected group members. Compare the percentage of protected group members for a 2-year period to the non-protected group members to determine if a disparity exists. Retain data for 2-year period. Evaluation is maintained in the Human Resource Office, and includes, copies of the Affirmative Action Plan and any comments received in writing which pertain to the Plan, recruitment documentation such as purchase orders for fees paid and notes on specific recruitment activities, Affirmative Action complaints, ADA complaints and missed opportunities.

Discrimination

Introduction:

The Department of Finance intends to have a workplace free of harassment and discrimination and, therefore, will not tolerate actions by employees that are harassing or discriminatory. Employees are expected to conduct themselves with dignity and respect for others.

Policy:

The Department of Finance prohibits harassing or discriminatory actions by any of its employees. The department will take prompt and appropriate action in response to complaints of alleged discrimination, including sexual harassment. Any person who feels they are being subjected to discrimination or sexual harassment in any form or believes they have witnessed illegal discrimination or sexual harassment, should promptly report it to one or more of the following people: their supervisor/manager, the Assistant Commissioner for their division, or the Affirmative Action Officer/Human Resource Director. This includes employees, applicants, candidates for employment and independent contractors. If an investigation into a complaint of discrimination/sexual harassment finds evidence that discrimination or harassment has occurred, prompt and remedial action will be taken. Retaliation will not be tolerated against any employee who has participated as a complainant or as a witness in any departmental proceedings involving discrimination or sexual harassment. No employee shall intentionally use this policy or related procedure for reason of personal malice or abuse. Coercion, reprisal or intimidation of anyone filing a complaint or serving as a witness under this procedure is prohibited. Employees violating this policy may receive discipline up to and including discharge.

Any supervisor or manager who receives a complaint of discrimination and fails to report it to the Affirmative Action Officer designee is subject to disciplinary action, up to and including discharge. Performance evaluations of managers and supervisors will include consideration of the individual's compliance with and support for this policy.

All managers and supervisors are responsible for the implementation of this policy and for ensuring that all employees have knowledge and understanding of this policy.

All managers and supervisors must take immediate and appropriate corrective action to ensure compliance with the intent of this policy. Upon observing words or actions that may violate this policy, managers and supervisors must immediately take corrective action, even if no complaint is made.

Appropriate disciplinary action will be taken against individuals found to be engaging in conduct based on an applicant or employee's protected class characteristic(s). Appropriate disciplinary action will also be taken against supervisors and managers who fail to take timely and appropriate action when conduct that violates this policy is brought to their attention. Some forms of harassment are also criminal acts that may be referred to local law enforcement. Corrective action will be taken when necessary to build and/or restore a respectful work environment.

Definitions:

Discrimination: to act on the basis of prejudice, intentional or unintentional, because of an individual's or group's protected class characteristics with respect to hiring, tenure, compensation, terms, conditions, facilities or privileges of employment, except when based on a bona fide occupational qualification.

Physical harassment: prohibited actions include, but are not limited to, (1) display of posters, signs, pictures, cartoons, symbols, written statements or other materials that advocate a religious or creed viewpoint, or that belittles or discriminates against any individual(s) based upon their protected class characteristic(s). (2) non-verbal behaviors include gestures and facial expressions.

Physical sexual harassment: prohibited actions include, but are not limited to: touching oneself or another person in a sexually suggestive way; physical contact or positioning so as to invade personal privacy; or intentional touching of anatomy that is private such as breasts, genital areas, or buttocks. Also included are intentional movements/actions made in an attempt to look at another person's breasts, genital areas or buttocks. Also prohibited are physical acts such as hitting, pushing, and making physical gestures of a sexual nature such as hip-grinding or grabbing motions.

Protected class: Those characteristics which are covered by Title VII of the Civil Rights Act of 1964 and the Minnesota Human Rights Act which includes race, color, sex, religion, creed, national origin, disability, age, sexual orientation, marital status, public assistance or membership/activity in a local commission.

Sexual harassment: a form of discrimination that includes unwelcome sexual advances, requests for sexual favors, or verbal or physical conduct of a sexual nature when any of the following occurs:

- Submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of obtaining employment;
- 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
- that conduct or communication has the purpose or effect of substantially interfering with an individual's employment or creating an intimidating, hostile, or offensive employment environment.

Sexual harasser/perpetrator: a harasser may be a male harassing a female; a female harassing a male; a male harassing a male; or a female harassing a female, and the harassment is sexually based.

Verbal harassment: unwelcome statements, name-calling, or other verbal conduct. Prohibited statements include using derogatory names or terms when referring to individuals or groups of individuals.

Verbal sexual harassment: examples of prohibited statements include, but are not limited to: derogatory or vulgar comments of a sexual nature; sexually vulgar language; remarks about a person's physical anatomy or characteristics; "dirty" jokes; sexual innuendo; sexually explicit language; lascivious tones; threats of physical harm; and distribution or display of written or graphic sexual materials. Also prohibited in the workplace are nude and semi-nude pictures, sexually orientated magazines or posters, sexually offensive cartoons, and other words or pictures of a sexually suggestive nature.

Unwelcome and offensive: under the laws of sexual harassment, the fact that an employee does not openly object to others' actions or words does not suggest it was welcome. Harassment may occur even if the individual originally remains silent or failed to show disapproval. Acts and statements that may not be offensive to some people maybe extremely offensive to others. As a result, all employees must conduct themselves professionally in their interaction with others in the workplace.

Procedures:

Discrimination/Sexual Harassment Complaint Procedures:

- A. To bring forth a complaint of discrimination or sexual harassment, employees are offered step 1 and 2 as an option. However, they are not prohibited from filing a complaint with the Equal Employment Opportunity Commission (EEOC) or the Minnesota Department of Human Rights. Department employees or contractors who believe they have been sexually harassed or discriminated against because of their protected class characteristics, or who have witnessed such behavior among other employees, are urged to use this procedure. Although the department offers the following procedure as an effective method of dealing with harassment, steps 1 and 2 may be omitted.

Step 1. If you are willing, politely, but firmly, confront the perpetrator and ask him or her to stop the offensive conduct. Be specific about the exact behavior you want stopped. If practical, have a witness such as a co-worker present to hear your complaint and the harasser's response. After the face-to-face meeting, write a memo or note outlining what you said and the response of the harasser. Date the memo and keep it. Written evidence of your complaint is helpful if the harasser does not stop the offensive behavior.

Although a face-to-face meeting with the harasser is desirable, if you feel uncomfortable with it, write the harasser a memo or letter detailing the acts or statements you consider harassment and demand that it be stopped. Sign and date the memo or letter, and keep a copy for possible future use if the harassment does not stop.

If you feel uncomfortable with a face-to-face meeting or a written letter, omit step one and make your complaint using the procedures in Step 3.

Step 2. Document the incidents of the harassment. Write down what was said and done, who might have witnessed it, and the date. Keep any related letters, memos, or written documentation.

Step 3. If uncomfortable with step 1, or the harassment continues after you complain to the harasser, or if you feel the harassment is likely to cause you a direct employment problem such as demotion, pay increase denial, or discipline, immediately report it to the manager of your work area, the Affirmative Action Officer/Human Resource Director or the Deputy Commissioner. You may be asked to complete a complaint form at this time. You should also submit a copy of any written documentation or a written summary of what has occurred.

Process for Managers and Supervisors

1. A supervisor or manager who receives a complaint will immediately notify and forward all written documentation to the Affirmative Action designee/Human Resource Director.
2. Within two working days after receiving the complaint, the Affirmative Action designee/Human

Resource Director will take the following actions.

- a. review the complaint
- b. if the complaint alleges a violation of this policy, the AAO/Human Resource Director will determine whether to initiate an investigation.

Procedure for handling complaints

1. All complaints will be handled in a timely and confidential manner. The complainant or information related to the complaint will not be disclosed to anyone who does not have a business need to know.
2. No person is permitted to discuss the complaint, the identity of the person complaining, or any other facts, except where necessary for investigating the complaint or deciding a dispute. All managers, supervisors and employees are subject to disciplinary action if they unnecessarily disclose information about the complaint, the investigation, allegations or facts concerning the discrimination/harassment complaint and investigation.
3. Upon filing a complaint, and during the investigation process, the complainant should be assured that department policy and the law prohibits any reprisal for making a good-faith complaint, even if it is later determined that a violation of the policy did not occur.
4. If the department learns through an exit interview or other means that an employee has left department employment because of alleged sexual harassment or discrimination, the appointing authority or his/her designee will conduct an inquiry. A copy of the inquiry will be brought to the attention of the Affirmative Action Officer.
5. The Human Resource Director and Deputy Commissioner will review the complaint and determine whether a violation of this policy has taken place. Within five (5) working days of receipt of the complaint, the Human Resource Director will determine if the complaint falls within the area of discrimination/sexual harassment. If it does not, the employee will be notified so that s/he may use another grievance or procedure for resolution. If it is determined that an investigation is warranted, the Deputy Commissioner will authorize the Human Resource Director to begin the investigation.
6. The Human Resource Director will identify an investigator, notify the complainant, the assistant commissioner of the division where the complainant and respondent work, and the appropriate bargaining representative that an investigation into alleged discriminatory conduct will commence.
7. The investigator will notify the complainant of their right under the collective bargaining agreement to request union participation at their request.
8. The investigator will take statements from the complainant, and respondent, and any witnesses, obtain additional evidence or facts by reviewing relevant files, documentation, interviews of other alleged victims and co-workers, while disclosing as little about the case as is feasible to preserve confidentiality and prepare a thorough written report of the findings and submit it to the Human Resource Director.
9. The Human Resource Director will review the report and determine whether a violation of this policy has taken place. The Human Resource Director will confer with legal authority.
10. If the investigation findings do not support violation of this policy, the Human Resource Director will notify the complainant and respondent of that fact.
11. If the investigation findings support a violation of this policy, the Human Resource director will notify the complainant and the assistant commissioner of the respondent's division. The assistant commissioner and human resource director will determine the corrective action to be taken and notify the respondent and appropriate bargaining unit.
12. A final written answer will be provided to the complainant within 60 days after a complaint is filed.
13. The Affirmative Action Officer will file dispositions of complaints with the Department of Employee Relations commissioner within 30 days of final determination.

Minnesota Department of Finance

COMPLAINT OF DISCRIMINATION/HARASSMENT

Please Read Before Completion of 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 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.

Complainant (You)		
Name	Job Title	
Work Address	City, State, Zip Code	Telephone ()
Agency	Division	Manager
Respondent (Person Who Discriminated/Harassed Against You)		
Name	Job Title	
Work Address	City, State, Zip Code	Telephone ()
Agency	Division	Manager

The Complaint	
Basis of Complaint ("X" 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 Human Rights Commission	
Date most recent act of harassment/discrimination took place:	If you filed this complaint with another agency, give the name of that agency:

Describe how you believe that you have been harassed/discriminated against (names, dates, places, etc.). Use a separate sheet of paper if needed and attach to this form.

Information on Witnesses Who Can Support Your Case

Name	Work Address	Work Telephone
1.		()
2.		()
3.		()

Additional witnesses may be listed in "Additional Information" or on a separate sheet attached to this form.

Additional Information

This complaint is being filed on my honest belief that the State of Minnesota has harassed/discriminated against me. 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

Affirmative Action Officer Signature

Date

ADA and Reasonable Accommodation

Policy:

It is the policy of the Department of Finance to reasonably accommodate qualified individuals (as defined by the Americans with Disability Act-ADA) with known physical or mental disabilities, to enable them to compete in the selection process or to perform the essential functions of the job and/or to enjoy equal benefits and privileges. An accommodation must provide an opportunity for a person with a disability to achieve the same level of performance or to enjoy benefits or privileges equal to those of an average, similarly situated employee without a disability.

The department provides funding for accommodations unless the accommodation causes an undue hardship or poses a direct threat to the health and safety of others in the workplace.

This agency's reasonable accommodations policy applies to all qualified applicants, current employees and employees seeking promotion who have a physical or mental impairment that substantially limits one or more major life activities. This policy does not pertain to persons with non-ADA qualifying conditions.

Accommodations will not be required for non-job related personal needs of individuals even though they may be a qualified individual with a disability. In such cases, questions may arise as to whether the accommodation is personal or job related. The primary factors in evaluating an accommodation is whether the accommodation will enable the person to perform the job on an equal basis in the most cost effective manner and in the most integrated setting possible.

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

This agency will provide accommodations to qualified disabled employees/job applicants/eligibles when such accommodations are directly related to performing a job or competing for a job on an equal basis.

DEFINITIONS:

- **ADA coordinator** - the Human Resource Director, Ann O'Brien.
- **Direct threat** - a significant risk to the health or safety of others that cannot be eliminated by reasonable accommodation.
- **A person with a disability** for purposes of this policy is anyone who has a physical or mental impairment that substantially or materially limits one or more of such person's major life activities.
- **A reasonable accommodation** - any change or adjustment to a job, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to enjoy equal employment

opportunities. Examples of accommodations may include acquiring or modifying equipment or devices, modifying examinations and training materials, making facilities readily accessible, job restructuring, modifying work schedules, providing qualified readers or interpreters and reassignment to a vacant position.

- **Undue hardship** - an action that is unduly costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the department.

Procedure

A. JOB APPLICANTS

1. Request for Reasonable Accommodation

- a. All initial communication with job applicant regarding job vacancies shall indicate the willingness of the agency to make reasonable accommodations to the known physical or mental disability and shall invite the applicant to contact the agency for the needed accommodation.
- b. The individual contacted with the request shall contact the Human Resource Director immediately. In order to ensure that the accommodation is provided at the interview, requests shall be handled in a timely manner.
- c. The Human Resource Director or designee shall contact the job applicant to discuss the needed accommodation and possible alternatives.
- d. If the accommodation is approved, the Human Resource Director or designee will take the necessary steps to see that the accommodation is provided.
- e. If the accommodation cannot be provided, the Human Resource Director will inform the applicant in writing of the reason within a reasonable time.

B. EMPLOYEES

1. The employee will inform his/her supervisor, manager, or ADA Coordinator /Human Resource Director of the need for an accommodation, preferably by completing the Employee Request for Reasonable Accommodation (attached).
2. The ADA Coordinator may request medical documentation of the employee's functional limitations to support the request. Information from all medical examinations and inquiries will be kept apart from the general personnel files as a separate, confidential medical record, available only under the limited conditions specified in the Americans with Disabilities Act.
3. The ADA Coordinator/Human Resource Director, in consultation with the employee and supervisor, will:
 - a. discuss the purpose and essential functions of the particular job involved and complete a step-by-step job analysis when necessary.
 - b. determine the precise job-related limitations
 - c. identify the potential accommodations and assess the effectiveness each would have in allowing the employee to perform the essential functions of the job; and
 - d. select and implement the accommodations that are the most appropriate for both the employee

and the employer. While an employee's preference will be given consideration, the department is free to choose among equally effective accommodations and may choose the one that is less expensive or easier to provide.

4. If an accommodation agreement cannot be reached, the ADA Coordinator will forward the written request for accommodation, along with her recommendation, to the Deputy Commissioner, who will review the request for accommodation, along with the recommendations and make a final decision.
5. If an accommodation cannot overcome the existing barriers, or if the accommodation would cause an undue hardship (see section C) on the operation of the business or pose a direct threat (see section D) to the health or safety of others in the workplace, the employee and the supervisor will work together to determine whether reassignment may be an appropriate accommodation.
 - A. Human Resource Management will first look for a vacant position in the department equivalent to the one presently held by the employee in terms of pay and other job status. If the individual with the disability is not qualified, with or without reasonable accommodation, for a vacant position (or a position the department knows will become vacant within a reasonable period of time), the department may, as a reasonable accommodation, assign the employee to a lower level vacant position for which the individual is qualified. If this occurs, the department is not required to maintain the individual's salary at the previous level.
 - B. Human Resource Management will examine transfer, mobility, or other employment options for the employee
 - C. The department will not be required to create a new job or to bump another employee from a job in order to provide an accommodation.
6. The decision is provided in writing to the supervisor within seven (7) working days after the agency makes the determination.
7. The Human Resource Director fills out the Reasonable Accommodations Agreement Form (attached) and obtains necessary signatures.
8. The ADA Coordinator submits appropriate purchasing documents to the purchasing agent if equipment, furniture or other assistive devices must be purchased.
9. If an accommodation cannot be made, the ADA Coordinator/Human Resource Director will provide the employee with written notification explaining the reasons(s) for denying approval.

C. **UNDUE HARDSHIP:** the following procedures will be followed when considering undue hardships.

1. The ADA Coordinator/Human Resource Director will consult with the Deputy Commissioner to discuss the requested accommodation.
2. They will determine undue hardship by considering the factors outlined in 29 CFR 1630.2, including: the nature and cost of the accommodation in relation to the size, the financial resources, the nature and structure of the department's operation and the impact of the accommodation on the nature and operation of the division.
3. If the accommodation is considered to impose an undue hardship, an analysis and recommendation will be sent to the commissioner.
4. The commissioner will provide a written decision to the ADA Coordinator/Human Resource Director. The Human Resource Director will notify the employee requesting the

accommodation of the final determination in writing .

D. DIRECT THREAT: the following procedures will be followed when determining direct threat.

The assistant commissioner of the respective division of the employee request for reasonable accommodation will make an individualized determination of an individual's current ability to safely perform a job's essential functions. These determinations cannot be based on myths or stereotypes about a given disability. The determinations will demonstrate there is a significant risk of substantial harm, identify the specific risk, demonstrate the risk is current, as opposed to speculative or remote, support the risk assessment with objective medical evidence related to the particular employee, and consider whether the risk can be eliminated or reduced below the level of a "direct threat" by reasonable accommodation.

E. METHODS OF PROVIDING REASONABLE ACCOMMODATION

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

1. Modification of Equipment or Assistive Devices

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

2. Job Site Modification

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

3. Job Restructuring

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

4. Support Services

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

F. FUNDING FOR REASONABLE ACCOMMODATION

This agency will make funds available in order to provide reasonable accommodations to employees/job applicants with disabilities. (The amount will be determined by the ADA Coordinator and approved and signed by the Deputy Commissioner.)

G. PURCHASE AND MAINTENANCE OF ACCOMMODATIONS

1. While an employees preference will be given consideration, the department is free to choose among equally effective accommodations and may choose the one that is less expensive or easier to provide.
2. All tangible accommodations purchased by this agency will be the property of the State of Minnesota and shall be used only for job related functions. The maintenance of equipment will be the responsibility of the department, and projected maintenance costs will be a factor in the initial decision to provide accommodations -- for example, repair of special office equipment.

H. DENIAL OF ACCOMMODATION

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

I. APPEALS

An employee who is dissatisfied with the reasonable accommodation decision can appeal to the Commissioner with fifteen (15) working days of the decision.

The ADA Coordinator will convey written copies of the Commissioner's decision to the employee and supervisor. If the employee is still dissatisfied with the decision and feels that he/she has been discriminated against on the basis of disability, he/she may file a complaint internally through the agency's complaint procedure as outlined in this plan, or he/she may file with federal, state, and local human rights offices. Information will be provided in compliance with the Minnesota Government Data Privacy Act. Compliance agencies that are investigating complaints or request information from the

agency head will be provided documentation relating to the denial of a request for reasonable accommodation.

ADA Grievance Procedure:

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

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

Complaints relating to the Department of Finance should be sent to: ADA Coordinator, Ann O'Brien, 400 Centennial Building, 658 Cedar St. St. Paul, MN 55155. Voice telephone: 651-297-2429; Minnesota Relay Service telephone number: 1-800-627-3529 V/TTY.

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

Minnesota Department Of Finance

Americans with Disabilities Act

NOTICE TO THE PUBLIC

It is the policy of the Department of Finance to comply with the provisions of the Americans with Disabilities Act, 42 U.S.C.A. Section 12101, et. seq. ("ADA"). The ADA prohibits discrimination against qualified individuals with disabilities on the basis of their disability. The ADA provides, in part, that qualified individuals with disabilities shall not be excluded from participating in or be denied the benefits of any program, service or activity offered by this department.

The ADA requires that all programs, services and activities, when viewed in their entirety, are readily accessible to and usable by qualified individuals with disabilities. This department must communicate effectively with individuals with speech, visual, and hearing impairments and provide auxiliary communication aids to qualified individuals with disabilities participating in or benefiting from this department's programs, services or activities to afford equal opportunity.

Should you wish to review the ADA or its interpretive regulations, ask questions about your rights and remedies under the ADA, request a reasonable modification to this department's policies, practices or procedures, or file a written grievance with this department alleging non-compliance with the ADA, please contact the department's Designated Coordinator for the ADA listed below.

Name: Ann O'Brien
Department/Agency: Finance
Address: 400 Centennial Office Building
658 Cedar Street
St. Paul, MN 55155
Telephone Numbers: Voice: (651) 296-5904
MN Relay Service: (651) 297-5353
1-800-627-3529

Employee Request for Reasonable Accommodation
Department of Finance

Please Print or Type

Employee Name:	Classification/Division	Date of Request:
<i>Attach additional sheets for questions below if necessary.</i>		
1. Please describe the nature of your medical condition for which you are requesting an accommodation. Describe how it limits any major life activities.		
2. How does it affect your ability to perform your job?		
3. Type of accommodation requested:		
<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"/> Part-time or modified work schedule <input type="checkbox"/> Acquisition of equipment or devices		
<input type="checkbox"/> Other(specify): _____		
4. Describe in detail the accommodation you are requesting:		
5. Has your medical provider recommended the accommodation? <input type="checkbox"/> Yes <input type="checkbox"/> No		
6. How will the requested accommodation be effective in allowing performance of the essential job function(s)?		
Signature of Employee:		Date:

This information will be used by human resource management or any other person, including the agency's legal counsel, who is authorized by my employer to handle medical information for ADA/MHRA purposes and, any information concerning my physical or mental condition, that are necessary to determine whether I have a disability as defined by the Americans with Disabilities Act and/or the Minnesota Human Rights Act, and to determine whether any reasonable accommodations can be made. The provision of this information is voluntary, however if you refuse to provide it, your employer may refuse to provide reasonable accommodation.

Zero Tolerance of Workplace Violence

Introduction:

In 1992, the Minnesota Legislature adopted the following act (MS 1.5) *Freedom from Violence*

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

In furtherance of this policy, MS 15.86 mandates that each agency of state government adopt a goal of zero tolerance of violence in and around the workplace. Each agency is also encouraged to develop a plan that describes how the agency will (1) seek to eliminate any potential for violence in and around the agency workplace, and (2) seek to eliminate any potential for violence by affecting the attitudes and behavior of the people that the agency serves or regulates.

Goal/Policies:

It is the goal of the Minnesota Department of Finance to achieve a work environment that is free from threats and acts of violence. The department will not tolerate workplace violence of any type, from any source. This includes threatening or violent actions by employees directed against other employees, by employees directed against department customers or other workplace visitors, and by department customers or visitors directed against department employees.

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

The department's policies on work-related violence include the following:

- The department will actively work to prevent and eliminate acts of work-related violence.
- The department will respond promptly, positively, and aggressively to deal with threats or acts of violence. This response will include timely involvement of law enforcement agencies when appropriate.
- The department hereby adopts and will work to enforce a policy of prohibiting possession of firearms and other dangerous weapons in the workplace.
- The department will treat incidents of work-related threats or acts of violence seriously. Reports of such acts will be promptly investigated, and management will take action as necessary to appropriately address each incident.

- The department will take strong disciplinary action, up to and including discharge from state employment, against employees of the department who are involved in the commission of work-related threats or acts of violence.
- The department will support criminal prosecution of those who threaten or commit work-related violence against its employees or against taxpayers and other visitors to its work environment.
- Employees who are the targets of threats of violence, or who are the victims of workplace-related violence, will be promptly referred to the appropriate aid, assistance and/or support resources.
- Pursuant to M.S. 15.86, this policy does not create any civil liability on the part of the state of Minnesota.

Plan/Procedures:

1. The department will provide a safe workplace. The department is committed to ensuring that the workplace provides for the safety of employees and guests and for reasonable protection from workplace violence.
 - **Office security procedures.** Refer to "Chapter 401 - Office Security" of the *Department of Finance Policy and Procedure Manual*.
2. The department will attempt to limit violence from external sources by positively affecting the attitudes and the behavior of its customers.
 - **Customer service.** Employees are responsible for greeting guests of the department, responding to their inquiries and providing directions, as appropriate, and otherwise using appropriate business etiquette in conducting department business. Employees must also be alert to the needs and presence of visitors to ensure that departmental business is conducted in a safe and efficient manner.
3. The department will attempt to reduce the potential for internal workplace violence by positively affecting the attitudes and the behavior of its employees.
 - **Creating a low-risk work environment.** Department managers and supervisors are expected to promote positive behavior and to lead by example by treating employees with the respect and dignity each person deserves. Emphasis will be placed on creating a workplace where established standards of conduct are clear, are communicated, and

are consistently enforced, and where discipline is used fairly and appropriately to deal with instances of unacceptable behavior.

- **Supervisory training.** All department managers and supervisors will be provided with training on how to deal with workplace-related threats and acts of violence. This training will focus on prevention and de-escalation of violence, will include suggestions for appropriate responses to threats and acts of violence, and will identify those resources which are available for use once a potential problem has been identified, or an incident has occurred.
- **Employee training.** All employees will be given the opportunity to receive training in threat awareness and in appropriate responses to aggressive, threatening and violent behaviors. Assessment of additional training needs for employees will be made upon request of the unit supervisor, and appropriate training programs will be developed and presented.
- **Employee counseling and assistance.** The department will encourage use of the Employee Assistance Program (EAP). The EAP is primarily an assessment, short-term counseling and referral agency. While supervisors, union representatives, or family members may encourage employees to seek help from the EAP, the decision to use the services must be a voluntary one. Employees may also choose to seek assistance from private health services to deal with pressures, stress, emotional problems, or other personal issues which could, if ignored, lead to threats or acts of violence.
- **Self-help.** Informational brochures and other media will be used to make allemployees familiar with the services offered by the EAP and by the department's Health and Wellness Coordinator and will provide information on how to take advantage of those services. Information will also be provided about other options for the resolution of personal and work-related problems that may have a potential for escalating to a violent incident. Employees will be encouraged to utilize all available resources.
- **Valuing and respecting diversity.** It is the department's policy and practice to value and respect individual differences among people. Harassment of any person in the workplace is strictly prohibited. Harassment is defined in the department policy on discrimination and harassment. Harassment and discrimination are serious concerns. Incidents of this nature, if not corrected, may result in workplace violence. Management will continue to treat reports of harassment and discrimination seriously. Complaints of alleged discrimination will be promptly investigated and, as necessary, appropriate disciplinary action will be taken.

4. The department will effectively deal with threats of violence and with actual incidents of violence.
 - **Supervisory responsibilities.** Department managers and supervisors have primary responsibility for ensuring a safe work environment. Managers and supervisors are specifically empowered to take immediate action to resolve or stabilize violent situations in the workplace and to protect people from harm. Supervisors will ensure that, when a threat is made or a violent incident occurs, appropriate incident response resources are notified immediately. Supervisors and managers will also ensure that appropriate disciplinary responses to internal workplace violence and aggression are made.
 - **Incident Response Coordinator (IRC).** The department will appoint an Incident Response Coordinator (IRC), who will be responsible for coordinating responses to violent or threatening situations in the workplace. The IRC will assist managers and supervisors in the development of applicable training programs; serve as a resource referral agent and information source for supervisors and others with regard to workplace violence concerns; respond, as needed, to incidents involving threats or acts of workplace-related violence. While each situation will be unique, this will often require that the IRC: perform situation assessments and evaluations; assist with attempts to de-escalate/properly manage potentially violent situations when possible to do so; facilitate and coordinate response actions of appropriate resources, both internal and external; and ensure that appropriate follow-up action is taken (investigation, victim assistance, preventative and corrective actions, etc.). The IRC will carry out these responsibilities with the assistance of appropriate department, state and local government resources.
5. The department will work to eliminate dangerous weapons from the workplace. Effective immediately, the possession of any dangerous weapon, including any firearm, in any Department of Finance workplace by a person other than a law enforcement officer, is strictly prohibited. Department personnel are prohibited from possessing any dangerous weapon, including any firearm, while on official duty. See Appendix A for a list of dangerous weapons included in this prohibition.

Appendix A

Dangerous Weapons

For purposes of this policy, the following items are considered to be *dangerous weapons*:

- any weapon which, per applicable law, is illegal to possess;
- any firearms, loaded or unloaded, assembled or disassembled, including pellet, "BB", and stun guns (electronic incapacitation devices);
- replicate firearms, as defined in M.S. 609.713;
- knives (and other similar instruments) with a blade length of more than three inches, other than those present in the workplace for the specific purpose of food preparation and service;
- any "switchblade" knife;
- "brass knuckles," "metal knuckles," and similar weapons;
- bows, cross-bows and arrows;
- explosives and explosive devices, including fireworks and incendiary devices;
- "throwing stars," "numchucks," clubs, saps, and any other item commonly used as, or primarily intended for use as, a weapon;
- any object that has been modified to serve as, or has been employed as, a dangerous weapon;
- any other item so designated by the commissioner of Finance.

Auditing, Evaluating and Reporting Program Success

Recordkeeping

The affirmative action officer, in conjunction with the Human Resource Office, will gather and maintain applicable affirmative action records reflecting interview processes and procedures, the hiring process, turnover and separation and any complaints of harassment or discrimination. A report of this information will be submitted to the Commissioner on an annual basis.

Evaluation

The Affirmative Action Officer shall evaluate the affirmative action plan by:

- Reviewing monthly statistics reflecting the current complement based on protected class status and availability data
- Reviewing disciplinary actions taken during the past quarter, including a review of job classification, bargaining unit and protected group status.
- Reviewing recruitment sources and strategies used and the results of those efforts to help fill future vacancies for which there was under-representation.
- Reviewing formal discrimination complaints filed in the past quarter.
- Reviewing training provided to employees to analyze for upward mobility impact including job assignment, job progression, promotion, and transfer by job classification, bargaining unit and protected group status.

Auditing and Reporting Structure

Ann O'Brien, Human Resource Director/Affirmative Action Officer, will review the affirmative action plan for the Minnesota Department of Finance. The Department of Finance's affirmative action officer will monitor the procedures to evaluate progress and ensure that the nondiscrimination policy is carried out. A summary of the accomplishments for the prior year's affirmative action program objectives will be completed and included in the next biennial affirmative action plan.

The documents or reports that will be maintained, reported, and used as an audit guide will include, but is not limited to the following:

- Affirmative action plan and workforce availability analyses
- Underutilization data
- Recruitment documentation such as advertising sources, amount spent, specific recruitment activities.
- Discrimination/harassment complaints
- ADA reasonable accommodations
- Missed opportunity (quarterly reports)
- Separation and layoff patterns

Emergency and Evacuation Plan

Introduction

This plan is designed to provide guidelines for responding to emergencies for Department of Finance Employees within the Centennial Office Building. Remember, not all emergencies fall within the parameters of a defined plan; sometimes individual judgment will be your best guide. Your preparedness, awareness and self-discipline are the keys to an orderly and safe emergency response.

There are two basic procedures to follow during a building emergency: evacuation or relocation. Emergencies involving probable evacuation:

- fire, flame or smoke,
- floods,
- bomb threats.

Other emergencies that may require only relocation to safe areas within the interior of the building:

- weather related (i.e., tornadoes, blizzards),
- utilities (i.e., electrical, gas, sewer or water),
- medical, accidental or health,
- chemical, environmental or individual (i.e., drugs and alcohol),
- civil disturbances or demonstrations,
- nuclear, accidental plant emission or attack,
- bomb threats.

This plan is designed to provide the employees of the Centennial Office Building with the basic principles and procedures that should be used in the event of an emergency. The plan will provide

- a chain of command to disseminate information and coordinate authority in time of emergency,
- the mechanism for training selected personnel in emergency procedures,
- an organized routine for evacuating all or part of the building,
- a list of alternative ideas and procedures to assist in the orderly handling of emergencies.

General Duties of Emergency Personnel

Capitol Complex Security:

- Provides continuity of emergency administration within the capitol complex.
- Primary authority for emergencies requiring medical, fire, law enforcement or other assistance not contained within the individual units, divisions or buildings.

Building Emergency Director, Assistant and Staff:

- Primary authority for developing and maintaining the Centennial Office Building emergency plan, procedures and communications network.
- Coordinating authority, with Capitol Security and Department of Administration personnel, for the testing and checking of emergency equipment.
- Coordinating authority, with Capitol Security, Department of Administration, and the St. Paul Fire Marshal, for fire safety and evacuation requirements for the Centennial Office Building.
- Primary authority for issuing emergency and emergency-related information to Centennial Office Building employees.
- Provide necessary training in evacuation, CPR, etc.

Senior Floor Monitor:

- Liaison for the Building Emergency Director to the floor wardens and monitors.

Floor Wardens:

- Ensure that floor monitor positions are always filled.
- Schedule meetings of floor monitors and relay information pertaining to emergency routines or special instructions.
- Oversee emergency planning activities by the area monitors to assure adequate employee contact.
- Attend all training sessions scheduled by the Building Emergency Director.
- Address issues related to emergency procedures for persons with disabilities by ensuring that employees have the opportunity to inform the agency of any special needs they may have. Floor wardens also must ensure the selection of "assigned co-workers" and consult with persons with disabilities to determine appropriate emergency procedures.
- During emergencies, check that the floor has been evacuated or that employees have moved to designated areas if safe to do so.
- Check the final location of persons with disabilities if safe to do so.
- Observe that the appropriate procedures have been followed and report the results to the Building Emergency Director, Security, or to the designated command post.

Floor Monitors:

- Check to see that fire doors are kept closed.
- Help to maintain clear aisles and stairwells during regular working hours as well as periods of emergency.
- Assign an assistant to each individual with mobility needs. Train the assistant and employee on the evacuation process.
- Routinely inspect fire extinguishers for charge levels, stairwells for burned out lights, P.A. systems and alarms for sound levels, and report any discrepancies.
- Keep employees in their area informed of safety procedures.
- Maintain an up-to-date roster of the employees they are responsible for and be able to account for those employees during an emergency.
- Identify and inform staff of evacuation relocation area.

"Assigned co-workers" for Persons with Disabilities:

- Employees with disabilities, such as mobility and deafness or hard of hearing, will make the determination about how they want to be evacuated and will be assigned two "assigned co-workers" to provide assistance to them during an emergency. Employees with disabilities and their "assigned co-workers" will meet in the stairwell closest to the disabled employee's work space for *all* emergencies to eliminate lost time spent looking for each other before actually evacuating the area. The Centennial Building stairwells are a good relocation area as they are pressurized with fresh air.

Employees:

- Respond to emergency situations in a calm and orderly fashion.
- Move as quickly as possible to the pre-assigned safe area during evacuation.

What To Do If You See Fire or Smoke**When fire or smoke is observed and no alarm has been sounded:**

- Immediately call Capitol Security at **296-2100 or 9-911** and report the location and nature of fire.
- Initiate the evacuation plan and either personally take charge or assign an alternate to carry out the evacuation plan.

- Use the fire extinguisher (only if knowledgeable on use of one), hose or metal wastebasket and try to put out the fire if it is confined to a small area (e.g., a wastebasket).
- Evacuate immediately if the fire is too large or could block your exit. Fight the fire only if all the following are true:
 - The fire is confined to a small area; e.g., a wastebasket.
 - The fire department has been notified.
 - Employees are evacuated.
 - You have a way out and can fight the fire with your back to an exit.
 - You have the proper extinguisher and know how to use it.
- Assist any employees endangered by the fire if it is safe to do so.
- Assist individuals with mobility impairments. If you are an assigned assistant remain with the employee until an all clear is sounded. Notify the floor monitor of your whereabouts.
- Move to the designated exit:
 - Check the door with the back of the hand before opening; if it is hot, move to the alternate exit.
 - If the door is not hot, open slightly to check for fire, odor or smoke.
 - If only moderate amounts of odor or smoke are detected, prop the door open and have a volunteer check to see that the route is clear before having others proceed.
 - If strong odors, smoke or fire are encountered, close the door and move to the alternate exit.
- Direct employees and any visitors to the evacuation area, if available and safe to do so.
- Remind individuals assigned as "assigned co-workers" and employees with disabilities to meet in their pre-determined area and evacuate to the pre-assigned safe stairwell areas.

Once at the evacuation site, the floor monitor or the floor monitor alternate will:

- Report the location of all employees with disabilities assigned to the group to the emergency professionals. Floor wardens will confirm that location.
- Report the location of the fire to the fire department or Capitol Security.
- Conduct a head count and resolve the where-about of all employees assigned to the group.
- Report the status of the group to the floor warden.

- Keep employees informed on the status of the emergency.
- Announce the "All Clear" when informed by the fire department or Capitol Security.

Some Don'ts:

- Do not hesitate to begin the evacuation.
- Do not try to return to your office.
- Do not open doors before properly checking for heat intensity, fire, odor or smoke.
- Do not use the elevators.

What to Do when The Fire Alarm System Is Activated

When the alarm begins, the floor monitor will:

- Immediately move to the designated exit:
 - Check the door with the back of the hand before opening; if the door is hot, move to the alternate exit.
 - If the door is not hot, open slightly to check for fire, odor or smoke.
 - If only moderate amounts of odor or smoke are detected, prop the door open and have a volunteer check to see that the route is clear before having others proceed.
 - If strong odors, smoke or fire are encountered, close the door and move to the alternate exit.
- Assist any employees endangered by the fire if it is safe to do so.
- Direct employees and any visitors to the evacuation area.
- Remind individuals assigned as "assigned co-workers" and employees with disabilities to meet in their pre-determined area and evacuate to the pre-assigned safe stairwell areas.

Once at the evacuation site, the floor monitor will:

- Report the location of all employees with disabilities assigned to the group to the fire department or Capitol Security. Floor wardens will confirm that location.
- Conduct a head count and resolve the whereabouts of all employees assigned to the group.
- Report the status of the group to the floor warden.
- Keep employees informed on the status of the emergency.

- Announce the "All Clear" when authorized.

Some Don'ts:

- Do not hesitate to begin the evacuation.
- Do not try to return to your office.
- Do not open doors before properly checking for heat intensity, fire, odor or smoke.
- Do not use the elevators.
- Do not call Capitol Security. They will already be involved and you could tie up the switchboard.

What to Do when Severe Weather Threatens

Notice of weather-related threats, for example: tornadoes, severe storms or blizzards, will usually be initiated by the National Weather Service (NWS). Capitol Complex Security and the staff of the Building Emergency Director monitor both the NWS and local radio broadcasts. In the event the building becomes endangered by a storm, the Building Emergency Director will issue relocation orders.

When the relocation order is given, the floor monitor will:

- Direct employees and any visitors to move away from windows and move to the assigned safe areas.
- Remind individuals assigned as "assigned co-workers" and employees with disabilities to meet in their pre-determined area and relocate to the pre-assigned safe stairwell areas.

Once relocated, the floor monitor will:

- Conduct a head count, if requested by the Emergency Director, and resolve the where-about of all employees assigned to the group and report the status of the group to the floor warden.
- Keep employees informed on the status of the emergency.
- Announce the "All Clear."

In the case of winter storms, all employees are asked to monitor WCCO Radio, 830 AM. The closure of state offices will be announced on the radio prior to shift start times. Closure after the start of the shift will be announced by the Building Emergency Director or Capitol Security. Floor wardens should ensure that deaf or hard of hearing employees are made aware of the closure of state offices (e.g., ensure that deaf or hard of hearing employees who use TTY's have made arrangements with their supervisor, "assigned co-workers," relatives or friends to be contacted through the use of the Minnesota Relay Service at 1-800-627-3529 or some other means).

What To Do In Case Of A Bomb Threat

If you receive a bomb threat, pay attention, ask questions, and attempt to determine:

- the location of the bomb,
- time set for detonation,
- a description of the bomb,
- what type of explosive it is,
- why the bomb was placed,
- who placed the bomb (ask for the person's name or group).

Once you have received a threat:

- Call Capitol Security **296-2100** and give as much of the above information as you can. Capitol Security will issue a "YELLOW ALERT" indicating that a threat has been made.
- When a "YELLOW ALERT" is issued, each employee should immediately *look* around the area for suspicious packages, letters, etc. Employees are *not* to touch anything they cannot identify.

Employees should be alert to envelopes or parcels that emit peculiar odors, are stained, have protruding wires, tinfoil or visible strings; contents that make a sloshing sound; or packages that "make noise.

While mail bombs can come in many sizes and shapes, they do have some unique characteristics that should help detect suspected items:

- letters that are bulky, appear uneven or lopsided, or feel rigid;
- packages that are usually reused cartons with traces of previously used labels, return addresses, glue or tape;
- letters or packages that have irregular shapes, soft spots or bulges;
- packages that are unprofessionally wrapped and often marked "Fragile," "Handle with Care," "Rush," or "Do Not Delay;"
- materials with no return address;
- homemade labels with cut-and-paste lettering;
- excessive numbers or amounts of postage.

(Morton M. Raymond, "How to Cope with Bomb Threats in the Mailroom," *THE OFFICE*, Volume 104, Number 4, "October 1986," page 54.)

Capitol Security personnel will search any of the high-risk, public and exterior areas, so department employees should stay away from these areas.

If any suspicious item is discovered, **do not touch or move it**. Call Capitol Security. Capitol Security will then issue a "BLUE ALERT."

When a "BLUE ALERT" is issued, employees will be asked to avoid the suspect areas and/or relocate to a safe area.

If Capitol Security and/or the Building Emergency Director deem it is unsafe for anyone to remain in the building, they will issue a "RED ALERT."

When a "RED ALERT" is issued, the fire alarms will be sounded and employees should evacuate the building accordingly.

Once at the evacuation site, the floor monitor will:

- Report the location of all employees with disabilities assigned to the group to the authorities. Floor wardens will confirm the location.
- Conduct a head count and resolve the whereabouts of all employees assigned to the group.
- Report the status of the group to the floor warden.
- Keep employees informed on the status of the emergency.
- Announce the "All Clear."

What To Do In A Medical Emergency

If serious injury or illness occurs in your area immediately dial, or have someone call the emergency number for Capitol Security, **296-2100**, and be prepared to give the following information:

- the exact location of the emergency, Centennial Building, 658 Cedar Street, room number or floor and suggest an entrance to use,
- the symptoms of the victim,
- your name and callback phone number.

Remember, if Capitol Security is unaware of the emergency, the emergency personnel could be held up until clearance is acquired, especially on the second or third shifts.

Support the victim's medical needs.

- For injury, do not move the victim; try to keep the victim still.
- For bleeding, apply direct pressure to stop the flow; elevate the wounded area if possible. Severe bleeding must be stopped; some movement may be necessary. For chest pains, get the victim off their feet, be reassuring and do not leave them alone.
- For drug overdoses or poisonings, render first aid, if possible, and retain any remaining pills, drugs or containers if available. Follow any emergency procedures listed on the container.

Send a representative if available to the lower east and west entrances and have them guide Capitol Security and the emergency personnel to your location.

For illness or injury of a less severe nature, contact Capitol Security **296-6741** and provide them with all the information you have.

Support the victim's medical needs using the procedures listed for severe cases and temper the treatment accordingly.

What To Do If The Power Goes Out

Should your area experience a power outage, call the incident response coordinator, at 651-297-2429.

Any further action will be issued through the Building Emergency Director. Back-up emergency lighting along evacuation routes will automatically energize.

What To Do If The Phones Go Dead

Should your area experience a loss of phone service, contact Doug Setley at 651-215-0592.

Remember, loss of phone service can be very serious; it is usually your most important form of outside communication in the event of an emergency. Any further action will be issued through the Building Emergency Director.

What To Do If There Are Civil Disturbances Or Demonstrations

If disturbances occur in your area, immediately contact Capitol Security **296-2100** and provide them with all the information you have. Also contact the Building Emergency staff **296-6687** and they will issue any further instructions or procedures. Remind employees in your area to remain calm, continue working if possible, stay out of harms way and be prepared to secure or restrict access to confidential records.

If disturbance is outside the building, the Emergency Director or a member of the staff will

- keep building occupants advised of any threatening conditions,
- advise the building occupants of areas to avoid,
- be the focus of any media attention. Employees should be reminded that they should give no information without the consent of the Emergency Director or Capitol Security.

Programs, Objectives and Goals

1998-2000 Program Objective #1: Affirmative Action Hiring

Objective: The department will continue to hire affirmatively and will include Affirmative Action consideration in the hiring process for all hires where a disparity exists.

Responsibility: Affirmative Action Officer and Human Resource Management

Update from previous plan: We have made progress in the review of the hiring process and formalizing discussion with supervisors regarding affirmative action goals. We have developed a format to inform senior staff of disparities in all goal units on a monthly basis. Senior staff have been briefed on the existence of the affirmative action plan, what it includes and how it is implemented in the hiring phase. Ongoing discussions with senior staff are planned for each revision of policy and AA plan. Supervisors are now notified of disparities at the beginning of the hiring process. A pre-review plan is followed for all hires where a disparity exists. We have established a filing system for documentation of affirmative, justified and missed hires. We have also established and implemented a procedure that requires hiring supervisors to file written justification of a missed opportunity in advance of an employment offer.

Completion Date: Ongoing

2000-2002 Program Objective #1

Action Steps:

1. The AAO will maintain and provide current information regarding disparities to members of the Senior Staff and to department supervisors and managers on a monthly basis.
2. The Human Resource staff will develop hiring procedures to ensure that effective affirmative action considerations are reviewed from the beginning of the process.
3. For all hires where a disparity exists, members of the Human Resource Office will conduct a pre-hire review prior to the interview process.
4. The Human Resource Office will require supervisors to receive approval for missed opportunities from the Deputy Commissioner following written justification.
5. The Human Resource Office will maintain files with background materials/documentation on any missed opportunities.

This objective has been met. We will continue to provide training and updates to supervisors. We are in the process of developing all hiring procedures.

Action Steps:

1. Develop educational materials that include an overview about the Affirmative Action Plan and specific information about the components of the Plan and specific information about the components of the Plan for which supervisors and managers will be held accountable.
2. Develop educational materials describing the hiring process for situations where a disparity exists and outlining the supervisor's and manager's roles in assuring that affirmative hiring goals are met.
3. Educate supervisors and managers about their role in implementing the Affirmative Action Plan, creating and maintaining a healthy and humane workplace and specific supervisory responsibilities that contribute to retention of protected group members.

2000-2002 Program Objective #2: Affirmative Action Education

Objective: Provide ongoing training to supervisors and managers on the hiring process which includes discussion on progress needed in disparate group categories.

Responsibility: Human Resource Staff/Affirmative Action Officer

Completion Date: July 2001

Action Steps:

1. Finalize hiring procedures
2. Conduct bag lunch sessions for supervisors on the new hiring procedures.
3. Update supervisors on newly revised pre-hire review process

1998-2000 Program Objective #3: Affirmative Action - Retention

Objective: To better understand and to document the reasons behind turnover among protected group members.

Responsibility: Affirmative Action Officer and Human Resource Management staff.

Completion Date: July 1, 1999

Update from previous plan:

We developed and implemented an exit process which includes a variety of information for the employee as well as an exit interview process. We began review of the suggestions and problems identified in the exit interview process and have shared this information with management.

Action Steps:

1. Develop an exit interview plan and procedures for offering an additional exit interview to all staff leaving the department.
2. Begin to pilot the exit interview by interviewing protected group members remaining with the department who are interested in participating in the development of the interview.

2000-2002 Program Objective #3: Affirmative Action - Retention

Objective: To continue to improve the exit interview and data collection process and to implement an analysis of data to identify necessary changes in our procedures, processes and environment.

Responsibility: Human Resource Director/Managers

Completion Date: January 2002

Action Steps:

1. Develop a method of collection of separation data out of SEMA4. Work with information access to develop an effective, accurate report on separation by protected characteristics.
2. Review statistical data, analyze for patterns, and identify strategies for improvement based on data.
3. Communicate findings with senior staff and supervisors regarding our progress in retention..

1998-2000 Program Objective #4:

The department AAO to attend the Diversity Teleconference sponsored by the Minnesota Department of Employee Relations.

Rationale: To explore techniques for managing a diverse workforce. The teleconference is to explore the economics of diversity.

Methodology: The Affirmative Action Officer and the Human Resources staff will examine what is needed to develop and retain a truly diverse workforce.

Action Steps: Register for and attend the Diversity Teleconference.

Success Indicators: An organization that has increased productivity and efficiency due to well diversification.

Target Date: Each Fall

Completion: completed fall of 1999

1998-2000 Program Objective #5:

Objective: To make effort toward the department=s annual goal for estimated hiring opportunities in the managerial classification.

Methodology: The Affirmative Action Officer has informed supervisors of the underutilization within the hiring classification.

Action Steps: Fill a manager vacancy with a protected class individual.

Success Indicator: A special handling report that would show the current work force for the manager classification as not underutilized.

Target Date: March 1999

Progress: We met our goal in female managers/and female supervisors this year.
We made some progress in managerial/and commissioner plan disability goals.
We did not accomplish our goals in all categories for minorities.

2000-2002 Program Objective #4:

Objective: To work toward meeting the department's goals in all categories.

Action Steps:

1. Advertise vacancies in multiple resources to attract protected group members
2. Notify supervisors of disparities so that they can work toward accomplishment of goal.
3. Increase recruitment activities to attract protected group individuals to employment.

1998-2000 Program Objective #6:

To provide or make available training course/video tapes for managers and supervisors on cultural diversity.

Rationale: To make employees, managers and supervisors more aware of cultural diversity.

Methodology: Upon approval of the Affirmative Action Plan by the Office of Diversity and Equal Opportunity, the AAO and the Human Resource Director would seek out materials/films dealing with cultural diversity. Managers and supervisors will be encouraged to register for an in-house workshop.

Action Steps: Interested employees will be given a calendar when the workshop will be available. The department AAO and the Human Resource Director would conduct a workshop using a presentation, small and large group discussions, questions and answers.

Success Indicator: A department with increased productivity and efficiency due to well-managed diversity. A report from the AAO and Human Resource Director that includes the number of employees completing the training, and a summary of the training evaluation.

Target Date: August 1999

Completion: This objective was completed for the 1998-2000 affirmative action plan year. We engaged a speaker for an all staff presentation who spoke on cultural diversity. We also promote diversity by providing information on diversity events to staff via the internet.

Program Objective #5 2000-2002 Communication of Diversity

Action Steps:

1. To provide a topic for discussion/training to staff on a topic of diversity. This will be part of the annual in-service day training event. We will ensure that we provide topics on a biennial basis.
2. Put diversity events on the intranet site on a specially designed web-site in the human resource page.