

MINNESOTA ENERGY AGENCY

AFFIRMATIVE ACTION PLAN

November 16, 1978

MINNESOTA ENERGY AGENCY

POLICY NUMBER 1001

Subject: Affirmative Action Policy

Attached you will find a copy of the Affirmative Action Plan based on the Laws of Mn., Chapter 708 and Executive Order No. 168.

Purpose: The purpose of this policy is to insure that all Energy Agency employees:

1. are treated equally within the framework of statewide personnel laws, rules, policies, and procedures regardless of race, sex, and other non-job-related factors, and
2. that staffing in all job categories within the Energy Agency represents fairly the existence of qualified individuals of various racial and ethnic groups and both sexes in the relevant labor market.

Responsibility: It is the responsibility of every employee to read the plan and to act accordingly. Below is a brief outline of the contents of the Affirmative Action Plan.

- A. Letter to Equal Opportunity Division.
- B. Statement of Commitment to Equal Opportunity and Affirmative Action.
- C. Statement of Purpose and Objectives.
- D. Affirmative Action Responsibilities within the agency.
- E. Communication & Dissemination of Equal Opportunity/Affirmative Action Policy.
- F. Goals & Timetables.
- G. Internal Audit & Reporting System.
- H. Discrimination Complaint Procedure.
- I. Agency Affirmative Action Committee.
- J. Programs to Implement Affirmative Action.



MINNESOTA ENERGY AGENCY

980 AMERICAN CENTER BUILDING
150 EAST KELLOGG BOULEVARD
ST. PAUL, MINNESOTA 55101

612-296-5120

Stanley A. Gardner
State Director of Equal Employment
Opportunity
Department of Personnel
3rd Floor Space Center Building
444 Lafayette Road
St. Paul, Minnesota 55101

Dear Mr. Gardner:

This is the Energy Agency's affirmative action plan as required under Laws 1978, Chap. 708, Executive Order No. 168 dated February 28, 1978, and your memo of March 31, 1978.

This plan has been reviewed and approved by us and by the Agency's affirmative action committee.

Sincerely,

A handwritten signature in cursive script, appearing to read "John P. Millhone".

John P. Millhone
Director

A handwritten signature in cursive script, appearing to read "Rudy Brynolfson".

Rudy Brynolfson,
Assistant Director and
Equal Opportunity Officer

A handwritten signature in cursive script, appearing to read "Karen L. Ferrell".

Karen Ferrell
Personnel and
Affirmative Action Officer

RB/kvs

Office Memorandum

DEPARTMENT EnergyTO : Energy Agency Staff and
Other Interested Parties

DATE: 9/18/78

FROM : John P. Millhone
Director

PHONE: 6424

SUBJECT: Statement of Commitment to Equal Opportunity and Affirmative Action

In distributing this Agency affirmative action plan, I would like to reaffirm my commitment, both official and personal, to the State's policy of equal employment opportunity for all persons without regard to race, creed, color, sex, religion, national origin, age, marital status, handicap, or reliance on public assistance.

I approve and support the statewide and Agency affirmative action programs which have been developed to promote the effective utilization of untapped human resources and skills among the protected groups*. To insure that these programs are fully integrated into the Agency's personnel practices, I have designated Rudy Brynolfson, Assistant Director, Administration, as Equal Opportunity Officer for the Agency and Karen Ferrell, Personnel Officer, as the Agency's Affirmative Action Officer. Colleen Naughton, Assistant to the Personnel Officer, will be Deputy Affirmative Action Officer.

All managers and supervisors, however, are responsible for insuring that equal opportunity and affirmative action principles are followed in all personnel actions within their jurisdictions. Each will be held responsible under the performance appraisal system for meeting affirmative action goals, as I in turn am held responsible by the Governor.

I urge all employees to wholeheartedly support the equal opportunity and affirmative action programs of the Agency, remembering that affirmative action does not mean the hiring of unqualified people but rather the fuller utilization of human resources and the assurance of equal employment conditions for all employees.

JPM/kvs

*"Protected group" is defined in Minn. Stat. 43.15, Subd. 1, as "a group consisting of females, handicapped persons, or members of the following minorities: Black, Hispanic, Asian or Pacific Islander, American Indian or Alaskan native."

MINNESOTA ENERGY AGENCY AFFIRMATIVE ACTION PLAN

Statement of Purposes and Objectives

This affirmative action plan outlines a set of commitments, responsibility assignments, policies, and programs designed to insure:

1. that all Energy Agency employees are treated equally within the framework of statewide personnel laws, rules, policies, and procedures regardless of race, sex, and other non-job-related factors, and
2. that staffing in all job categories within the Energy Agency represents fairly the existence of qualified individuals of various racial and ethnic groups and both sexes in the relevant labor market.

MINNESOTA ENERGY AGENCY AFFIRMATIVE ACTION PLAN

Affirmative Action Responsibilities within the Agency

A. John P. Millhone, Director

1. To approve and establish the Agency's affirmative action plan.
2. To designate the Agency's Equal Opportunity Officer and Affirmative Action Officer.
3. To appoint the members of the Affirmative Action Committee.
4. To direct the establishment of policies, procedures, and programs needed to facilitate effective affirmative action in the Agency.
5. To make final decisions, if needed, on complaints of discrimination.

Accountable to Governor

B. Rudy Brynolfson, Equal Opportunity Officer (Assistant Director, Administration)

1. To oversee the work and provide management support for the activities of the Agency affirmative action committee.
2. To keep the Director fully informed of the Department's progress in affirmative action.
3. To supervise the development and implementation of policies, procedures, and programs to facilitate the achievement of the Agency's affirmative action goals.
4. To direct the design and implementation of audit and reporting systems to measure the effectiveness of programs and indicate needs for remedial action.

Accountable to Director

C. Karen Ferrell, Affirmative Action Officer (Agency Personnel Officer)

1. To coordinate and to monitor day-to-day affirmative action activities.
2. To investigate complaints of discrimination.
3. To fulfill all affirmative action reporting requirements.
4. To serve as non-voting ex-officio member of the affirmative action committee.
5. To insure the dissemination of the Department's affirmative action plan.

6. To hold exit interviews with all protected class employees to determine reasons for turnover.
7. To act as the liaison between the Department and the Equal Opportunity Division for purposes of affirmative action.
8. To notify all contractors and subcontractors with the Department of their affirmative action responsibilities.
9. To determine the need for affirmative action training within the Agency and to develop such training programs as may be necessary.
10. To review and recommend changes in policies, procedures, and programs to facilitate affirmative action.
11. To support and participate in the recruitment and selection of protected class persons for employment, promotion, and training opportunities.
12. To maintain contacts with protected class resources for recruitment purposes.
13. To keep the affirmative action committee fully informed of all activities and problems related to equal opportunity and affirmative action.

Accountable to Assistant Director, Administration

D. Colleen Naughton, Deputy Affirmative Action Officer (Assistant to Personnel Officer)

1. To assist the affirmative action officer in carrying out his/her responsibilities.
2. To serve as non-voting ex-officio secretary to the Agency affirmative action committee.

Accountable to Personnel Officer

E. Division Heads, Managers, and Supervisors

1. To insure equal treatment of all employees within their jurisdiction.
2. To insure compliance with State and Agency affirmative action policies and procedures in matters under their control.
3. To facilitate participation on the affirmative action committee by employees within their jurisdiction.

F. All Employees

To conduct themselves in accordance with the policy in all day-to-day relationships with their fellow employees and not, by word or action, to deprecate another or interfere with the performance of work assigned to another because of race, religion, color, national origin, sex, age, or disability.

MINNESOTA ENERGY AGENCY AFFIRMATIVE ACTION PLAN

Communication and Dissemination of Equal Opportunity/Affirmative Action Policy

A. Internal

1. Each current employee shall receive a copy of the plan upon its adoption.
2. Each new employee shall receive a copy of the plan and information about it as part of the orientation.
3. A notice of the plan's availability shall be posted on the Agency personnel bulletin board.
4. References to the plan shall be incorporated where appropriate in the Agency policy and procedures manual. The plan itself shall also be included in the manual.
5. Information on the plan shall be included in training and orientation programs for managers and supervisors.
6. Information on affirmative action committee members' names, meetings, and actions shall be posted and published for the information of all Agency staff.

B. External

1. Advertisements for positions shall include the phrase "An Equal Opportunity Employer."
2. Letters and copies of the plan shall be sent to recruitment resources and to agencies which specialize in services or programs related to minorities, women, and handicapped persons.
3. Persons or organizations doing business with the Agency shall be informed of the policy and advised that the Agency will do business only with those who comply with the State's policy.
4. The Agency classified listing in the State telephone directory shall be amended to list the name of the Agency affirmative action officer.

MINNESOTA ENERGY AGENCY AFFIRMATIVE ACTION PLAN

Goals and Timetables

Based upon the current statewide affirmative action goals for minorities and women, the Energy Agency's staffing reflects under-utilization of female managers and of minorities in the management, technical, and service occupational groups.

Pending forthcoming standards from the Equal Opportunity Division of the Personnel Department, the Energy Agency will attempt to meet the current state metro area goal of 4 percent for minorities in the technical occupational group by June 30, 1979.

When the equal opportunity division goal setting standards and labor market data are received, the Energy Agency will revise this section to reflect goals for minorities and women in keeping with staff turnover and availability of protected group persons with requisite skills.

MINNESOTA ENERGY AGENCY AFFIRMATIVE ACTION PLAN

Internal Audit and Reporting System

The affirmative action officer and deputy affirmative action officer shall prepare all quarterly, annual and special reports required by the Department of Personnel and present them to the Agency affirmative action committee for its review prior to submission.

Data on Agency staffing is available from computer runs provided by the Department of Personnel. Data on prospective employees interviewed shall be provided by each supervisor involved in hiring employees during the reporting period. Upon request, the committee may obtain from the personnel officer or any supervisor information on applicants not interviewed. Other data needed shall be obtained from Agency personnel records.

All affirmative action reports shall be available for inspection by any interested staff member.

The affirmative action officer shall maintain all necessary records for compliance reviews as specified in the statewide affirmative action plan.

MINNESOTA ENERGY AGENCY AFFIRMATIVE ACTION PLAN

Discrimination Complaint Procedure

This procedure is designed to attempt to resolve problems internally before seeking redress from an outside authority. While all employees have the right to file their complaints with the Minnesota Department of Human Rights or other enforcement agencies at any time, we urge them to use this internal procedure before doing so. Anyone filing a complaint under this procedure shall do so without fear of coercion, reprisal, or intimidation.

DEFINITIONS

"Complainant" means the person who files the complaint of discrimination.

"Day" means a working day.

"Agency" means the Minnesota Energy Agency.

"Employee" means any employee of the Minnesota Energy Agency. This term shall include, but not be limited to, all classified and unclassified employees, regardless of whether they are seasonal, temporary, part-time, full-time, pre-service trainees, probationary, provisional, unlimited, student workers, or intermittent employees.

"Respondent" means a person or an entity against whom a complaint of discrimination has been filed.

"State Government" means the government of the State of Minnesota.

RESPONSIBILITY OF DEPARTMENT EMPLOYEES

All employees shall respond promptly to any and all requests by the affirmative action officer (AAO) for information and for access to data and records for the purpose of enabling the AAO to carry out his/her responsibilities under this complaint procedure. The failure of any employee to comply with the requests of the AAO shall be reported to his/her immediate supervisor and/or the Director.

WHO MAY FILE

Any employee of the Agency who believes that he/she has been discriminated against by reason of his/her race, creed, color, sex, age, national origin, religion, reliance on public assistance, marital status, or handicap may file a complaint under this procedure.

PROCEDURE

The discrimination complaint procedure consists of two parts: an informal procedure and a formal procedure. The informal procedure is identical with that outlined in the Grievance Procedure of the Personnel Rules, Minn. Rule Persl. 177(a). The formal procedure, however, departs from that described in Minn. Rule Persl. 177(b) while still allowing the complainant to revert

to the formal step in that rule if the affirmative action officer should determine that the complaint is not an equal opportunity complaint, but rather a personnel concern. Therefore, the discrimination complaint procedure shall be as follows:

Informal (Minn. Rule Persl. 177(a))

A grievance shall be presented by the employee to the immediate supervisor within 10 days after the occurrence of the event giving rise to the grievance. The supervisor shall give an oral or written answer within 5 days after such presentation and thereafter the parties shall have 5 days to attempt to resolve the grievance by mutual agreement.

Formal

If the complaint is not satisfactorily resolved through the informal procedure, and the complainant wishes to enter into the formal step of the procedure, the complaint must be filed, within 7 days of the receipt of an answer from the supervisor, with the affirmative action officer (AAO).

(In the event that the respondent is the AAO, the complaint may be filed with the Equal Opportunity Division of Personnel.)

1. The complaint is filed by completing the "Complaint of Discrimination Form" to be provided by the AAO. The AAO will provide assistance in filling out the form, if needed.
2. The AAO will determine at the time the complaint is filed whether or not it falls within the area of equal employment opportunity, i.e., the complainant is alleging a violation of his/her right to equal employment on the basis of race, creed, color, etc.
 - a. If it is determined that the complaint is not related to equal employment opportunity but rather to general personnel concerns, the AAO will immediately so inform the complainant so that he/she may pursue the formal step of the grievance procedure outlined in Minn. Rule 177(b) within the time limit specified.
 - b. In the situation described in (a) above and in other situations in which it is determined that the complaint is not related to equal employment opportunity, the AAO shall verbally inform the complainant and shall follow it up by sending him/her a certified letter stating that the complaint has been dismissed, including the reasons for the dismissal, and referring him/her to the proper authority, if any, to handle the grievance. The letter should be sent within 2 days of the receipt of the complaint.
 - c. If the complaint is related to equal employment opportunity, the AAO will, within 2 days of the receipt of the complaint,

send a copy of the complaint by certified mail to all parties named as respondents. The copy shall be accompanied by a letter outlining the basic facts of the complaint and requesting a response to the allegations from the respondent(s) within a specified period of time.

3. The respondent(s) shall, within the time period specified by the notification letter, provide the AAO with a written answer setting forth his/her understanding of the situation or causes giving rise to the complaint. If the respondent(s) fail to provide the answer within the specified time period, the allegations contained in the complaint will be considered to be denied by the respondent(s) and the AAO shall proceed to investigate the case.
4. Keeping in mind that all data collected may at some point become evidence in civil or criminal legal proceedings against the respondent pursuant to Minnesota Statutes Chapter 363 or the appropriate federal statutes, a thorough investigation may include, but not be limited to, the following types of data:
 - a. Interviews or written interrogatories with all parties involved in the complaint: complainant, respondent, their respective witnesses, officials having pertinent records or files, etc.
 - b. All records pertaining to the case whether they be written, recorded, filmed, or in any other form.
5. At the conclusion of his/her investigation, the AAO shall review the findings and shall submit a summary of these to the affirmative action committee (AAC).
6. The AAC shall review the summary provided by the AAO and shall make a determination on the complaint or shall do so after referring the case back to the AAO if further investigation is deemed necessary. (Note: any member of the AAC who is involved in the complaint as the complainant, as a respondent, or as a witness of either shall not be present during the review or the discussion of the case by the AAC.)
7. If the AAC believes that there is sufficient evidence supporting the complaint, it shall prepare a recommendation for corrective action along with a timetable for such action.
 - a. The AAC shall hand deliver copies of its determination and recommendations to the AAO, the complainant, and the respondent(s).
 - b. The AAO shall hold a meeting between the complainant and the respondent(s) in an attempt to settle the complaint through conciliation.
 - c. If the conciliation attempt is unsuccessful, the AAO will so notify the AAC in writing. The AAC will hand deliver to the Director a letter which shall include the AAO's summary of the complaint, the AAC's determination and recommendations, and

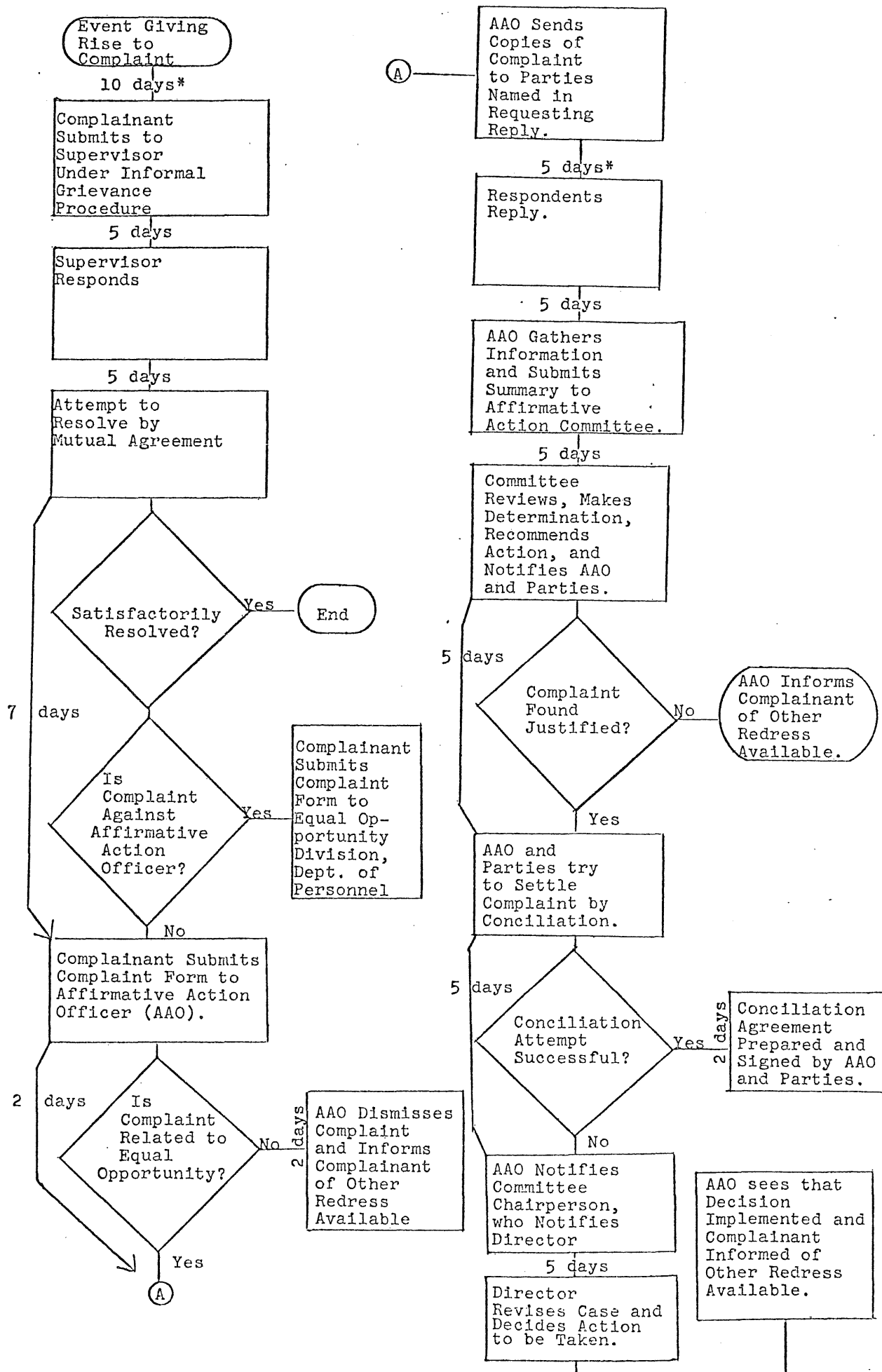
the AAO's notice that the conciliation attempt was unsuccessful. The letter will request that the necessary action be taken to carry out their recommendations.

- d. If the conciliation attempt is successful, a conciliation agreement shall be prepared and signed by the complainant, the respondent(s), and the AAO. The AAC, as well as each signatory, shall receive a copy of the agreement.
8. If the AAC believes that there is insufficient evidence to support the complaint, it shall prepare a letter to that effect dismissing the complaint and shall hand deliver copies of it to the complainant and the respondent(s).
9. The Director shall accept the recommendation or shall reject it and shall direct appropriate officials to take such action as he/she deems appropriate. The complainant will be notified of the Director's decision and/or action.
10. The AAO shall maintain records of all complaints and any information or data pertaining to them.
11. The entire complaint procedure should be completed within 60 days of the filing of the complaint.
12. All documentation associated with a complaint shall be considered private information during the course of an investigation. After an investigation is completed, all documentation become public information. This is in accordance with the Data Privacy Act.

COMPLAINT PROCEDURE

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*All references to days mean "within x working days" (changeable by mutual agreement of parties).



MINNESOTA ENERGY AGENCY AFFIRMATIVE ACTION PLAN

Agency Affirmative Action Committee

A. CURRENT MEMBERS

	<u>COMMITTEE POSITIONS</u>	<u>NAME</u>	<u>JOB TITLE/ ACTIVITY</u>	<u>RACE/ ETHNIC</u>	<u>OCC. GROUP</u>	<u>SEX</u>
1.	Chairperson	Bill Davis	Metro Services Coordinator, Local Services	Black	Prof	Male
2.	Vice- Chairperson	Karla Sand	Executive Secretary, Administration	White	Cler	Female
3.	Ex-Officio Secretary*	Colleen Naughton	Asst. to Pers. Officer, Admin.	White	Tech	Female
4.	Ex-Officio Member**	Karen Ferrell	Personnel Officer, Administration	White	Prof	Female
5.	Member	Marie Barilla	Secretary, Policy Analysis	White	Cler	Female
6.	Member	Sue Carpenter	Secretary, Data & Analysis	White	Cler	Female
7.	Member	Leticia Chard	Facility Analyst, Cert. of Need	Asian	Prof	Female
8.	Member	Mary Elverum	Manager, Admin. Support	White	Prof	Female
9.	Member	Geneva Harper	Local Services Spec., Local Services	Black	Prof	Female
10.	Member	Dave Jacobson	Manager, Cert. of Need	White	Prof	Male
11.	Member	Yashwant Junghare	Research Analyst, Policy Analysis	Asian	Prof	Male
12.	Member	Karen Martin	Manager, Conserv. Special Services	White	Prof	Female
13.	Member	Bruce Nelson	Engineer, Bldg. Tech. Services	White	Prof	Male
14.	Member	Mark Polich	Infor. Officer, Solar Office	White	Prof	Male
15.	Member	Kathy Vadnais	Infor. Officer, Infor. & Ed.	White	Prof	Female

* Deputy Affirmative Action Officer

** Affirmative Action Officer

B. Duties and Responsibilities

1. To review Agency policies, plans, programs, and activities as they relate to affirmative action and equal employment opportunity, to identify problem areas and propose solutions or improvements to the appropriate individuals or governmental units.
2. To review the work of the Agency affirmative action officer and make appropriate reports and recommendations to the management of the Agency.
3. To transmit employee concerns regarding affirmative action to management.
4. To inform other employees of Agency policies and programs affecting affirmative action.
5. To review and recommend changes in the Agency's affirmative action plan.
6. To review and comment on quarterly affirmative action reports.
7. To serve as a hearing board on discrimination complaints not resolved by the affirmative action officer, make determinations, and recommend action to the equal opportunity officer and Agency Director.

C. Membership

1. Number of members shall be not less than 5 nor more than 15, including ex-officio members.
2. To the extent made possible by employee interest and availability, all racial/ethnic groups, both sexes, and a cross section of organizational units and job categories shall be represented.
3. Members shall be appointed by the Director at the beginning of each fiscal year for one-year terms. Consecutive reappointment shall be permitted. New members may be added or substituted at any time within overall size limitations.
4. The committee may recommend changes in its membership to the Director at any time.

D. Meetings

1. The committee shall meet on the third Friday of each month at 9:00 a.m. in the main conference room of the Agency. A majority of the voting membership shall constitute a quorum.
2. Committee meetings shall be open to all Agency employees and interested observers from outside the Agency, except that parties

to a complaint and non-committee members shall be excluded during discussion of a complaint. The committee secretary shall post meeting agendas and minutes on the Personnel Bulletin Board, publish meeting notices and summaries each month in the Agency newsletter, and otherwise keep Agency staff, the Special Assistant Attorney General for the Agency, and the Department of Personnel, Equal Opportunity Division, informed of committee meetings and activities.

3. Robert's Rules of Order shall be applied to any committee proceeding at the request of any member.

E. Officers

The committee shall elect a chairperson from among its membership who shall speak for the committee and chair meetings, and a vice-chairperson who shall act in the chairperson's absence.

F. Voting

When the committee is making a determination on a discrimination complaint, any committee member who is a party to the dispute shall refrain from voting.

Complaint determinations and recommendations shall be decided by majority vote. Where the minority equals 3 or more of those voting, a minority recommendation may also be submitted.

The chairperson shall not vote except in case of a tie.

MINNESOTA ENERGY AGENCY AFFIRMATIVE ACTION PLAN

Programs to Implement Affirmative Action

"Equal Employment Opportunity" is an employer's policy that all personnel activities will be conducted in a manner which assures equal opportunity for all, with personnel actions based solely on individual merit and fitness of applicants and employees in relation to the specific jobs without regard to race, creed, color, sex, religion, national origin, age, marital status, reliance on public assistance, handicap, or other non-merit factors except where age, sex, or physical or mental ability is a bona fide occupational qualification. (See Minn. Stat. 363.03, Subd. 1.)

"Affirmative Action" is the planned, aggressive, coherent management program designed to provide for equal employment opportunity. The affirmative action plan is the written document through which management ensures that all persons have equal opportunities in recruitment, selection, appointment, promotion, training, discipline, and all other personnel activities. (See Minn. Stat. 43.15 as amended by Laws 1978, Chap. 708 Sec. 1.) The following specific actions and programs are designed to maintain equal employment opportunity within the Energy Agency.

A. Recruitment

Objective: To increase effectiveness in recruiting protected group candidates

Action Steps	Assignment of Responsibility	Target Date
1. Solicit referrals from Department of Personnel, Equal Opportunity Division, on all unclassified positions unless a uniquely qualified individual has already been identified for appointment to a job class which is in compliance with affirmative action goals.	Affirmative Action Officer	Ongoing
2. Maintain contacts with and provide notification of relevant vacancies to groups such as the Society of Women Engineers, and TCOIC, which represent protected group members.	AAO	Ongoing
3. Post all job vacancies internally and provide an opportunity for current agency employees to apply for transfer or promotion and receive full consideration before hiring externally. (Definition of current agency employees: all employees including emergencies, those on payroll and those under the MEA roof.)	AAO	Ongoing

<u>Action Steps</u>	<u>Assignment of Responsibility</u>	<u>Target Date</u>
4. See that all staff involved in recruitment are trained in, and sensitive to, the problems and abilities of members of protected groups.	AAO	Ongoing
5. Contact appropriate community organizations and groups and other resources to explain the agency's affirmative action objectives and encourage members of protected groups to apply for employment.	AAO	11/30/78 & ongoing
6. Encourage all staff involved in hiring to assist in the active recruitment of qualified members of protected groups for positions within the Energy Agency.	AAO	Ongoing

Evaluation Procedures

1. The Affirmative Action Officer will report monthly to Affirmative Action Committee.
2. The Affirmative Action Officer will report monthly to Affirmative Action Committee.
3. The Affirmative Action Officer will report monthly to Affirmative Action Committee.
4. The Affirmative Action Officer will report monthly to Affirmative Action Committee.
5. The Affirmative Action Officer will report monthly to Affirmative Action Committee.
6. The Affirmative Action Officer will report monthly to Affirmative Action Committee.

B. Selection Process

Objective: To increase effectiveness in the selection process for protected group candidates

<u>Actions Steps</u>	<u>Assignment of Responsibility</u>	<u>Target Date</u>
1. Review position descriptions to insure that qualifications required for all positions are job-related.	AAO and Manager	Ongoing

<u>Action Steps</u>	<u>Assignment of Responsibility</u>	<u>Target Date</u>
2. Construct experience and training rating scales and other selection devises to test job-related skills in a non-discriminatory manner.	AAO	Ongoing
3. Encourage supervisors to obtain training in interviewing techniques so that they treat protected class applicants fairly and avoid non-job related inquiries.		
a. In house training	AAO	Ongoing
b. Interviewing classes	AAO	Ongoing

Evaluation Procedures

1. Position descriptions will be sent to Department of Personnel for approval.
2. Supervisor, EEO, and AAO will check the scales.
3. AAO will report to AA Committee.

C. Upward Mobility

Objective: To increase awareness of supervisors and managers to needs of their schedule C, female, minority and handicapped employees and encourage acceptance of upward mobility programs for all.

<u>Action Steps</u>	<u>Assignment of Responsibility</u>	<u>Target Date</u>
1. Create training programs for schedule C employees who are underutilized or who demonstrate potential for advancement.	Manager, AAO	Ongoing
2. Encourage restructuring of jobs and establishment of bridging classes where possible to facilitate progression from clerical to professional classifications.	AAO, Managers	Ongoing
3. Work to match underutilized or promotable protected-class employees to vacancies as they arise; where possible, anticipate vacancies and provide pre-training for likely appointees.	AAO, Managers	Ongoing

<u>Action Steps</u>	<u>Assignment of Responsibility</u>	<u>Target Date</u>
4. Conduct sensitivity/awareness sessions as needed to encourage acceptance by all employees of upward mobility for minorities and women.		
a. Management retreat	EOO	10/31/78
b. D.O.P. Institutional Awareness	AAO	& Ongoing
5. Provide career counseling to assist protected-class employees in identifying potential advancement paths and related skill requirements and training opportunities.	AAO	Ongoing

Evaluation Procedures

1. Reporting to the AA Committee.
2. Reporting to the AA Committee.
3. Reporting to the AA Committee.
4. Reporting to the AA Committee.
5. Reporting to the AA Committee.

D. Wage and Salary Structure

Objective: To increase equity in the wage and salary structure.

<u>Action Steps</u>	<u>Assignment of Responsibility</u>	<u>Target Date</u>
1. To the extent possible within the constraints of the state personnel system, insure that all positions are assigned to classifications that accurately reflect the job duties.	AAO, Managers	Ongoing
2. Apply fair and consistent principles in determining each employee's compensation rate within the range assigned by the Department of Personnel.	AAO, Managers	Ongoing
3. Periodically review the Agency salary structure for inequities and use what steps are available to reduce or eliminate them.	AAO	Ongoing

Evaluation Procedures

1. AAO will report to the Assistant Director, Administration.
2. AAO will report to the Assistant Director, Administration.
3. AAO will report to the Assistant Director, Administration.

E. Conditions of Employment

Objective: To insure that employees in the same job class and organizational unit are treated equally in conditions of employment.

<u>Action Steps</u>	<u>Assignment of Responsibility</u>	<u>Target Date</u>
1. Insure that office space and equipment are allocated fairly according to Agency policy	Assistant Director, Administration	Ongoing
2. Insure that work assignments and reporting requirements are determined equitably according to program needs and individual capabilities.	Supervisors	Ongoing
3. Provide support services on an equal basis to all staff served, according to organizational priorities.	Secretaries and Support Personnel	Ongoing
4. Insure that training opportunities are provided equitably to all employees.	AAO	Ongoing
5. Insure fair treatment of protected group members by other employees.	Supervisors	Ongoing

Evaluation Procedures

1. AAO and committee members to monitor and report any problems at monthly meetings.
2. AAO and committee members to monitor and report any problems at monthly meetings.
3. AAO and committee members to monitor and report any problems at monthly meetings.
4. AAO and committee members to monitor and report any problems at monthly meetings.
5. AAO and committee members to monitor and report any problems at monthly meetings.

F. Layoff, Demotion, Discharge, and Disciplinary Actions

Objective: To insure equity in such cases.

<u>Action Steps</u>	<u>Assignment of Responsibility</u>	<u>Target Date</u>
1. Review any such actions involving protected-class employees in advance to insure that all proper procedures have been followed and that the action is based on appropriate, job-related factors.	AAO and AA Committee	Ongoing
2. Conduct exit interviews with protected-class employees to determine the reasons for voluntary and involuntary terminations.	AAO	Ongoing

Evaluation Procedures

1. Monthly review by AAO and/or AA Committee members.
2. Monthly review by AAO and/or AA Committee members.

