

OFFICE OF THE COMMISSIONER

211 Transportation Building

Telephone: 296-6642



811829

1 copy

STATE OF MINNESOTA
DEPARTMENT OF PUBLIC SAFETY
SAINT PAUL 55155

July 14, 1981

Catherine Warrick, Director
Equal Opportunity Division
Department of Employee Relations
3rd Floor, Space Center Building
444 Lafayette Road
Saint Paul, MN 55101

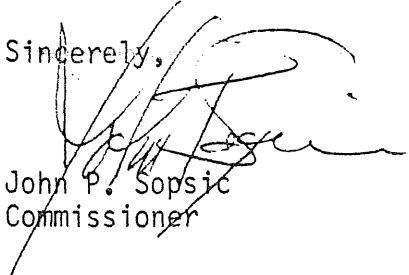
Dear Ms. Warrick:

Enclosed is the Department of Public Safety's revised Affirmative Action Plan for fiscal year 1982. The document was officially adopted at the Department's July 14, 1981 Equal Opportunity Council meeting.

We look forward to a continued close working relationship with the Equal Opportunity Division in all matters relating to Affirmative Action, through our liaison and participation in the Statewide Affirmative Action Committee.

We hereby request your approval of the enclosed Affirmative Plan.

Sincerely,


John P. Sopsic
Commissioner

LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA

1m
Enclosure

AN EQUAL OPPORTUNITY EMPLOYER

Public Safety, Metro
(Agency or Agency Subdivision)

- | OCCUPATIONAL CATEGORIES | PROTECTED GROUPS | | | |
|-------------------------|------------------|------------|-------------|----------|
| | WOMEN | MINORITIES | HANDICAPPED | VETERANS |
| Unclassified | | | | |
| Management | X | | X | X |
| Professional-S | X | X | X | X |
| Professional | | | X | |
| Technical-S | X | X | X | X |
| Technical | | X | X | X |
| Crafts-S | | | | |
| Crafts | | | | |
| Office-S | | X | X | X |
| Office | | | X | X |
| Operative-S | | | | |
| Operative | | | X | X |
| Laborer-S | | | | |
| Laborer | | | X | X |
| Service-S | X | | X | X |
| Service | X | X | X | |

- Room 210 Transportation Building, St. Paul, MN 55155

- Alamy Sean Anderson
Affirmative Action Officer

7/10/81

Date _____

- timetables described herein.
- [Signature]*
- _____
Agency Head

7/14/81
Date

- Equal Opportunity Division

Date _____

AFFIRMATIVE ACTION PLAN
Fiscal Year 1982
For

Public Safety - St. Cloud
(Agency or Agency Subdivision)

1. This annual review revealed underutilization of the following protected group(s) in the following occupational categories: (Check each category appropriate).

OCCUPATIONAL CATEGORIES	PROTECTED GROUPS			
	WOMEN	MINORITIES	HANDICAPPED	VETERANS
Unclassified				
Management				
Professional-S	X	X	X	X
Professional	X	X		X
Technical-S	X	X	X	X
Technical		X	X	X
Crafts-S				
Crafts				
Office-S				
Office		X	X	X
Operative-S				
Operative	X	X	X	X
Laborer-S				
Laborer				
Service-S	X	X	X	X
Service	X	X		

2. This annual plan is and will be posted at the following central location so that every employee is aware of the agency's commitments in affirmative action for the year.

Room 210, Transportation Building, St. Paul, MN 55155

3. This annual 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 agency's affirmative action goals for this fiscal year.

Wendy Jean Anderson
Affirmative Action Officer

7/10/81
Date

4. This annual 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.

[Signature]
Agency Head

7/14/81
Date

5. This annual plan meets the rules governing affirmative action, Chapter 20: 2 MCAR 2.290-2.299, and contains goals and timetables as well as methods for achieving them which are reasonable and sufficiently aggressive to deal with the identified disparities.

Equal Opportunity Division

Date

AFFIRMATIVE ACTION PLAN
Fiscal Year 1982
For _____

Public Safety - Rochester
(Agency or Agency Subdivision)

1. This annual review revealed underutilization of the following protected group(s) in the following occupational categories: (Check each category appropriate).

OCCUPATIONAL CATEGORIES	PROTECTED GROUPS			
	WOMEN	MINORITIES	HANDICAPPED	VETERANS
Unclassified				
Management				
Professional-S	X	X	X	X
Professional	X	X	X	
Technical-S	X	X	X	X
Technical		X	X	X
Crafts-S				
Crafts				
Office-S				
Office		X	X	X
Operative-S				
Operative		X	X	X
Laborer-S				
Laborer			X	
Service-S	X	X	X	X
Service	X	X	X	

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Room 210, Transportation Building, St. Paul, MN 55155

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Walter Lewis Anderson
Affirmative Action Officer

7/10/81
Date

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Agency Head

7/14/81
Date

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Equal Opportunity Division

Date

AFFIRMATIVE ACTION PLAN
Fiscal Year 1982
For

Public Safety - Duluth
(Agency or Agency Subdivision)

1. This annual review revealed underutilization of the following protected group(s) in the following occupational categories: (Check each category appropriate).

OCCUPATIONAL CATEGORIES	PROTECTED GROUPS			
	WOMEN	MINORITIES	HANDICAPPED	VETERANS
Unclassified				
Management				
Professional-S	X	X	X	X
Professional	X	X	X	
Technical-S	X	X	X	X
Technical		X	X	X
Crafts-S				
Crafts				
Office-S				
Office		X	X	X
Operative-S				
Operative	X	X	X	X
Laborer-S				
Laborer			X	X
Service-S				
Service	X	X	X	

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Room 210, Transportation Building, St. Paul, MN 55155

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Mary Sean Anderson
Affirmative Action Officer

7/10/81
Date

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7/14/81
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Equal Opportunity Division

Date

AFFIRMATIVE ACTION PLAN
Fiscal Year 1982
For _____

Public Safety - Outstate
(Agency or Agency Subdivision)

1. This annual review revealed underutilization of the following protected group(s) in the following occupational categories: (Check each category appropriate).

OCCUPATIONAL CATEGORIES	PROTECTED GROUPS			
	WOMEN	MINORITIES	HANDICAPPED	VETERANS
Unclassified				
Management				
Professional-S	X	X	X	X
Professional	X			X
Technical-S	X	X	X	X
Technical		X	X	X
Crafts-S				
Crafts				
Office-S				
Office		X	X	X
Operative-S				
Operative	X	X	X	X
Laborer-S				
Laborer				
Service-S	X	X	X	X
Service	X	X	X	

2. This annual plan is and will be posted at the following central location so that every employee is aware of the agency's commitments in affirmative action for the year.

Room 210, Transportation Building, St. Paul, MN 55155

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Walter Sean Anderson
Affirmative Action Officer

7/10/81
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Equal Opportunity Division

Date

MINNESOTA DEPARTMENT OF PUBLIC SAFETY

AFFIRMATIVE ACTION PLAN

JULY 1, 1981 - JUNE 30, 1982

JOHN P. SOPSIC
COMMISSIONER

MINNESOTA DEPARTMENT OF PUBLIC SAFETY

AFFIRMATIVE ACTION PLAN

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Attachments:

1. Definitions
2. Race/Ethnic Categories
3. Recruitment Contact List

AFFIRMATIVE ACTION PLAN
Fiscal Year 1982
For

Public Safety, Metro
(Agency or Agency Subdivision)

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OCCUPATIONAL CATEGORIES	PROTECTED GROUPS			
	WOMEN	MINORITIES	HANDICAPPED	VETERANS
Unclassified				
Management	X		X	X
Professional-S	X	X	X	X
Professional			X	
Technical-S	X	X	X	X
Technical		X	X	X
Crafts-S				
Crafts				
Office-S		X	X	X
Office			X	X
Operative-S				
Operative			X	X
Laborer-S				
Laborer			X	X
Service-S	X		X	X
Service	X	X	X	

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Room 210 Transportation Building, St. Paul, MN 55155

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Walter Scott Anderson
Affirmative Action Officer

7/10/81
Date

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Agency Head

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Equal Opportunity Division

Date

AFFIRMATIVE ACTION PLAN
Fiscal Year 1982
For

Public Safety - St. Cloud
(Agency or Agency Subdivision)

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OCCUPATIONAL CATEGORIES	PROTECTED GROUPS			
	WOMEN	MINORITIES	HANDICAPPED	VETERANS
Unclassified				
Management				
Professional-S	X	X	X	X
Professional	X	X		X
Technical-S	X	X	X	X
Technical		X	X	X
Crafts-S				
Crafts				
Office-S				
Office		X	X	X
Operative-S				
Operative	X	X	X	X
Laborer-S				
Laborer				
Service-S	X	X	X	X
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Room 210, Transportation Building, St. Paul, MN 55155

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Maureen Anderson
Affirmative Action Officer

7/10/81
Date

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7/14/81
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Equal Opportunity Division

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AFFIRMATIVE ACTION PLAN
Fiscal Year 1982
For _____

Public Safety - Rochester
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	WOMEN	MINORITIES	HANDICAPPED	VETERANS
Unclassified				
Management				
Professional-S	X	X	X	X
Professional	X	X	X	
Technical-S	X	X	X	X
Technical		X	X	X
Crafts-S				
Crafts				
Office-S				
Office		X	X	X
Operative-S				
Operative		X	X	X
Laborer-S				
Laborer			X	
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Mary Jean Anderson
Affirmative Action Officer

7/10/81
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7/14/81
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Fiscal Year 1982
For

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Unclassified				
Management				
Professional-S	X	X	X	X
Professional	X	X	X	
Technical-S	X	X	X	X
Technical		X	X	X
Crafts-S				
Crafts				
Office-S				
Office		X	X	X
Operative-S				
Operative	X	X	X	X
Laborer-S				
Laborer			X	X
Service-S				
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AFFIRMATIVE ACTION PLAN
Fiscal Year 1982
For

Public Safety - Outstate
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Unclassified				
Management				
Professional-S	X	X	X	X
Professional	X			X
Technical-S	X	X	X	X
Technical		X	X	X
Crafts-S				
Crafts				
Office-S				
Office		X	X	X
Operative-S				
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Laborer-S				
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Equal Opportunity Division

Date

DEPARTMENT Public Safety

Office Memorandum

TO : All Public Safety Employees

DATE: June 25, 1981

FROM : John P. Sopsic
Commissioner

PHONE: 296-6642

SUBJECT: Affirmative Action

The Department of Public Safety is committed to the equal employment opportunity policy of the State of Minnesota. I hereby reaffirm my personal and official commitment to this policy, which guarantees that all persons will have the opportunity to work and advance based on their own abilities and potential, without regard to race, creed, color, sex, national origin, age, marital or public assistance status, handicap, political affiliation or Vietnam era Veteran status. Furthermore, I fully endorse and support the adopted Rules governing the Statewide Affirmative Action Program and the Departmental Affirmative Action Plan for employment of minorities, women, handicapped and Vietnam era Veterans. Affirmative efforts will be made in all areas where there is under representation of these protected group members.

To ensure successful implementation of this plan, it is the responsibility of all employees to promote and apply the principles of equal opportunity in their work, and to cooperate fully with the department's plan of action for Fiscal Year 1982. All managers and supervisors are responsible for affirmative action efforts and, as such, their progress in this area will be a factor in performance evaluation. To provide administrative direction and support, Assistant Commissioner Ken Dirkwager serves as the Department's Equal Opportunity Officer. Mary Jean Anderson is the Department's Affirmative Action Officer. Her phone number is 296-8631. The Departmental Affirmative Action Plan is available for review in Room 210 Transportation Building.

I strongly encourage all employees to be acquainted with this Affirmative Action Plan. Affirmative Action is a positive effort to utilize the skills and resources not only of those who have been denied opportunity in the past, but of all present and potential employees. I urge you to join me in a continuing effort to make equal employment opportunity a reality.

JPS:lm

STATE OF MINNESOTA
EQUAL EMPLOYMENT OPPORTUNITY POLICY

The policy of the State of Minnesota is to conduct all personnel activities within the State service without regard to race, creed, color, sex, national origin, age, marital status, disability or handicap, reliance on public assistance, religion, or, in the State civil service, Vietnam era Veterans, political opinions or affiliations.

Personnel activities shall include, but are not limited to, all recruitment, selection, assignment, training, promotion, compensation, fringe benefits, leaves of absence, discipline and layoffs affecting all employees and applicants.

The State of Minnesota will implement and maintain a program of affirmative action to eliminate internal barriers to equal employment opportunity and to provide for the employment and advancement of qualified disabled persons, minorities, women and Vietnam era Veterans in accordance with their occurrence in the labor area work force.

I

INTRODUCTION

2 MCAR/2.293, Rules 1 and 4

PURPOSE

The following Affirmative Action Plan is a reorganization of existing and new Departmental Affirmative Action policies and procedures. It will define policies and outline steps the department intends to take to ensure that 1) Equal Employment Opportunity exists in all employment practices and 2) Affirmative Action is taken in occupational categories and geographic areas where minorities, women, handicapped and Vietnam era Veterans are under represented. These revisions are the result of an effort to clarify Departmental Affirmative Action/Equal Employment Opportunity policies and specify the means by which the department will seek to correct disparities during Fiscal Year 1982. They are further the result of the following:

1. Adopted Rules governing the Statewide Affirmative Action Program
(Department of Employee Relations, Equal Opportunity Division - 1981)
2. Affirmative Action Legislation (1981)
3. Departmental Affirmative Action Committee Recommendations

Since requirements for agency Affirmative Action Plans have been established by Rule (5 S.R. 1551-1552, March 30, 1981), a reference to the corresponding Rule is included in the Table of Contents and under each Section Heading.

The following pages describe the department's policies, which form a foundation for the Affirmative Action Plan. Section II (Fiscal Year 1982 Plan of Action) includes a description of the department's audit and evaluation procedures, the goals and timetables established to correct the disparities found, and action plans designed to address particular problems in occupational groups and job classes where the greatest disparities were found. The Affirmative Action grievance procedure, which is incorporated into the departmental grievance process, is also included in Section II. Section IV, Persons Responsible for Implementation, is included to delineate the on-going authorities and responsibilities of all department employees.

Progress toward affirmative action hiring goals will be reviewed on a quarterly basis, to ensure a methodical and realistic approach to on-going evaluation. The department will maintain close liaison with the Equal Opportunity Division through our assigned Equal Opportunity Specialist to expedite negotiation and endorsement of specific goals, objectives and timetables.

This Plan offers a practical, results-oriented approach to affirmative action through prioritizing areas of disparity and taking measurable action to correct the disparities. It should not be viewed as a permanent or complete document. Continuous review and evaluation will be undertaken by all parties responsible for its implementation. The strength and long-range effectiveness of this Plan lies with its problem-remedy approach and its inherent flexibility to change as departmental needs change.

POLICY

The Minnesota Department of Public Safety is an equal opportunity employer and is committed to affirmative action in all areas where protected group members are under represented. This Plan's annual review transmittal form specifies those areas.

The following have been adopted by the Department's Equal Opportunity Council and serve as the foundation of the Department's Affirmative Action Plan:

- I. PROTECTED CLASS/GROUP are persons who have suffered from past discriminatory practice whose rights are now guaranteed by law. (Minorities, Women, Handicapped, Vietnam era Veterans as defined in Adopted Rules Governing the Statewide Affirmative Action Program - 1981).
- II. TO ACHIEVE EQUAL EMPLOYMENT OPPORTUNITY the department will ensure that all personnel transactions covering both employees and potential employees are based upon job-related considerations and not on individual characteristics such as race, color, creed, religion, national origin, age, sex, marital or public assistance status, handicap, political affiliation or Vietnam era Veteran status. In addition, such factors as physical or mental disabilities or criminal convictions cannot be disqualifying unless there is a bona fide occupational reason that mandates such disqualification.
- III. THROUGH AFFIRMATIVE ACTION, the positive effort to apply the principle of equal opportunity and to comply with state and federal law, the department will:
 1. Aggressively seek out and eliminate employment discrimination using an effective audit and evaluation system.
 2. Place emphasis on the recruitment, retention and upward mobility of minorities, women, handicapped, and Vietnam era Veterans where those groups are under represented in the workforce.
 3. Encourage the self-improvement, enrichment and professional growth of all employees and potential employees through individual initiative, as well as through training opportunities provided by the department and the state.
- IV. HARASSMENT - Under Section 703 of Title VII of the Civil Rights Act of 1964 harassment on the basis of race, color, religion, sex or national origin is a form of discrimination. Such discrimination, therefore, is prohibited under federal and state laws. Further, the Minnesota Supreme Court has ruled that an employer can be held legally liable for the harassment of one of its employees towards another, if that employer knows or should have known that the harassment has occurred.

The Department of Public Safety will maintain a working environment free of discrimination including, but not limited to, discriminatory insult, intimidation, sexual harassment and all other forms of harassment. The department will take all necessary reasonable measures to rid the workplace of bias, will investigate all such allegations and will take prompt and appropriate remedial action against those employees who harass.

Definitions:

Harassment is any behavior which is not welcome, which is personally offensive and which, therefore, may affect morale and interfere with the employee's ability to perform. Harassment may include any verbal or physical conduct relating to an individual's race, color, religion, sex or national origin. (U.S. Equal Employment Opportunity Commission Guidelines on Discrimination, 1980.)

Sexual Harassment has been specifically defined by the Equal Employment Opportunity Commission: "Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when 1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment. 2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual. 3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment". (Equal Employment Opportunity Commission Guidelines on Discrimination because of Sex, November 10, 1980.)

Responsibilities:

The department assumes responsibility for eliminating harassment in the workplace. However, acts of harassment are often informal and unofficial. Therefore, employees who believe that they are being harassed should notify the department in order to protect their rights. These procedures should be followed:

Harassed employee:

- a) Clearly explain to the person(s) harassing you what behavior you find objectionable and ask that it stop - or - report the behavior to your supervisor (if your supervisor is the offending party, to his/her supervisor).
- b) Make notes of instances of harassment and the names of any witnesses.
- c) If the harassment continues, follow the departmental complaint procedure which is described in Section II of this plan.

Department:

- a) Investigate and process each informal and formal complaint of harassment.
- b) Take prompt and appropriate action to eliminate the harassment. Such action may include reprimand, warning and other disciplinary action up to and including discharge.

II

PLAN OF ACTION

FISCAL YEAR 1982

PURPOSE

In order to implement the foregoing Affirmative Action Policy, it is necessary to conduct a thorough self-analysis, establish measurable action objectives, strive to attain them and evaluate the degree to which they are accomplished.

A. AUDIT AND EVALUATION 2 MCAR/2.293, Rule 9

Self-Analysis

1. On a quarterly basis, the Affirmative Action Officer shall prepare the following information:
 - a) The current employment profile of the department.
 - b) The extent to which protected group individuals are represented in the workforce, by job category, as compared to the relevant civilian labor force (established goals) in that geographic area.
 - c) The number of interviews, hires, terminations and promotions occurring in the preceding quarter, by race, sex, handicap, Vietnam era Veteran status, and occupational group.
 - d) A progress report indicating:
 1. Which of the Plan's action steps were emphasized during the quarter.
 2. Recruitment activities.
 3. Percentage of total action steps addressed.
 4. Progress toward goals in job categories where protected groups are under represented.
 5. Special problems/barriers to progress.
 6. Proposed future action objectives.

This Quarterly Report shall be submitted to the Equal Opportunity Division and a Summary Report distributed to the commissioner, assistant commissioners, division directors and affirmative action committee.

2. Semi-annually, the Affirmative Action Officer will compile exit interview data, by division.
3. Semi-annually, the division or staff office director and the Affirmative Action Officer shall review the above information and re-evaluate/identify priorities, based on degree of disparity and opportunity to hire or to remove barriers to progress. New or continuing action objectives shall be established for the remainder of the fiscal year.
4. On a quarterly basis, the Affirmative Action Officer will consult with Personnel Officers to provide updated information on affirmative action goals.

SELECTION: PRE-EMPLOYMENT REVIEW

The Affirmative Action Officer will maintain a record of all appointments made in under represented job categories. If a vacancy is to be filled in a job category which is under represented, the following procedures will be followed:

If Eligible List
exists:

1. Personnel Officer forwards protected group report to the Affirmative Action Officer, who reviews the eligible list to identify protected group members and returns it to the Personnel Officer.

- OR -

If Examination is
scheduled to open:

1. Affirmative Action Officer recruits affirmatively from under represented protected group(s).
2. Affirmative Action Officer or Personnel Officer consults with supervisor re: disparity and established goal.
3. Supervisor interviews, after determining all job-related criteria.
4. Supervisor informs Affirmative Action Officer and Personnel Officer of hiring decision, prior to making job offer.
5. If protected group candidate was not selected, supervisor holds job offer until her/his written justification for non-selection is reviewed.
6. Affirmative Action Officer documents employment decision, attaching copy of justification to selection file.

II

B. GOALS AND TIMETABLES 2 MCAR/2.293, Rule 7

PURPOSE

State law requires that numerical goals be established for each occupational category where one or more protected groups are under represented. The law also requires that reasonable timetables be established for achievement of these goals.

Affirmative Action goals must not be confused with quotas. Quotas are rigid and inflexible - they are a minimum which must be met. Goals, on the other hand, are reasonable and attainable numerical standards to strive for. They are an essential frame of reference for evaluating progress.

METHODS

The specific steps to be followed in setting affirmative action hiring goals are described in the Department of Employee Relations' Goals and Timetables Manual (December 1978). Where Public Safety's workforce figures are less than the availability figures (the relevant civilian labor force), there is under representation of female, minority, handicapped, or Vietnam era Veteran employees in those occupational groups and geographic areas. Thus, there is a Disparity in those categories and locations. A formula is then applied which takes into consideration the department's recent staffing changes (new positions, hires, terminations, etc.) and projected vacancies (based on hires during the previous fiscal year). The result is the department's hiring goal for a stated time period (e.g., through fiscal year 1983). Where there were no hires during the previous fiscal year and no vacancies are anticipated, no goal is established. Where there is no disparity, no goal is established.

The following labor market areas were used in determining the availability and employee utilization of protected group members:

1. Minneapolis - St. Paul Metropolitan area
2. Duluth
3. Rochester
4. St. Cloud
5. Outstate (balance of the state)

GOALS

This section contains an analysis, as of the 3rd fiscal quarter, April 21, 1981, of the department's workforce for each of the five geographic areas. It is divided by occupational group, race, sex, handicap and Vietnam era Veteran status. The department's actual percentages of protected group members are then compared to their estimated presence in the relevant civilian labor force.

Based on the analysis, the following goals have been established for each occupational group where there is a disparity:

Metro Percentages

	<u>Female</u>	<u>Minority</u>	<u>Handicapped</u>	<u>Vietnam era Veteran</u>
Management	14.9		8.2	9.0
Prof. - Supv.	20.1	4.0	8.2	9.0
Professional			8.2	
Technical - Supv.	5.8	2.0	8.2	9.0
Technical		4.0	8.2	9.0
Office - Supv.		3.9	8.2	9.0
Office			8.2	9.0
Operative			8.2	9.0
Laborer			8.2	9.0
Service - Supv.	33.4		8.2	9.0
Service	21.7	4.0	8.2	

Outstate Percentages

	<u>Female</u>	<u>Minority</u>	<u>Handicapped</u>	<u>Vietnam era Veteran</u>
Prof. - Supv.	10	6.	8.2	9.0
Professional	10.7			9.0
Technical - Supv.	50.	2.	8.2	9.0
Technical		2.4	8.2	9.0
Office		2.4	8.2	9.0
Operative	50.	2.	8.2	9.0
Laborer			8.2	9.0
Service - Supv.	27.4	3.9	8.2	9.0
Service	18.1	5.0	8.2	

Duluth Percentages

	<u>Female</u>	<u>Minority</u>	<u>Handicapped</u>	<u>Vietnam era Veteran</u>
Prof. - Supv.	10.	6.	8.2	9.0
Professional	10.9	5.2	8.2	
Technical - Supv.	50.	2.	8.2	9.0
Technical		2.	8.2	9.0
Office		4.1	8.2	9.0
Operative	50.	2.	8.2	9.0
Laborer			8.2	9.0
Service	16.2	5.5	8.2	

Rochester Percentages

	<u>Female</u>	<u>Minority</u>	<u>Handicapped</u>	<u>Vietnam era Veteran</u>
Prof. - Supv.	10.	6.	8.2	9.0
Professional	24.5	2.9	8.2	
Technical - Supv.	50.	2.	8.2	9.0
Technical		2.	8.2	9.0
Office		2.	8.2	9.0
Operative		2.	8.2	9.0
Laborer			8.2	
Service - Supv.	25.4	4.2	8.2	9.0
Service	14.6	5.5	8.2	

St. Cloud Percentages

	<u>Female</u>	<u>Minority</u>	<u>Handicapped</u>	<u>Vietnam era Veteran</u>
Prof. - Supv.	10.	6.	8.2	9.0
Professional	11.2	4.9		9.0
Technical - Supv.	50.	2.	8.2	9.0
Technical		2.	8.2	9.0
Office		2.	8.2	9.0
Operative	50.	2.	8.2	9.0
Laborer				9.0
Service - Supv.	35.7	2.9	8.2	9.0
Service	14.5	5.5		

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Department Public Safety

Geographic Area Metro

Prepared By Mary Jean Anderson, Affirmative Action Officer

*Availability % = % of women, minorities, handicapped and Viet Nam era Veterans available in that occupational group and geographic area based on census data.

Where availability % is greater than the Department's % of women, minorities, handicapped and Viet Nam era Veterans in any occupational group, the Department is underutilized in that occupational group.

	Total Number	Non-Minority Male	Black Male	Hispanic Male	Asian Male	Amer. Indian or Native Alaskan Male	Non-Minority Female	Black Female	Hispanic Female	Asian Female	Amer. Indian or Native Alaskan Female	Handicapped	Viet Nam Veteran	Total Female		*Availability %	Total Minority		*Availability %	Total Handicapped		*Availability %	Total Viet Nam Veteran		*Availability %
														#	%		#	%		#	%		#	%	
Management	19	17		1			1					0	1	1	5.3	14.9	1	5.3	4.6	0	0	8.2	1	5.3	9.0
Professional-Supervisory	35	30					5					2	0	5	14.3	20.1	0	0	4.0	2	5.7		0	0	
Professional	116	90	1		1		20	2		2		1	17	24	20.7	18.7	6	5.2	4.0	1	.9		17	14.7	
Technical - Supervisory	2	2										0	0	0	0	5.8	0	0	2.0	0	0		0	0	
Technical	95	16					78		1			3	1	79	83.2	61.2	1	1.0	4.0	3	3.2		1	1.0	
Office-Supervisor	54	23	1				29				1	2	2	30	55.6	43.9	2	3.7	3.9	2	3.7		2	3.7	
Office	534	49	3		2		449	20	8	2	1	7	6	480	89.9	96.2	36	6.7	4.0	7	1.3		6	1.1	
Operative	14	8					5	1				0	0	6	42.9		1	7.1		0	0		0	0	
Laborer	18	16					2					0	0	2	11.1		0	0		0	0		0	0	
Service-Supervisor	14	14										0	0	0	0	33.4	0	0	3.9	0	0		0	0	
Service	306	279	3	1		4	19					8	51	19	6.2	21.7	8	2.6	4.0	8	2.6	✓	51	16.7	✓
Trainee																									
Totals	1207	544	8	2	3	4	608	23	9	4	2	23	78	646	53.5		55	4.0		23	1.9	8.2	78	6.5	9.0

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Department Public Safety

Geographic Area Outstate

Prepared By Mary Jean Anderson, Affirmative Action Officer

*Availability % = % of women, minorities, handicapped and Viet Nam era Veterans available in that occupational group and geographic area based on census data.

Where availability % is greater than the Department's % of women, minorities, handicapped and Viet Nam era Veterans in any occupational group, the Department is underutilized in that occupational group.

	Total Number	Non-Minority Male	Black Male	Hispanic Male	Asian Male	Amer. Indian or Native Alaskan Male	Non-Minority Female	Black Female	Hispanic Female	Asian Female	Amer. Indian or Native Alaskan Female	Handicapped	Viet Nam Veteran	Total Female		*Availability %	Total Minority		*Availability %	Total Handicapped		*Availability %	Total Viet Nam Veteran		*Availability %
														#	%		#	%		#	%		#	%	
Management																									
Professional-Supervisory	6	6										0	0	0	0	10.	0	0	6.	0	0	8.2	0	0	9.0
Professional	9	8		1								1	0	0	0	10.7	1	11.1	5.3	1	11.1		0	0	
Technical - Supervisory	5	5										0	0	0	0	50.	0	0	2.	0	0		0	0	
Technical	13						13					0	0	13	100.	60.6	0	0	2.4	0	0		0	0	
Office-Supervisor																									
Office	35						35					0	0	35	100.	96.3	0	0	2.4	0	0		0	0	
Operative	20	17					3					0	0	3	15.	50.	0	0	2.	0	0		0	0	
Laborer	12	11					1					0	0	1	8.3		0	0		0	0		0	0	
Service-Supervisor	7	7										0	0	0	0	27.4	0	0	3.9	0	0		0	0	
Service	223	212		1		1	8				1	3	24	9	4.0	18.1	3	1.3	5.0	3	1.3	✓	24	10.8	✓
Trainee																									
Totals	330	266		2		1	60				1	4	24	61	18.5		4	1.2		4	1.2	8.2	24	7.3	9.0

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Department Public Safety

Geographic Area Duluth

Prepared By Mary Jean Anderson, Affirmative Action Officer

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Where availability % is greater than the Department's % of women, minorities, handicapped and Viet Nam era Veterans in any occupational group, the Department is underutilized in that occupational group.

	Total Number	Non-Minority Male	Black Male	Hispanic Male	Asian Male	Amer. Indian or Native Alaskan Male	Non-Minority Female	Black Female	Hispanic Female	Asian Female	Amer. Indian or Native Alaskan Female	Handicapped	Viet Nam Veteran	Total Female		*Availability %	Total Minority		*Availability %	Total Handicapped		*Availability %	Total Viet Nam Veteran		*Availability %
														#	%		#	%		#	%		#	%	
Management																									
Professional-Supervisory	2	2										0	0	0	0	10.	0	0	6.	0	0	8.2	0	0	9.0
Professional	4	4										0	1	0	0	10.9	0	0	5.2	0	0		1	2.5	
Technical - Supervisory	2	2										0	0	0	0	50.	0	0	2.	0	0		0	0	
Technical	4						4					0	0	4	100.	57.1	0	0	2.	0	0		0	0	
Office-Supervisor																									
Office	9						9					0	0	9	100.	95.9	0	0	4.1	0	0		0	0	
Operative	8	7					1					0	0	1	12.5	50.	0	0	2.	0	0		0	0	
Laborer	9	9										0	0	0	0		0	0		0	0		0	0	
Service-Supervisor																									
Service	72	70				1	1					0	14	1	1.4	16.2	1	1.4	5.5	0	0	✓	14	19.4	✓
Trainee																									
Totals	110	94				1	15					0	15	15	13.6		1	.9		0	0	8.2	15	13.6	9.0

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Department Public SafetyGeographic Area RochesterPrepared By Mary Jean Anderson, Affirmative Action Officer

*Availability % = % of women, minorities, handicapped and Viet Nam era Veterans available in that occupational group and geographic area based on census data.

Where availability % is greater than the Department's % of women, minorities, handicapped and Viet Nam era Veterans in any occupational group, the Department is underutilized in that occupational group.

	Total Number	Non-Minority Male	Black Male	Hispanic Male	Asian Male	Amer. Indian or Native Alaskan Male	Non-Minority Female	Black Female	Hispanic Female	Asian Female	Amer. Indian or Native Alaskan Female	Handicapped	Viet Nam Veteran	Total Female		*Availability %	Total Minority		*Availability %	Total Handicapped		*Availability %	Total Viet Nam Veteran		*Availability %
														#	%		#	%		#	%		#	%	
Management																									
Professional-Supervisory	1	1										0	0	0	0	10.	0	0	6.	0	0	8.2	0	0	9.0
Professional	2	2										0	1	0	0	24.5	0	0	2.9	0	0		1	50.	
Technical - Supervisory	1	1										0	0	0	0	50.	0	0	2.	0	0		0	0	
Technical	3						3					0	0	3	100.	62.5	0	0	2.	0	0		0	0	
Office-Supervisor																									
Office	5						5					0	0	5	100.	100.	0	0	2.	0	0		0	0	
Operative	4	1					3					0	0	3	75.	50.	0	0	2.	0	0		0	0	
Laborer	1	1										0	1	0	0		0	0		0	0		1	100.	
Service-Supervisor	1	1										0	0	0	0	25.4	0	0	4.2	0	0		0	0	
Service	62	58	2				2					0	10	2	3.2	14.6	2	3.2	5.5.	0	0	✓	10	16.1	✓
Trainee																									
Totals	80	65	2				13					0	12	13	16		2	2.5		0	0	8.2	12	15.	9.0

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Department Public Safety

Geographic Area St. Cloud

Prepared By Mary Jean Anderson, Affirmative Action Officer

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Where availability % is greater than the Department's % of women, minorities, handicapped and Viet Nam era Veterans in any occupational group, the Department is underutilized in that occupational group.

	Total Number	Non-Minority Male	Black Male	Hispanic Male	Asian Male	Amer. Indian or Native Alaskan Male	Non-Minority Female	Black Female	Hispanic Female	Asian Female	Amer. Indian or Native Alaskan Female	Handicapped	Viet Nam Veteran	Total Female	Availability %	Total Minority	Availability %	Total Handicapped	Availability %	Total Viet Nam Veteran	Availability %
														#	%	#	%	#	%	#	%
Management																					
Professional-Supervisory	1	1										0	0	0	0	10.	0	0	8.2	0	0
Professional	2	2										1	0	0	0	11.2	0	0	4.9	1	50.
Technical - Supervisory	1	1										0	0	0	0	50.	0	0	2.	0	0
Technical	2						2					0	0	2	100.	50.	0	0	2.	0	0
Office-Supervisor																					
Office	7						7					0	0	7	100.	100.	0	0	2.	0	0
Operative	4	4										0	0	0	0	50.	0	0	2.	0	0
Laborer	3	3										1	0	0	0		0	0		1	33.3
Service-Supervisor	1	1										0	0	0	0	35.7	0	0	2.9	0	0
Service	53	53										1	7	0	0	14.5	0	0	5.5	1	1.0
Trainee																					
Totals	74	65					9					3	7	9	12.1		0	0		3	4.0

TIMETABLES

Will be established when 1980 census data becomes available and will be forwarded under separate cover.

II

C. ACTION PLANS - FISCAL YEAR 1982 2 MCAR/2.293, Rule 8

PURPOSE

The preceding Audit and Evaluation and Goals Sections identified occupational categories and established goals in five locations throughout the state, where disparities exist for one or more protected groups. This section will describe how the department has prioritized those disparities and will outline major affirmative efforts the department will undertake during Fiscal Year 1982, to 1) correct disparities (achieve percentage goals) 2) further identify remedies to correct disparities (progress toward percentage goals).

PRIORITIES

Each of the disparities identified in the preceding sections was examined, by protected group, geographic area and occupational category. A total of 143 disparities were reviewed:

Metro	30
Outstate	29
Duluth area	27
Rochester area	29
St. Cloud area	28

The following factors were considered in establishing priorities for action:

- a) Level of representation of protected groups, by job class within each under represented category.
- b) Identification of major job classes within each under represented category.
- c) Estimate of the opportunity to hire in those positions during the coming year, including review of current vacancies, those anticipated, those filled during the previous year, anticipated staffing constraints.
- d) The degree of under representation: percentage needed to achieve parity compared to percentage of progress thus far.
- e) The presence or absence of high protected group turnover rates in job classes and occupational categories.
- f) Existence of patterns within job classes and occupational categories (e.g., discrimination complaints, grievances, protected group promotions).
- g) Need to clarify selection procedures for certain job classes in under represented categories.

Handicapped and Vietnam era Veterans are under represented in nearly all occupational categories in each geographic area. Disparities among women and minorities are less widely distributed across occupational categories. A review of turnover and anticipated vacancies in all but the Metro area revealed virtually no opportunity to hire in those areas, with the possible exception of the service category. Based on the above factors, categories in each geographic area were prioritized as follows:

- METRO AREA -

<u>Women</u>	<u>Minorities</u>	<u>Handicapped</u>	<u>Vietnam era Veteran</u>
Service	Service	Professional	Office
Technical-Supv.	Technical	Office	Technical
Service-Supv.	Office-Supv.	Service	Laborer
Professional-Supv.	Professional-Supv.	Technical	Office-Supv.
Management	Technical-Supv.	Technical-Supv.	Professional-Supv.
		Office-Supv.	Technical-Supv.
		Laborer	Service-Supv.
		Professional-Supv.	Management
		Service-Supv.	
		Management	

- OUTSTATE AREA -

<u>Women</u>	<u>Minorities</u>	<u>Handicapped</u>	<u>Vietnam era Veteran</u>
Service	Service	Office	Service
Technical-Supv.	Office	Technical	Office
Professional	Technical-Supv.	Operative	Technical
Professional-Supv.	Professional	Operative	Operative
Operative	Professional-Supv.	Professional-Supv.	Professional
Service-Supv.	Operative	Technical-Supv.	Professional-Supv.
	Service-Supv.	Service-Supv.	Technical-Supv.
		Service	Service-Supv.

- DULUTH -

<u>Women</u>	<u>Minorities</u>	<u>Handicapped</u>	<u>Vietnam era Veteran</u>
Service	Service	Office	Office
Technical-Supv.	Office	Technical	Technical
Professional	Technical	Professional	Operative
Professional-Supv.	Professional	Operative	
Operative	Technical-Supv.	Professional-Supv.	Professional-Supv.
	Professional-Supv.	Technical-Supv.	Technical-Supv.
	Operative	Laborer	Laborer
		Service	

- ROCHESTER -

<u>Women</u>	<u>Minorities</u>	<u>Handicapped</u>	<u>Vietnam era Veteran</u>
Service	Service	Office	Office
Technical-Supv.	Office	Technical	Technical
Professional	Professional	Professional	Operative
Professional-Supv.	Technical	Operative	Professional-Supv.
Service-Supv.	Operative	Professional-Supv.	Technical-Supv.
	Professional-Supv.	Technical-Supv.	Service-Supv.
	Technical-Supv.	Laborer	
	Service-Supv.	Service	
		Service-Supv.	

- ST. CLOUD -

<u>Women</u>	<u>Minorities</u>	<u>Handicapped</u>	<u>Vietnam era Veteran</u>
Service	Service	Office	Office
Technical-Supv.	Office	Technical	Technical
Professional	Professional	Operative	Professional
Professional-Supv.	Technical	Professional-Supv.	Operative
Service-Supv.	Operative	Technical-Supv.	Professional-Supv.
	Professional-Supv.	Service-Supv.	Technical-Supv.
	Technical-Supv.		Service-Supv.
	Service-Supv.		

ACTION

The department has selected the following objectives and actions for Fiscal Year 1982:

1) GOAL-SETTING: MINORITIES, WOMEN, TROOPER CLASS - SERVICE CATEGORY

PROBLEM: Disparities exist for women and minorities in the under-utilized service category. A preliminary review of the market indicates that current goals might not be an accurate reflection of the relevant labor market.

REMEDY/ACTION: Assess the market availability of women and minorities who are licensed as police officers.

STEPS: 1) Gather data from P.O.S.T. Board, Metro, Outstate, Duluth, St. Cloud, Rochester police agencies, and P.O.S.T. certified skills law enforcement programs.
2) Adjust goals if indicated.

ASSIGNMENT: Affirmative Action Officer

COMPLETION DATE: August 31, 1981

EVALUATION: A report assessing the market availability of women and minorities who are licensed or eligible to be licensed.

2) GOAL-SETTING: HANDICAPPED-CLASSES WITHIN SERVICE AND PROFESSIONAL CATEGORIES

PROBLEM: Goals for handicapped in the underutilized service and professional categories may be unrealistic, due to the physical requirements of Trooper, Security Guard and Driver Evaluator job classes.

REMEDY/ACTION: A job analysis of Trooper, Security Guard, Driver Evaluator, Crime Investigator and Fire Safety Inspector job classes.

STEPS: 1) Identify responsibilities, skills, knowledges, abilities and special characteristics required for these job classes.
2) Examine potential job restructuring in each class.
3) Adjustment of goals, if indicated.

ASSIGNMENT: Affirmative Action Officer, Personnel Officer

COMPLETION DATE: November 1, 1981

EVALUATION: An evaluation report specifying critical dimensions of each job class and potential options for job re-structuring.

3) REASONABLE ACCOMODATION: HANDICAPPED, METRO SERVICE, OFFICE

PROBLEM: There is a disparity in Metro Office and service categories. Turnover data indicates possible opportunity to hire in the Capitol Security Office. Removable architectural barriers have been identified in that area.

REMEDY/ACTION: Modify work space within the Capitol Security Office, as a measure preparatory to recruitment of handicapped.

STEPS: 1) Consult with Council for the Handicapped.
2) Develop a plan to install ramping, accessible office equipment, restroom facilities.

ASSIGNMENT: Affirmative Action Officer, Director of Capitol Security

COMPLETION DATE: January 26, 1982

EVALUATION: Progress of architectural modification plan submitted to the Department of Administration.

4) SELECTION STANDARDS AND PROCEDURES: WOMEN/MINORITIES SERVICE CATEGORY

PROBLEM: Lack of clear and consistent coordination of Trooper selection process. As 70% of the under represented service category, this process impacts directly upon the department's progress toward established goals.

REMEDY: Develop a Procedures Manual, encompassing the entire selection process.

ACTION/STEP: Designate specific steps and distribution of responsibilities, timeframes, estimated costs, from recruitment phase through training academy.

ASSIGNMENT: Senior Personnel Officer, Patrol Training Staff, Affirmative Action Officer.

COMPLETION DATE: November 1, 1981

EVALUATION: 1) Completed manual.
2) Adverse impact study of next Trooper selection process.

5) AUDIT AND EVALUATION: ALL PROTECTED GROUPS/OCCUPATIONAL CATEGORIES

PROBLEM: Lack of sufficient, easily accessible data re: protected group representation within job class, and by geographic area.

REMEDY/ACTION: Occupational category analysis, by job class, race, sex, handicap, Vietnam era Veteran status and geographic area.

STEPS: Consult with Department of Employee Relations re; computer capability.

ASSIGNMENT: Affirmative Action Officer

COMPLETION DATE: August 1, 1981

EVALUATION: Quarterly analysis.

6) AUDIT AND EVALUATION: ALL PROTECTED GROUPS

PROBLEM: Current exit interview form does not provide data necessary to evaluate existing or potential retention problems in all under represented categories.

REMEDY/ACTION: A standardized exit interview form.

STEPS: 1) Participate in Pilot of Statewide Affirmative Action Committee's standardized exit interview.

ASSIGNMENT: Affirmative Action Committee, Affirmative Action Officer

COMPLETION DATE: June 30, 1982

EVALUATION: Compilation of exit interview data, by job class and occupational category.

7) RETENTION AND RECRUITMENT: SERVICE AND TECHNICAL MINORITIES, WOMEN, HANDICAPPED

PROBLEM: Law enforcement job-related stress: affects turnover, job satisfaction and productivity in under represented radio communications and trooper job classes.

REMEDY/ACTION: Conduct stress management training in State Patrol.

STEPS: Phase I - Conduct needs assessment for radio communications personnel.

a) June 1, 1981 deadline for receipt of Life Style Inventory and associated questionnaire.

b) July 31, 1981 complete analysis of Life Style Inventory and questionnaire.

Phase II - Conduct stress management program for radio communications personnel.

a) Select instructional mode and instructor(s).

b) Schedule training program.

c) Complete training by November 30, 1981.

Phase III - Conduct needs assessment for patrol officers.

- a) January 31, 1982 deadline for receipt of Life Style Inventory and associated questionnaires.
- b) April 30, 1982 complete analysis of Life Style Inventory and associated questionnaire.

Phase IV - Conduct stress management program for State Patrol Troopers.

- a) Select instructional mode and instructor(s).
- b) Schedule training program.
- c) Complete training by December 31, 1982.

ASSIGNMENT: Employee Development Supervisor

COMPLETION DATES: November 30, 1981
April 30, 1982
December 31, 1982

EVALUATION: 1) Progress report to Affirmative Action Officer at close of each phase.
2) Participant response forms.

REMEDY/ACTION: Conduct stress management training in Bureau of Criminal Apprehension, for Crime Investigators.

ACTION STEPS: a) needs assessment
b) schedule training program

ASSIGNMENT: Police Training Division

COMPLETION DATE: March 1, 1982

EVALUATION: Participant response forms

8) POLICY IMPLEMENTATION

PROBLEM: A need for training to implement the department's newly established sexual harassment policy.

REMEDY/ACTION: Conduct informational training sessions for supervisors, to increase understanding of the intent of the policy and ensure its proper implementation.

ACTION STEPS: 1) Consult with Equal Opportunity and Training Divisions of the Department of Employee Relations.
2) Design training format and content.
3) Schedule program.

ASSIGNMENT: Affirmative Action Committee, Affirmative Action Officer

COMPLETION DATE: January 31, 1982

EVALUATION: 1) Participant Response Forms.
2) Participation of all divisions.

9) AUDIT AND EVALUATION: WOMEN AND MINORITIES, SERVICE CATEGORY

PROBLEM: Disparities exist for women and minorities in the Service category in all geographic areas. More information is required to evaluate the disparity. An opportunity exists to examine the Driver Evaluator selection process.

REMEDY/ACTION: Compute selection rates to determine adverse impact within the selection process.

ASSIGNMENT: Affirmative Action Officer

COMPLETION DATE: August 31, 1981

EVALUATION: Adverse Impact Report

10. WOMEN AND MINORITY OWNED BUSINESS ENTERPRISE: OFFICE OF TRAFFIC SAFETY

PROBLEM: The Department's Office of Traffic Safety, as a State Highway Safety Agency, must comply with minority business enterprise requirements of the U.S. Department of Transportation (set forth in DOT MBE regulations, 49 CFR Part 43).

REMEDY/ACTION: 1) Identify highway safety related areas of procurement.
2) Develop a directory of women and minority owned businesses. Provide these source lists to sub-recipients, contractors, bidders, and proposers for use wherever private sector contracting or purchasing opportunities exist.

ASSIGNMENT: Office of Traffic Safety, Affirmative Action Officer

COMPLETION DATE: October 1, 1981

EVALUATION: A completed Minority Business Enterprise Program Statement, including an MBE Directory and outline of procurement/commodity areas.

II

D. COMPLAINT/GRIEVANCE PROCEDURE 2 MCAR/2.293, Rule 6

(DEPARTMENT OF PUBLIC SAFETY, ADMINISTRATIVE POLICY MANUAL - POLICY NO. 1050.1)

A. Purpose

1. This grievance procedure is established as a means for considering and resolving any dispute raised by an employee against the appointing authority regarding the application of personnel rules or any conditions of employment which directly affect the personal interest and well-being of the employee.
2. The purpose of this procedure is to resolve conflicts among individuals in the department quickly, fairly and finally. It is designed to ensure that the department will act in a responsible - and responsive - manner toward all employees at every level. It will enable the department to identify problem areas in the structure of personnel assignments and to constructively solve them. It sets forth a method for employees to contest the policies and practices in a manner which will ensure due process, guaranteeing an equal right for each party to have the important evidence in his or her case properly considered in an impartial fashion by a neutral decision-maker.
3. It meets the requirements of the Adopted Rules Governing the Statewide Affirmative Action Program, providing an initial determination that a complaint is properly a discrimination complaint.

B. Definitions

1. Complaint - Any matter directly affecting the work requirements or conditions of employment about which any current employee wishes to dispute.
2. Grievance - Any formal contest governed by statute, regulation, contract or policy.
3. Discrimination - Any act, policy or practice which results in unequal treatment based upon non-job-related considerations such as race, religion, national origin, age, sex, marital status, status with regard to public assistance, handicap or Vietnam era Veteran status.

Any act, policy or practice which may be held to be a violation of the Minnesota Human Rights Act, the Civil Rights Act of 1964 as amended, the Age Discrimination in Employment Act, the Vietnam era Veteran's Readjustment Act, the Rehabilitation Act or the Equal Pay Act.
4. Employee - A person in a classified or unclassified position subject to the Personnel Laws of state government. This term

shall include, but not be limited to, full-time, permanent, seasonal, part-time, pre-service trainee, probationary, temporary, provisional, unlimited, student worker, interns and intermittent employees.

5. Supervisor - An employee class designated by his/her division/staff office director as supervisory. A list of these classes is available from the Personnel Office - 296-2905. Immediate supervisor is usually the person who signs PEAR Report, evaluates employee performance and signs leave slips.
6. Commissioner - The Commissioner of the Minnesota Department of Public Safety.
7. Appointing Authority - The person or his/her designees empowered by the constitution, by statute or by lawfully delegated authority to make appointments to positions in the Minnesota Department of Public Safety.
8. Exclusive Representative - An employee organization which has been designated by a majority of the votes cast in the appropriate unit and has been certified pursuant to the provisions of M.S. 179.67 to represent that unit in contract negotiations and grievance matters.

C. Eligibility/Scope

1. This procedure is available to any employee, as defined above, except those employees who are provided with a grievance procedure in a collective bargaining agreement between the state and an exclusive bargaining representative. To determine whether you are covered by such an agreement contact Personnel at 296-2905.
2. The procedure covers any dispute or disagreement raised by an employee where a supervisor exercises discretion involving the application and/or the interpretation of specific provisions of the Minnesota Statutes or Rules. Examples include but are not limited to:
 - a. Performance evaluations
 - b. Schedule of rest periods
 - c. Schedule of work shifts
 - d. Probationary or promotional ratings where performance is at issue
 - e. Conflicts with supervisors
 - f. Other working conditions under the discretion of a supervisor such as job safety, dress code, work environment

D. Policy/Authority

It is the policy of the Minnesota Department of Public Safety to internally consider and resolve any employment related disputes raised by employees. Consideration of disputes shall be made in a fair and impartial manner with due process provided through the procedure outlined herein. Resolution of disputes shall be accomplished within the authority of the department and M.S. 43.27 and 43.321; Personnel Rules 175-79; M.S. 43.15 and Statewide Affirmative Action Plan (1979).

E. Presentation of Complaint

An oral complaint should be presented by the employee to the immediate supervisor as soon as possible after the occurrence or knowledge giving rise to the complaint and the supervisor should give an oral or written answer to the employee within a reasonable period of time.

If the complaint is not resolved by the immediate supervisor to the employee's satisfaction, it may be taken to his/her supervisor. This supervisor shall review the complaint with the immediate supervisor and provide a timely response to the employee.

If this second level supervisor does not settle the matter to the satisfaction of the employee, the employee may proceed to Step 2 of the formal grievance procedure.

F. Presentation of a Grievance Procedure

Step 1 - Informal

- a. An oral or written grievance shall be presented by the employee to the immediate supervisor within ten (10) working days after the occurrence or knowledge of the event giving rise to the grievance. The supervisor shall give an oral or written answer within five (5) working days after the presentation of the grievance. If a discrimination complaint, the employee or supervisor will notify the Affirmative Action Officer, who will determine whether it is properly a discrimination complaint. This determination will be completed within 2 working days and the Affirmative Action Officer will advise employee of grievance options available.
- b. If the immediate supervisor does not resolve the grievance to the employee's satisfaction, it shall be taken to his/her supervisor within ten (10) working days after the immediate supervisor's answer is received. This second level supervisor shall give an oral or written answer within five (5) working days after the presentation of the grievance.

Step 2 - Formal

- a. If the grievance is not satisfactorily resolved through the informal procedure and the employee wishes to appeal the grievance through the formal steps in the grievance procedure, it shall be referred in writing to the division or staff office director. The written grievance shall set forth the nature of the grievance, the facts upon which the grievance is based and the desired solution. Such filing must take place within ten (10) working days after the completion of the final step in the informal procedure.
- b. After receipt of a formal grievance, the division or staff office director or his/her designee shall meet with the parties concerned and hear the grievance within five (5) working days, and shall be responsible for informing the employee of the decision in writing five (5) days after the scheduled meeting.

Step 3 - Appeal

- a. If the disposition of the grievance by the division is not satisfactory to the employee or a decision is not made within the five (5) working days, the employee may, in writing, contact the commissioner, and request that further action be taken. This request must be filed by the employee within five (5) working days following receipt of the division or staff office director's decision or within ten (10) working days following the division's receipt of the formal grievance if no written decision has been submitted.

At the option of the grieving party, grievances alleging discrimination may be referred to the Affirmative Action Officer for a ten day period for the purpose of investigation. This referral must be made simultaneously with the appeal to the commissioner. The Affirmative Action Officer will document his/her findings and make formal recommendations to the commissioner within five (5) days following the conclusion of his/her investigation.

- b. The commissioner or his/her designee shall discuss the grievance within five (5) working days with the employee and the employee's representative, if any, at a time agreeable to both parties. If the grievance is resolved as a result of such a meeting, the settlement must be signed by the commissioner or his/her designee shall give a written decision to the employee within ten (10) days following the meeting. Decision by the commissioner or his/her designee will be the department's final decision. A copy of the written decision will be forwarded to the Commissioner of Employee Relations.

General Information

1. The time limits in any step in the grievance procedure may be extended by the agreement of both parties.
2. The procedure is subject to appeal to the Minnesota Department of Employee Relations or the Personnel Board in instances where such appeal is specified in the Personnel Rules or M.S. 43.321. Examples include:
 - a. Salary Decreases Pers. 29 to Personnel Board
 - b. Demotion Pers. 110 to Personnel Board
 - c. Dismissal Pers. 111 to Personnel Board
 - d. Restoration to Eligible Lists Pers. 66 to Commissioner of Employee Relations
 - e. Selection Pers. 179a to Commissioner of Employee Relations
 - f. Reallocation Pers. 179b to Commissioner of Employee Relations
 - g. Interpretations of Law or Rules Pers. 179c to Commissioner of Employee Relations
3. A grieving employee is entitled to secure an advisor during any step of this procedure if he/she chooses. The department is not obligated to assume responsibility for providing an advisor. An employee may also request supporting statements from others if, for example, they witnessed an event leading to the grievance.
4. Retaliatory action of any kind taken by any employee of the department against any other employee as a result of that person's seeking redress under these procedures, cooperating in an investigation, or otherwise participating in any action under these procedures is prohibited and shall be regarded as a separate and distinct grievable matter.
5. In addition to the procedures described above, a number of other appeal agencies may be available to employees. These include the United States Department of Labor; the United States Equal Employment Opportunity Commission; the Minnesota Department of Human Rights and the courts. More information regarding the procedure for these agencies can be obtained from the Department Affirmative Action Officer at 296-8631. Employees are encouraged to make full use of grievance mechanisms within the state system - especially within the department prior to contacting external agencies or persons.

PUBLIC SAFETY GRIEVANCE PROCEDURE

Step 1 Informal

1. Informal meeting with immediate supervisor

and if a discrimination complaint
 - 1.a Informal contact with Affirmative Action Officer for determination that *properly a* discrimination *complaint*
 - 1.b 2 working days to evaluate
 - 1.c Advise employee of options available
2. Immediate supervisor to answer in 5 working days
3. If not resolved or resolution unsatisfactory, present grievance to supervisor's supervisor within 10 working days after receipt of answer
4. Second level supervisor to answer in 5 working days
5. If not resolved or resolution unsatisfactory

Step 2 Formal

1. Written grievance to division/staff office director within 10 working days after completion of informal process
2. Meeting within 5 working days
3. Division/staff office director to answer in 5 working days in writing
4. If not resolved or resolution unsatisfactory

Step 3 Appeal

1. Written appeal to commissioner within 5 working days

and (optional)
 - 1.a Written appeal to Affirmative Action Officer within 5 working days
 - 1.b 10 working days to investigate
 - 1.c Report to commissioner
2. Meeting within 5 working days with commissioner or designee
3. Written decision in 10 working days
4. If resolution at final step unsatisfactory, further appeal governed by Minnesota Personnel Rules

INSTRUCTIONS TO SUPERVISORS FOR HANDLING OF INFORMAL GRIEVANCES

You have been authorized by your division or staff office director to hear first step informal grievances. The following information should assist you in hearing these grievances.

When an employee comes to you with a grievance, determine before accepting it whether it is timely -- has it been brought to you during the prescribed time interval. If it is not timely, do not accept the grievance even if you feel the complaint may be valid. If the filing is timely, schedule a meeting as soon as possible. Be sure to allow adequate time to cover the entire subject and enough privacy to allow uninterrupted discussion.

An informal grievance may be presented either orally or in writing. You should take complete notes of the information gathered in either case. Listen patiently. Ask questions to clarify vague points. Be objective. Probe for the information you need. Most important, be absolutely certain you have a clear understanding of what issue is being grieved. Record where and when the event occurred, witnesses, if any, and names of those involved in the grievance. Finally, ask the employee what he/she would consider an acceptable remedy.

After the meeting you have five days to gather information, make a determination and report back to the grieving employee. Contact appropriate resources (e.g. your supervisor, the personnel office, etc.) to ascertain policy and check information. Talk to the individuals involved in the matter in an impartial manner. When you feel you have all the facts, make your determination. If you feel some form of action is appropriate, verify that you have the authority to carry this out. If you do not have this authority, consult with a supervisor who does.

Finally, meet with the grieving employee and explain your conclusion and your reasons for arriving at the conclusion. If some form of remedy is being offered, explain it clearly. If you feel no remedy is appropriate, or the employee does not consider the remedy offered to be adequate, inform the employee of his/her recourse to continue through the grievance procedure. If the employee accepts your remedy, implement it as soon as possible.

If you have any questions about grievance policy and/or procedures, contact staff in the Office of Personnel at 296-2905.

III

DISSEMINATION OF POLICY AND PLAN 2 MCAR/2.293, Rule 5

The impact of the Affirmative Action Plan can be fully realized only to the extent that its provisions are known by those who must apply it and those who are to benefit by it.

The following delineates the manner in which the plan will become promulgated both within the department and to outside sources. It meets the requirements of the adopted rules governing the Statewide Affirmative Action Program (Rule 5).

A. Internal Communication

1. Written Communications:

- a. The Affirmative Action Representatives (Affirmative Action Committee members) post the full Affirmative Action Plan in each division, indicating that copies of the plan may be obtained from the Personnel Office, 210 Transportation Building, St. Paul, MN 55155.
- b. The Affirmative Action Committee ensures that the Affirmative Action Program is promoted through:
 - (1) The department's newsletter
 - (2) Division newsletters
 - (3) Department's employee handbook supplement
 - (4) Other appropriate publications
- c. Each employee having a role to play in the administration of the Affirmative Action Plan will receive an affirmative action workbook including the following:
 - (1) A list of affirmative action responsibilities and task steps to be incorporated in his/her annual performance evaluation and activity report.
 - (2) A list of resources containing information essential to the performance of these responsibilities.

2. Meetings:

- a. The Affirmative Action Committee meets quarterly. The meetings are open to all employees.
- b. The Equal Opportunity Council meets as necessary.
- c. Supervisors shall at least annually discuss the Affirmative Action Plan with their employees.
- d. A forum shall be provided by the Affirmative Action Committee annually to enable employees to raise questions concerning the policy, its implications, and purposes, and to recommend improvements.

3. Training:

- a. The Personnel Director will ensure that the policy, goals and plan are thoroughly discussed in orientation and other appropriate training programs.
- b. The Affirmative Action Officer and Employee Development Supervisor will endeavor to discover and develop courses on equal employment opportunity topics for all supervisors and managers.
- c. Division and staff office directors must ensure that supervisors and managers annually participate in courses related to affirmative action as a part of their professional development and include affirmative action objectives in their position descriptions. The Affirmative Action Officer shall determine which courses apply.

B. External Communication

1. The commitment of the department to affirmative action will be aggressively publicized through the widest variety of media so that minority, female, handicapped, and Vietnam era Veteran applicants are encouraged to seek employment and promotion in the department.
2. The Affirmative Action Officer will inform recruitment organizations, including those identified by the Department of Employee Relations, secondary schools, and those who make their existence known by filing notice with the department, of vacancies occurring within the department by requesting assistance in recruitment efforts.
3. All communications on job opportunities will include the statement, "The Minnesota Department of Public Safety is an affirmative action and equal opportunity employer".
4. Each division and staff office will be responsible for including a non-discriminatory clause in all division contracts as defined in the Minnesota Human Rights Act, Section 363.073, Subd. 1, "Certificates of Compliance for Public Contracts", and will ensure that such contracts are in compliance with Title VI of the Civil Rights Act of 1964, as amended.

IV

PERSONS RESPONSIBLE FOR IMPLEMENTATION 2 MCAR/2.293, Rule 2

A. Commissioner

John P. Sopsic, As Commissioner of the Department of Public Safety, is directly responsible for the administration of the Department's Affirmative Action Plan.

B. Equal Opportunity Officer

Ken A. Dirkzwager, Assistant Commissioner, has been appointed by the Commissioner to act as Equal Opportunity Officer for the Department. The Equal Opportunity Officer is responsible for assisting the commissioner in administering the Department Affirmative Action Plan and directing its overall implementation.

C. Equal Opportunity Council

The Equal Opportunity Council, comprised of the commissioner, assistant commissioners, Equal Opportunity Officer, and division and staff office directors, meets to monitor performance and provide executive guidance to the Department Affirmative Action Program. John P. Sopsic, as Commissioner of the Department, is chairman of the council. The members are:

Thomas Boerner, Traffic Safety, 207 Trans., 296-3804
Ken Dirkzwager, Assistant Commissioner, 211 Trans., 296-6642
John Erskine, Crime Bureau, 1246 University Ave., 296-2660
Donald Keller, Fiscal & Admin. Services, 210 Trans., 296-9484
Roger Ledding, State Patrol, 107 Trans., 296-3080
Fred Logman, Office of Planning & Analysis, 314 Trans., 296-2017
Joseph Novak, Liquor Control, 480 Cedar St., 296-6212
Ralph Olmos, Emergency Services, B-5 Capitol, 296-2233
Harlan Olson, Public Information, 318 Trans., 296-9754
Wes Paulus, Assistant Commissioner, 211 Trans., 296-6642
James Pederson, Assistant Commissioner, 211 Trans., 296-6642
Vonnice Schaefer, Personnel, 210 Trans., 296-9486
Marlene Swanson, Driver & Vehicle Services, 161 Trans., 296-6000
Wes Werner, Fire Marshal, 1246 University Ave., 296-7641

D. Affirmative Action Officer

Mary Jean Anderson, full time Affirmative Action Officer for the Department, is responsible for coordinating and monitoring the day-to-day affirmative action activities. The Affirmative Action Officer serves as an ex-officio member of the Affirmative Action Committee and the Equal Opportunity Council. She may be reached at 296-8631. Her address is 210 Transportation Building.

E. Affirmative Action Committee

The Affirmative Action Committee is an advisory committee appointed by the Commissioner. It is comprised of representatives who have expressed a personal commitment to affirmative action, and include members of protected groups. The Equal Opportunity Officer conducts the committee meetings. Members serve for two year staggered terms, subject to renewal.

Former members serve as an advisor to the new member for 4 months. Members are selected by division and staff office directors from individuals who have submitted their names for membership consideration. Both supervisory and non-supervisory classifications are eligible for consideration. The purpose of the committee is 1) to monitor the impact of the Affirmative Action Plan on everyday employment practices, 2) to recommend improvements to the Equal Opportunity Council, 3) to annually review the Department's Affirmative Action Plan. The committee meets quarterly and is comprised of the following members:

Mike Bifulk	Fiscal & Admin. Services, 102 Fillmore St. W.	296-6275
Dave Davies	Driver & Vehicle Services, 161 Trans.,	296-9524
Marilyn Gaiovnik	Driver & Vehicle Services, 162 Trans.	296-2979
Joan Heitzman	Fire Marshal, 1246 University Avenue	296-7648
Art Hetherington	Driver & Vehicle Services, 161 Trans.	473-1592
Ed Jasinski	Personnel, 210 Trans.	296-7097
Roger Lenz	State Patrol, 107 Trans.	636-4990
Dorothy Nasseff	Emergency Services, B-5 Capitol	296-2233
Walter Perl	Liquor Control, 480 Cedar Street	296-6979
Diane Vacek	Crime Bureau, 1246 University Avenue	296-6482

F. Divisional Affirmative Action Committees

Divisions and offices may establish divisional Affirmative Action Committees to assist the division or staff office director in the development and implementation of a specific plan or program.

G. Division and Staff Office Directors

Division and staff office directors are responsible for applying the principles of the Department's Affirmative Action Plan throughout their respective units. All directors shall serve on the Equal Opportunity Council and shall be responsible for establishing and meeting the Department's goals and timetables with the assistance of their supervisors and the Affirmative Action Officer.

H. Supervisors

All supervisors are responsible for applying the principles of the Affirmative Action Plan to all phases of employment as well as to all phases of operations and the services performed on a day-to-day basis.

I. Employees

All employees are responsible for actively promoting and applying the principles of the Affirmative Action Plan in their daily work activities. Employees shall acquaint themselves with the Department's personnel procedures.

IV CONTINUED

AFFIRMATIVE ACTION RESPONSIBILITIES - ON-GOING

COMMISSIONER

Objective

Through firm commitment and active support of the Affirmative Action Program to ensure equal employment opportunity and encourage the professional growth of all employees and applicants for employment.

Responsibilities

- A. To direct the overall administration of the department's affirmative action program.
- B. To set forth the principles of equal opportunity in departmental policy.

Task Steps - On-going

1. To serve as chair of the Equal Opportunity Council's meetings (see Equal Opportunity Council).
2. To appoint the Department Equal Opportunity Officer.
3. To approve and sign the Department Affirmative Action Plan and all other policies relating to affirmative action.
4. To require the inclusion of affirmative action objectives in the performance evaluations of each assistant commissioner, division director, and staff office director.
5. To approve the plans of action for each division and staff office.
6. To require that all employee appointments conform to the department affirmative action plan unless nonconformance can be justified.
7. To make final determination on employee grievance appeals.

Resources

1. Department Affirmative Action Policy and Plan.
2. Quarterly Analysis of employment profile, applicant flow, goal attainment, training status and exit interviews.
3. Minutes of Equal Opportunity Council meetings.
4. Annual Affirmative Action Review.
5. Grievance guidelines.
6. Written recommendations on policy and grievance determinations.
7. Statewide Affirmative Action Rules and information memos from the Department of Employee Relations.
8. Minutes of Affirmative Action Committee meetings.

EQUAL OPPORTUNITY OFFICER

Objective

To ensure that the concepts of the Affirmative Action Plan are integrated into the conduct of the department's operations on a continuing basis.

Responsibilities

- A. To assist the commissioner in administering the Department Affirmative Action Plan.
- B. To direct the overall implementation of the Affirmative Action Plan.

Task Steps: on-going

- 1. To serve as a member of the Equal Opportunity Council (see Equal Opportunity Council).
- 2. To conduct the Affirmative Action Committee's meetings (see Affirmative Action Committee).
- 3. With the Affirmative Action Officer, to provide annual suggested affirmative action objectives to the division and staff office directors for inclusion in their performance objectives.
- 4. To review quarterly progress reports.
- 5. To monitor the progress of grievances.

Resources

- 1. Department Affirmative Action Policy and Plan.
- 2. Quarterly analysis of employment profile, applicant flow, goal attainment, training status and exit interviews.
- 3. Minutes of Equal Opportunity Council and Affirmative Action Committee meetings.
- 4. Annual Affirmative Action Review.
- 5. Grievance guidelines.
- 6. Statewide Affirmative Action Rules and information memos from Department of Employee Relations.

ASSISTANT COMMISSIONERS

Objective

To monitor and actively support the Department's Affirmative Action Program.

Responsibility

To assist the Commissioner and the Equal Opportunity Officer in administering the Department Affirmative Action Plan.

Task Steps: On-going

1. To serve as members of the Equal Opportunity Council (see Equal Opportunity Council).
2. To review progress toward hiring and other program goals.

Resources

1. Department Affirmative Action Policy and Plan.
2. Quarterly analysis of employment profile, applicant flow, goal attainment, training status and exit interviews.
3. Minutes of Equal Opportunity Council meetings.
4. Annual Affirmative Action Review.
5. Statewide Affirmative Action Rules and information memos from Department of Employee Relations.

EQUAL OPPORTUNITY COUNCIL

Objective

To monitor and provide executive guidance to the Department's Affirmative Action Program.

Responsibility

To assist the Commissioner and the Equal Opportunity Officer in administering the Department's Affirmative Action Plan.

Task Steps: On-going

1. To meet regularly to monitor departmental performance and achievements in the Affirmative Action Plan.
2. To consider policy recommendations of the Affirmative Action Committee and forward with recommendations to the Commissioner.
3. To review progress of divisions and staff offices toward affirmative action goals.

Resources

1. Department Affirmative Action Policy and Plan.
2. Quarterly analysis of employment profile, applicant flow, goal attainment, training status and exit interviews.
3. Minutes of Equal Opportunity Council meetings.
4. Annual Affirmative Action Review.
5. Minutes of Affirmative Action Committee meetings.
6. Statewide Affirmative Action Rules and information memos from the Department of Employee Relations.

AFFIRMATIVE ACTION OFFICER

Objective

To coordinate and monitor the day-to-day affirmative action activities.

Responsibility

- A. To disseminate information to all affected parties so that they are kept informed of current developments, problems and issues as well as their responsibilities relating to the Affirmative Action Program.

Task Steps

1. To attend meetings of the Affirmative Action Committee.
2. To attend meetings of the Equal Opportunity Council and recommend agenda items.
3. To conduct employee information sessions.
4. To develop and implement informational presentations for supervisors.
5. To annually draft at least two articles on affirmative action for publication in the department newsletter.

Responsibility

- B. To design and implement a system for the identification of problems so that corrective measures may be established.

Task Steps

1. To complete Quarterly Affirmative Action Evaluation Reports.
2. To provide Quarterly analysis to the Equal Opportunity Council including the following data:
 - a. a breakdown of current workforce by race, sex, handicap and Vietnam era Veteran status, division, location, job category and job classification;
 - b. an analysis of applicant flow and goal attainment;
 - c. a summary of reasons for separation as evidenced through exit interviews;
 - d. a report of the number of supervisors attending affirmative action and related training.
3. To assist division and staff office directors in achieving affirmative action goals.
 - a. to quarterly review eligible lists to determine availability of protected class individuals;
 - b. to quarterly assist division and staff office directors in reviewing progress toward affirmative action goals.
4. To complete an annual Affirmative Action Review, at the end of each Fiscal Year.

Responsibility

- C. To review the Department of Public Safety's employment practices, policies and procedures and to recommend changes consistent with equal opportunity guidelines.

Task Steps: On-going

1. To review qualification requirements prior to the authorization of opening examinations.
2. To review experience and training ratings prior to their approval.
3. To review oral board questions prior to use.
4. To conduct a pre-employment review of all appointments to under represented job categories before hiring decisions are authorized.
5. To notify division and staff office directors in writing when a member of one of the above groups has been interviewed and not selected.
6. To maintain a record of all appointments made to under represented job categories.

Responsibility

- D. To serve as a liaison with minority organizations, community action groups and women's organizations in order to ensure that the department's program is visible and that recruitment sources are effectively utilized.

Task Steps

1. To develop and implement a system for evaluating the effectiveness of recruitment activities including the following:
 - a. a log showing the contacts made and the agency response;
 - b. a log tracking through the selection process applicants from agency contacts;
 - c. a questionnaire to agencies currently included on the mailing list.
2. To conduct on-site recruitment visits to community agencies and educational institutions averaging one a week.
3. To attend at least one job fair.
4. To publicize each recruitable vacancy in the following manner:
 - a. distribute information through special mailings to the contact list (Attachment 3);
 - b. place advertisements in predominantly protected group publications and media.
 - c. make individual contacts to those agencies which have a record of providing applicants to the department.
5. To actively participate in at least one minority organization and at least one women's organization.

6. To maintain a resume bank including individuals who have expressed an interest in Public Safety positions.
7. To provide a semi-annual report of recruitment activities to the Equal Opportunity Council and upon request provide documentation of recruitment activities for any given vacancy within the department.

Responsibility

- E. To coordinate programs for the career development with the department's training organization so that upward mobility is encouraged.

Task Steps: On-Going

1. To promote a schedule of employee seminars explaining personnel procedures, promotional policies and opportunities for advancement.
2. To periodically evaluate the career development program to identify barriers to members of protected groups and report findings to the Commissioner for appropriate action.
3. Establish preservice training programs to prepare trainees for appointments as vacancies occur. Take follow-up action on these appointments to ensure that such programs include members of protected classes.
4. To assist with coordination of a job-sharing pilot project.

Responsibility

- F. To assist in the implementation of an equitable grievance procedure and to investigate employee complaints so that expeditious internal solutions may be achieved.

Task Steps: On-Going

1. To discuss the internal grievance procedure in employee information meetings and supervisory training sessions.
2. To investigate employee complaints within 5 days of request.

Resources

1. Affirmative Action Policy and Plan, including Division Action Plans.
2. Guidelines on grievances, employee appraisal system, interviewing techniques.
3. Employment records as required in Responsibility B, Task 2.
4. Records of vacancies, employee requisitions and eligibility lists.
5. Recruitment contact list, recruitment log.

6. Counseling referral contacts.
7. Quarterly analysis of employment profile, goal attainment, training status and exit interviews.
8. Minutes of the Equal Opportunity Council and Affirmative Action Committee meetings.
9. Annual Affirmative Action Report.
10. Records of specific classifications and qualification requirements.
11. Personnel statute rules and regulations, union contracts.
12. Exit interviews.
13. Statewide Affirmative Action Rules and information memos from the Department of Employee Relations.

AFFIRMATIVE ACTION COMMITTEE

Objective

To ensure fair employment practices for all and to advance the recruitment and upgrading of protected group individuals and other groups that have not been fully represented in the past.

Responsibility

To advise the Commissioner in administering the Affirmative Action Plan.

Task Steps: On-going

1. To meet at least quarterly.
2. To serve as a forum for transmitting employee concerns regarding affirmative action to management.
3. To keep division personnel informed of committee activities.
4. To review and recommend changes in the Department's Affirmative Action Plan.
5. To identify problem areas and propose solutions to the Equal Opportunity Council.
6. To review formal complaints/grievances and make recommendations to the Commissioner.
7. To assist the Affirmative Action Officer in conducting an annual forum to enable employees to raise questions concerning the policy, its implications and purposes, and to recommend improvements.
8. May review the qualification requirements and procedures for filling any position.
9. To facilitate career development and advancement.

Resources

1. Department Affirmative Action Plan and Policy.
2. Grievance guidelines.
3. Quarterly analysis of employment profile, applicant flow, goal attainment, training status and exit interviews.
4. Minutes of Equal Opportunity Council and Affirmative Action Committee meetings.
5. Annual Affirmative Action Report.
6. Statewide Affirmative Action Plan, Policy, Procedures and information memos from the Department of Employee Relations.

AFFIRMATIVE ACTION REPRESENTATIVE

Objective

To monitor the impact of the Affirmative Action Plan on everyday employment practices, especially as perceived by employees, and to assist the division or staff office director in making improvements.

Responsibilities

To assist the division or staff office directors in the administration of the Department's Affirmative Action Plan and to represent the director in deliberations concerning the everyday impact of the plan.

Task Steps: On-going

1. To attend Affirmative Action Committee meetings, and following each meeting, to report to the division or staff office director on the group's activities (see Affirmative Action Committee).
2. To meet with employees upon request in order to listen to concerns relating to affirmative action, and A) to direct employees to the proper authorities and B) transmit employee's concerns to the division or staff office director.
3. To assist the division or staff office director in the establishment of a division action plan.
4. To participate as a member in Division Affirmative Action Committee meetings where such committees are in existence (see Division Affirmative Action Committee).
5. To post information pertaining to affirmative action, including the Affirmative Action Policy at each worksite.

Resources

1. Department Affirmative Action Plan and Policy.
2. Grievance guidelines.
3. Quarterly analysis of employment profile, applicant flow, goal attainment, training status, and exit interviews.
4. Minutes of Equal Opportunity Council and Affirmative Action Committee meetings.
5. Annual Affirmative Action Review.
6. Statewide Affirmative Action Program, Policy, Procedures and information memos from the Department of Employee Relations.

DIVISION AND STAFF OFFICE DIRECTORS

Objective

To actively support and set in motion the Department's Affirmative Action Program and to endorse and encourage the participation of all employees in the implementation of the plan.

Responsibilities

- A. To serve on the Equal Opportunity Council (see Equal Opportunity Council).
- B. To administer the Department Affirmative Action Plan in their divisions and to inform all employees of the Department's Affirmative Action goals.
- C. To encourage upward mobility through career development programs.

Task Steps: On-going

- 1. To establish and successfully complete a semi-annual action plan through evaluation of progress toward Affirmative Action goals, and to include the plan in their performance evaluation and activity report (see Action Plan).
- 2. To apply affirmative action principles and policies to their functions as supervisors (see Supervisors).
- 3. To advise and monitor their subordinate supervisors to insure the following:
 - a. That affirmative action principles and policies are applied by each supervisor.
 - b. That each supervisor includes annual affirmative action objectives, including those responsibilities outlined in this document, in their listing of responsibilities and performance indicators.
 - c. That each supervisor includes annual affirmative action training in his/her Individual Development Plans.
- 4. To identify individuals with supervisory responsibilities and insure that these individuals participate annually in courses related to their professional development, including affirmative action and applicant interviewing.
- 5. To appoint division or staff office affirmative action representatives to serve on the Department Affirmative Action Committee and to meet with those representatives at least after each committee meeting.
- 6. To handle division or staff office grievances if the grievance is not resolved by the immediate supervisor.
- 7. To assist with the establishment of pre-service training programs to prepare trainees for appointments as vacancies occur in the division or staff office.

Resources

1. Plan of Implementation.
2. Quarterly analysis of employment profile, goal attainment, training status and exit interviews.
3. Grievance guidelines.
4. Minutes of Affirmative Action Committee meetings.

DIVISION AFFIRMATIVE ACTION COMMITTEE

(Such a committee may be established at the option of a division director.)

Objective

To insure that the division complies with the Departmental Affirmative Action Plan.

Responsibility

To assist the division or staff office director in the development of a specific action plan.

Task Steps: On-going

1. To hold divisional meetings regularly.
2. To identify special needs of the division in training supervisors and employees.
3. To discuss problems of particular units as they arise and to present these problems to the division director for possible resolution(s).

Resources

1. Division Action Plan, incorporated into the performance evaluation and activity reports for each section or unit head.

PERSONNEL DIRECTOR

Objective

To insure that all personnel policies and practices reflect the department's commitment to affirmative action and to assist division directors in accomplishing their action plans.

Responsibility

- A. To continuously review all personnel policies and practices in order to insure that all employees are treated fairly and equitably in terms and conditions of employment.

Task Steps: On-going

1. To review classifications, qualification requirements and procedures in order to locate possible sources of discrimination and to eliminate selection factors having no significant relationship to job performance. This review may include but is not limited to the following:
 - a. To review job duties to insure that the description is accurate and the requirements are directly related to the job.
 - b. To identify significant performance variables for each job classification to assist in test validation.
 - c. To cooperate with the Department of Employee Relations to validate all tests including experience and training ratings, oral examinations, written examinations and job requirements in accordance with appropriate state and federal guidelines.
2. To maintain records that will enable the analysis of all portions of the selection process to include a breakdown by sex, race, handicap, job category, job classification, location, and division of the following information: applicants tested, interviewed, selected, promoted, salary; employees receiving promotions, achievement awards, training; grievances, disciplinary actions, and separations by reason.
3. To maintain an inventory of all openings in each division and section and publicize both competitive and promotional examinations throughout the department.

Responsibility

- B. To insure that all employees are adequately trained and encouraged to advance to their full potential (upward mobility).

Task Steps: On-going

1. To insure that the Affirmative Action Plan is thoroughly discussed in orientation and other appropriate training programs.

2. To insure that all employees hired will receive, during their orientation period, a copy of the Affirmative Action Policy and an explanation of the department's policy on equal opportunity, current affirmative action goals, training and promotional opportunities, and the grievance procedures.
3. To provide counseling services for assistance in professional development to employees upon request.
4. To offer assistance to supervisors in developing career ladders, eliminating dead-end positions and restructuring jobs.
5. To administer and publicize the tuition reimbursement program.
6. To develop and disseminate guidelines on the department's grievance procedures, the employee appraisal system and interviewing techniques.

Resources

1. Affirmative Action Policy and Plan, including Action Plans.
2. Guidelines on grievances, employee appraisal system, interviewing techniques.
3. Employment records as required in Responsibility A, Task 2.
4. Records of vacancies, employee requisitions and eligibility lists.
5. Recruitment contact lists, recruitment log.
6. Counseling referral contacts.
7. Quarterly analysis of employment profile, goal attainment, training status and exit interviews.
8. Minutes of the Equal Opportunity Council and Affirmative Action Committee meetings.
9. Annual Affirmative Action Report.
10. Records of specific classifications and qualification requirements.
11. Personnel statutes, rules, union contracts.
12. Statewide Affirmative Action rules and information memos from the Department of Employee Relations.

SUPERVISORS

Objective

To apply the Affirmative Action Policy in all phases of employment as well as to all phases of day-to-day operations.

Responsibility

- A. To assist division and staff office directors in establishing and meeting their action plans.

Task Steps: On-going

1. To supply the division or staff office director with information regarding anticipated staffing requirements.
2. To assist in recruitment efforts upon request.
3. To include affirmative action objectives in annual listing of responsibilities and performance indicators.
4. To conduct interviews in accordance with equal opportunity guidelines.
 - a. To inform all applicants fully about the nature of the selection process for the particular position or classification and about their chances for employment.
 - b. To insure that all interview questions are uniform and related to job qualifications.
 - c. To submit to the Personnel Office written documentation of the reasons why job applicants were not selected.

Responsibility

- B. To be knowledgeable of the meaning and objectives of affirmative action and of the department's policy, plan and goals, so proper information will be disseminated and appropriate actions taken.

Task Steps

1. To attend a training course on conducting effective interviews within one year of appointment to a supervisory position.
2. To include annual affirmative action training in the Individual Development Plan.

Responsibility

- C. To develop an appropriately trained work force to meet present and future work force requirements.

Task Steps: On-going

1. To insure that each employee is given orientation on department and division policies.
2. To develop an on-the-job training program for all new employees.
3. To identify training needs through review of function and activities to discover conditions which can be improved by application of training resources.
4. To insure that work performance is discussed with each employee at least twice during the probationary period to assure complete understanding of his/her responsibilities and departmental policies.
5. To annually explain the Affirmative Action Plan to employees.
6. To conduct annual performance appraisals of all employees.

Responsibility

- D. To encourage upward mobility of all employees.

Task Steps: On-going

1. To post/circulate all notices pertaining to promotional examinations and educational opportunities provided by the state to insure that all employees are kept informed.
2. To include #1 above in their position description.
3. To advise all employees at least during their annual performance review about promotional opportunities, identifying training needs and encouraging employees to bid for promotions.
4. To encourage protected class and other employees who have not been fully represented in the past to apply for and take all promotional examinations for which they are eligible.
5. To encourage all employees to participate in affirmative action training and training pertaining to their career advancement.

Resources

1. Interview and selection guidelines.
2. Grievance guidelines.
3. Counseling guidelines (in conjunction with Individual Development Planning, Employee Assistance Program and Employee Appraisal Program).
4. Suggested statement for performance evaluation.

EMPLOYEES

Objective

To actively promote and apply the principles of affirmative action.

Responsibility

To strive for self-improvement and professional growth and to make responsible recommendations for the improvement of the Department's Affirmative Action Program.

Task Steps: On-going

1. To be knowledgeable of the department's policies and procedures, including the grievance procedure and the Affirmative Action Plan and goals.
2. To identify and communicate problems to their immediate supervisor or to an affirmative action representative.
3. To participate in training courses and other kinds of development activities.
4. To apply for promotional examinations and to continually educate and prepare themselves for additional responsibilities.

Resources

1. Employee Handbook, including Affirmative Action Policy, grievance procedure, training procedure.
2. Letter of commitment from Commissioner.
3. Bulletin board notices containing the names, locations, and phone numbers of each affirmative action representative; posting of current vacancies and civil service examinations; listing of training opportunities currently available.

ATTACHMENT 1

DEFINITIONS

Affirmative Action - A management posture or point of view that all barriers to employment opportunity that are not based on specific job requirements should be identified and removed; further, that initial employment and advancement opportunities for persons in protected groups shown to be underutilized in an agency's workforce should be facilitated so that the imbalance is redressed.

Affirmative Action Plan - A coherent set of management policies and procedures designed to find the barriers contributing to imbalance in an agency's workforce and to foster the correction of any imbalances which are found to exist.

Affirmative Action Rules - Adopted Rules governing the Statewide Affirmative Action Program; State Register, Volume 5, Number 16, pp. 627-633, October 20, 1980, as amended March 30, 1981 (5 S.R. 1548 - 1554).

Discrimination - Unfair treatment, intentional or unintentional, based on protected characteristics.

Disparity - The employment of fewer handicapped persons, minorities, women and Vietnam era Veterans in the agency's workforce than could reasonably be expected based on their availability in the labor market area.

Equal Employment Opportunity - The policy of basing all personnel activities solely on individual merit of applicants and employees, related to the specific job requirements, and without regard to race, color, religion, sex, age, national origin, disability, political affiliation, or other nonmerit factors.

Goal - A numerical objective designed to correct an identified deficiency in the utilization of protected group members.

Handicapped - A. has a physical or mental impairment which substantially limits one or more major life activities.

B. has a record of such an impairment, or

C. is regarded as having such an impairment.

For purposes of these rules, the term "handicapped" does not include any individual who is an alcohol or drug abuser whose current use of alcohol or drugs prevents such individual from performing the duties of the job in question or whose employment, by reason of such current alcohol or drug abuse, would constitute a direct threat to property or the safety of others.

ATTACHMENT 1 CONTINUED

- Harassment - Any repeated behavior, or combination of behaviors, by one or more employees towards another employee or group of employees based on race, national origin, religion, sex, veteran's status, or age and which the affected employee considers to be annoying, insulting, intimidating, which causes discomfort and/or which has a detrimental effect on such employee's work performance.
- Labor Force Statistics - Figures as determined by the most recent Federal census published by the U.S. Department of Commerce, Bureau of the Census on the estimated number of persons sixteen (16) years of age or over who are working or are seeking work or who are unemployed at the time.
- Labor Market Area - A geographic area in which an employer is seeking a particular occupational category of worker and there is an available supply of workers seeking jobs in that occupational category.
- Minorities - Persons of Black, Hispanic, Asian, American Indian, or Native Alaskan heritage.
- Parity - A condition where the workforce is representative of all population groups in each job category, in proportion to their occurrence in the labor area workforce.
- Protected Characteristic - Any feature, aspect, condition, opinion, or the like, which has no relation to one's ability to perform a particular job, such as race, color, creed, sex, age, marital status, national origin, specific disability, reliance on public assistance, religious or political opinions or affiliations.
- Protected Class/Protected Group - Those individuals identifiable as handicapped, minorities, women or Vietnam era Veterans, as defined by M.S. 43.15, Subd. 1.
- Reasonable Accommodation - Architectural, equipment and other changes an employer must make to enable disabled persons to perform the jobs for which they are otherwise qualified.
- Timetable - A prescribed reasonable time period in which affirmative action goals are expected to be achieved.
- Underutilization/Under Representation - The employment, in an occupational category, of fewer qualified protected group members than would reasonably be expected by their availability in the labor market area.
- Vietnam era Veterans - Those persons who served in the military service of this country during the period August 5, 1964 to May 7, 1975, and separated under honorable conditions from any branch of the armed forces of the United States.

ATTACHMENT 1 CONTINUED

DEFINITIONS RELATING TO DISABILITY AND HANDICAP

A. Functional Disability - same as "Disability".

B. Disabled (Handicapped) Person - any person who:

1. has a physical or mental impairment which substantially limits one or more major life activities, or
2. has a record of such an impairment, or
3. is regarded as having such an impairment.

C. Physical or Mental Impairment:

1. any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological; musculoskeletal; special sense organs; respiratory, including speech organs; cardiovascular; reproductive; digestive; genito-urinary; hemic and lymphatic; skin; and endocrine; or
2. any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

D. Major Life Activity: functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.

E. Has a Record of Such Impairment: has a history of, or has been misclassified as having a mental or physical impairment that substantially limits one or more major life activities.

F. Is Regarded as Having an Impairment:

1. has a physical or mental impairment that does not substantially limit major life activities but that is treated as constituting such a limitation; or
2. has a physical or mental impairment that substantially limits major life activities only as a result of the attitudes of others toward such an impairment; or
3. has none of the impairments defined in D, above, but is treated as having such an impairment.

G. Qualified Disabled Person: with respect to employment, a disabled person who, with reasonable accommodation, can perform the essential functions of the job in question.

ATTACHMENT 1 CONTINUED

H. Reasonable Accommodation: architectural, equipment and other changes an employer must make to enable disabled persons to perform the job for which they are otherwise qualified. The test of "reasonableness" is based on whether or not a given change would impose undue hardship on the employer's operation. The burden for showing undue hardship rests with the employer.

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

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

ATTACHMENT 2

RACE/ETHNIC CATEGORIES

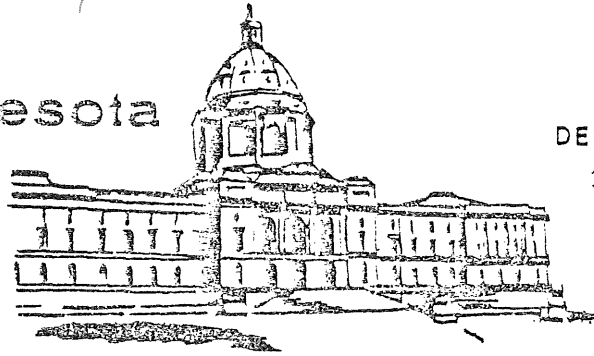
The U.S. Equal Employment Opportunity Commission recently has revised its race/ethnic categories for the purposes of reporting employment statistics on the EEO-4 form (for state and local governments) and on the EEO-6 form (for educational institutions). The revised categories are defined as follows:

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

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State of Minnesota



DEPARTMENT OF PERSONNEL

3rd Floor Space Center

444 Lafayette Road

St. Paul, Minnesota 55101

(612) 296-2616

August 31, 1981

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Y
Commissioner John P. Sopsic
Department of Public Safety
211 Transportation Building
St. Paul, Minnesota 55155

Dear Commissioner Sopsic:

Your departmental affirmative action plan for Fiscal Year 1982 has been reviewed and approved. We want to commend the people in your department who worked on it for a job well-done, particularly in light of the disruptions we all experienced during the state employees strike.

We have authorized continued expanded certification for your agency in categories where there is a work force disparity, including the release of protected group identification on the expanded certification lists. We look forward to a year of accomplishment in affirmative action under the new rules and to a continuation of the spirit of cooperation which has characterized Public Safety's efforts in the past.

Sincerely yours,

CW

Catherine Warrick, Director
Economic Opportunity Division

CW:ld

cc: Ms. Mary Jean Anderson
Public Safety AAO

