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Multi-Year Affirmative Employment Program Plan

1990 - 1994

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Minnesota Department of Transportation

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Minnesota Department of Transportation

Multi-Year
Affirmative Employment
Program Plan
1990-1994

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Minnesota Department of Transportation
Multi-Year Affirmative Employment Program Plan

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PART I
EXTERNAL EEO PROGRAM

PART I

Minnesota Department of Transportation (Mn/DOT) External EEO Program (Contractor Compliance)

EEO PROGRAM DEVELOPMENT

1. Organization and Structure

- a. The function for the External Contract Compliance Program is located in the Central Office of the State Transportation Agency (STA). All external monitoring and reporting activities of contractor's compliance is managed through this office. The STA is divided into nine districts throughout the state. The Central Office also corresponds with all county and municipal engineers who are assigned to a Mn/DOT project. Although these engineers are not STA employees, they are advised and assisted by staff of the External EEO Office regarding reporting requirements on these projects. All engineers then communicate with the contractors in their districts and collect reporting documents for the central EEO Office. The central EEO staff activities are reported directly to the Office of the Commissioner of Transportation (see organizational chart).
- b. The current staffing includes one full-time contract compliance supervisor, one full-time external affirmative action officer, one full-time on-the-job training coordinator, and one half-time clerical support person. The major duties and responsibilities are:
 - (1) Contract compliance supervisor - supervises EEO staff and oversees all external EEO activities and reporting requirements.
 - (2) External affirmative action officer - monitors all Mn/DOT highway contracts on a monthly basis with private contractors to ensure compliance with federal and state EEO regulations and conducts on-site compliance reviews.
 - (3) On-the-job training (OJT) coordinator - coordinates the placement of OJT candidates with contractors who have on-the-job training requirements in their contracts. The OJT coordinator acts as a liaison with union entities, minority and women organizations throughout the state.
 - (4) Clerical support - assists the affirmative action officer with all clerical functions, such as filing, typing, copying, gathering data on project awards, calling contractors for follow-up information, etc.

- c. The STA provides staff with professional training by sending them to workshops designed for affirmative action officers. These workshops include FHWA-sponsored workshops; as well as state government- and private sector-sponsored training. Course contents have consisted of writing and implementing affirmative action plans, EEO work force analysis, legal requirements of the federal and state EEO laws, etc.

2. CONTRACT REVIEW PROCEDURES

- a. A step-by-step review of the contractor's compliance with 23 CFR, Part 230, Appendix A - Special Provisions of Specific Equal Employment Opportunity Responsibilities- are checked to ensure full compliance by the contractors.
- b. All STA contract compliance personnel are knowledgeable of FHWA requirements for review procedures, as specified in 23 CFR, Part 213.
- c. All EEO contract requirements are incorporated into all Mn/DOT proposals. The contractor acknowledges and accepts responsibilities when he signs a Mn/DOT contract.

3. Contract Sanctions

- a. All STA contracts provide for sanctions in the event that a contractor fails to implement the required actions to achieve compliance. These sanctions are part of the contractor's contract and include withholding progress payments, suspension, cancelation, or termination of a contract in whole or in part and debarment of a contractor from bidding on STA work.
- b. The contractor is notified of the deficiency(s) and is given an opportunity to implement corrective actions by signing an agreement of the proposed corrective actions and dates of implementations. A follow-up is conducted to ensure compliance with the contractor's corrective action agreements.
- c. Minnesota Statute 363 is the state law governing contract sanctions. State regulations prohibit the STA from awarding a contract to a contractor who does not have a state-approved affirmative action plan on file. The state agency monitoring this action is the Minnesota Department of Human Rights.

4. Discrimination Complaints

- a. The state's procedures in handling discrimination complaints are:
 - (1) The complainant is responsible for expressing his/her grievance to the contractor's EEO officer, or to Mn/DOT's project engineer or EEO/Contract Management Office.

- (2) An investigation is initiated by the EEO/Contract Management Office.
- (3) A staff person from the EEO/Contract Management Office acts as the investigating officer. This person may be accompanied by a representative from the respective office of the Federal Highway Administration.
- (4) All involved parties present their arguments, and the data is recorded.
- (5) Mn/DOT's EEO/Contract Management Office assimilates the data and attempts to render a decision that is mutually acceptable to both sides. If the complaint cannot be resolved at this time, the external EEO officer advises the complainant of his/her option to file a complaint with the Minnesota Department of Human Rights or the Equal Employment Opportunity Commission, or to secure a private attorney. When a complainant files a formal written complaint, regardless of where it is filed, the Mn/DOT-EEO Office reports this action to the Federal Highway Administration as part of the FHWA-86 Report and will also report any complaints in the annual update.

5. External Training Programs

- a. Mn/DOT has an active On-the-Job Training (OJT) Program. Mn/DOT's OJT Program is facilitated by a joint effort of the OJT coordinator and district personnel. New procedures and reporting mechanisms initiated in 1987-88 have strengthened the selection of women and minorities into Mn/DOT training positions. Essentially, strict on-site monitoring, verification of apprenticeship status, and continual communication with the OJT trainee assures EEO management of compliance with Mn/DOT training provisions. The OJT coordinator on a per-contract basis has instructed the prime contractors in proper OJT contract compliance procedures. Emphasis is placed on the recruitment of women and minorities into OJT positions, either through direct placement by the coordinator, referral by a community-based organization, or through a state-certified apprenticeship program. Personal contact is maintained with the OJT trainee either by on-site visits or telephone interviews.

Recruitment of trainees is done on a statewide basis. The coordinator has met with trade union business agents, apprenticeship coordinators, and community-based organizations to establish a network of recruitment and referral systems that will support women and minorities. Interested trainee applicants interviewed by the coordinator are referred to contractors, placement organizations, apprenticeship programs, trade unions, and area technical colleges.

The STA has one support service contract in the area of OJT training: the Operating Engineers Apprenticeship Training Program (OEATP) of Local No. 49. The 49ers have done an excellent job in the recruitment, placement, and retention of women and minorities in their trade classification. Due to the success of this partnership, Mn/DOT is analyzing other opportunities to contract with trade apprenticeship programs.

- b. The coordinator has maintained contact with prime contractors on each completed training assignment regarding the current and future employment status of a trainee. The coordinator maintains contact with the trainees by way of a survey questionnaire, telephone interviews, or through their respective apprenticeship offices. Trainees/apprentices are also reported on the annual PR-1392 Form. This report does not give us an accurate picture of how on-the-job training has impacted minority and female employment within the construction industry. Mn/DOT is currently developing a computerized system to assess the OJT Program's overall effect on employment of minorities and women on Mn/DOT projects. It is anticipated that this system will be in place by June 30, 1990.
- c. The OJT coordinator works with the engineering and estimating departments of Mn/DOT to assign slots to a Mn/DOT project. Mn/DOT has continued to utilize the procedures that have been discussed in previous federal assurance reports. In order to determine a fair and equitable distribution of trainees on Mn/DOT projects, an analysis of the type of construction work contemplated, along with other criteria, such as the duration of a project, the location of a project, the number of trade crafts working on a project, are used for determining the number of training slots assigned to a project. The decision as to what area of training will be utilized is left to the contractor, but depends on final approval by Mn/DOT and FHWA. The Department of Labor approved apprenticeship programs and "training programs" covered in Mn/DOT's On-the-Job Training Manual can be utilized by the contractor.

6. Liaison

A quarterly list of contract awards is sent to minority and woman organizations throughout the state to apprise them of who has been awarded contracts through Mn/DOT. On a more frequent basis, phone calls are also made to these organizations with contract award information. Minority and women's organizations are also contacted to verify recruitment efforts by contractors to fill jobs and training opportunities.

7. Innovative Programs

Mn/DOT has initiated an effort to increase the minority hiring goals on all Mn/DOT construction projects. Much research has gone into this effort, and Mn/DOT will continue to focus on this issue to address and be responsive to changes as the minority population increases in Minnesota.

PART II
INTERNAL EEO PROGRAM

STA AFFIRMATIVE EMPLOYMENT PROGRAM

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

- =====
- | | |
|---------------------------|------------------------------|
| * POLICY STATEMENT | * STATEMENT OF ADEQUATE |
| * DELEGATION OF AUTHORITY | MONITORING/EVALUATION SYSTEM |
| * ORGANIZATIONAL CHART | * PROGRAM ANALYSIS |
| * CERTIFICATION OF | * PROBLEM/BARRIER |
| QUALIFICATIONS | IDENTIFICATION |
| * PLAN FOR THE PREVENTION | * REPORT OF OBJECTIVES AND |
| OF SEXUAL HARASSMENT | ACTION ITEMS |
- =====

Minnesota Department of Transportation

NAME OF ORGANIZATION

Transportation Building, Saint Paul, Minnesota 55155

ADDRESS OF ORGANIZATION

Barbara L. Sundquist, Human Resources Director

(612)296-3100

NAME OF CONTACT PERSON/PERSON PREPARING FORM

TELEPHONE NO.

Douglas H. Differt, Deputy Commissioner and Chief Engineer

NAME OF TITLE OF PRINCIPAL EEO OFFICIAL



8/10/89

SIGNATURE OF PRINCIPAL EEO OFFICIAL

DATE

CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH THE REQUIREMENTS
OF FEDERAL HIGHWAY ADMINISTRATION

Leonard W. Levine, Commissioner

NAME AND TITLE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL



SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL
CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH FHWA REQUIREMENTS.

POLICY STATEMENT

Mn/DOT AFFIRMATIVE ACTION PLAN (AAP)

LEGAL AUTHORITY FOR AFFIRMATIVE ACTION

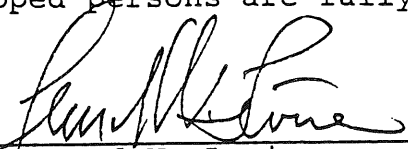
The Affirmative Action Plan is hereby established in accordance with Minnesota Statutes chapters 43A and 363 (the Civil Service Act and the Human Rights Act), Executive Orders 11246 and 11375; Title VII of the Civil Rights Act of 1964, as amended by the Civil Rights Act of 1972; the Federal Aid Highway Act of 1968 (23USC 140 (a)); the Rehabilitation Act of 1973; and Title VI of the Railroad Revitalization and Regulatory Reform Act of 1976.

REAFFIRMATION OF Mn/DOT EEO POLICY STATEMENT

- I. The EEO policy of the Minnesota Department of Transportation (Mn/DOT) is:
 - A. To treat all employees and applicants for employment equally and to carry out all personnel actions without regard to race, religion, creed, color, age, national origin, sex, marital status, status with regard to public assistance, or physical or mental handicap.
 - B. To encourage all managers and supervisors whose responsibility involves control over personnel resources to consider the availability and qualifications of the individuals under a policy of non-discrimination and affirmative action.
 - C. To insist that all managers, supervisors, or support personnel do not, by word or action, harass other employees or interfere with their performance on job assignments because of race, color, creed, religion, sex, marital status, status with regard to public assistance, disability, age, or national origin.
 - D. To implement the affirmative action policy as mandated by EEO/AA laws throughout the Department and further coordinate affirmative action programs through methods of internal communication and personal interaction with employees.
- II. The Department will adhere to and actively promote a policy of equal opportunity in all employment and employee relations and practices within the Department. Mn/DOT fully supports the non-discrimination provisions of all applicable state and federal laws.
- III. The Department recognizes that the effective application of a policy of equal opportunity in employment involves more than a policy statement and will undertake a progressive program to assure that equal employment opportunities are

provided on the basis of individual qualifications, and that minority, female, and handicapped persons are fully utilized throughout the Department.

2/10/89
Date



Leonard W. Levine
Commissioner

Mn/DOT's Efforts to Publicize Its Commitment to Equal Employment Opportunity

Mn/DOT makes a conscientious effort to publicize to employees and potential employees its commitment to affirmative action and to equal employment opportunity. Publicizing takes various forms, including:

1. Federal EEO posters are permanently posted on bulletin boards that also contain other important department notices. The bulletin boards are found in high-traffic areas of buildings where department employees are located.
2. Mn/DOT's EEO Policy Statement is included in the Mn/DOT Policy Manual and the Mn/DOT Personnel Procedure Manual. These manuals are distributed to managers and are available to all employees.
3. Mn/DOT's EEO Policy Statement is also included in the orientation packet that is distributed to each new Mn/DOT employee. In addition, new employees are asked to sign a statement verifying that they have read the policy statement and understand that each employee has a personal responsibility to further Mn/DOT's affirmative action philosophy in the workplace.
4. A copy of the Affirmative Employment Plan is sent to office and business managers throughout the department so that they are aware of Mn/DOT's affirmative action focus.
5. A copy of the Affirmative Employment Program Plan is sent to the State EEO Division of the Department of Employee Relations.
6. Advertisements for open positions in Mn/DOT declare that Mn/DOT is an equal employment opportunity employer. Mn/DOT's position about EEO is also stressed during recruitment interviews and presentations.

DELEGATION OF AUTHORITY

Delegation Of Authority

The Deputy Commissioner of the Department of Transportation is responsible for all equal opportunity, affirmative action, and fair employment practices and programs within the department .

The Director of Human Resources is also responsible for ensuring compliance with personnel laws and regulations (including non-discrimination and affirmative action) in all the activities of the Human Resources office and is responsible for ensuring that all employees are aware of the various benefits and services available in conjunction with employment at Mn/DOT.

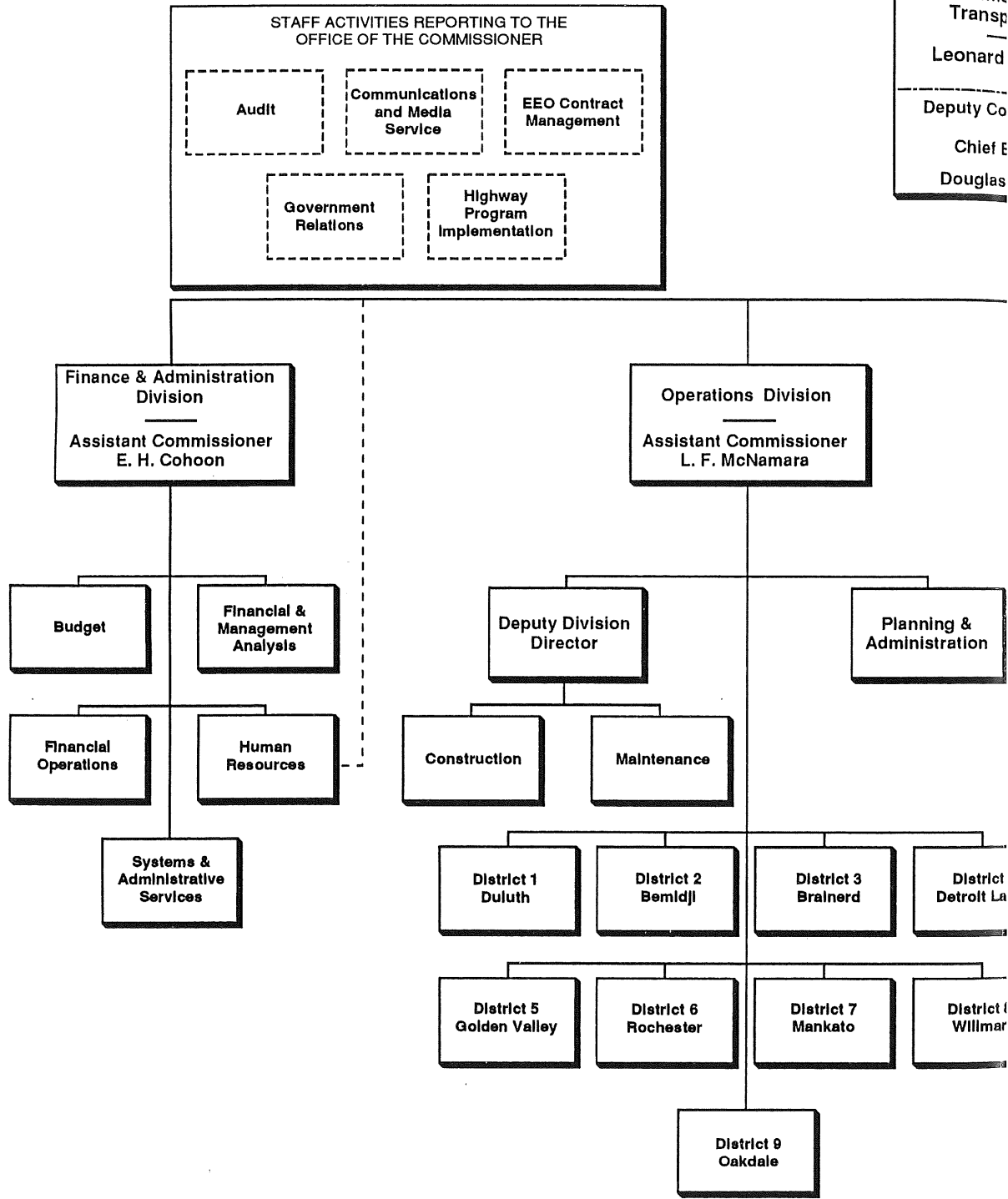
The Affirmative Action Officer devotes 100% of his time to the affirmative action programs of the department and initiates studies to determine the effect of various policy and procedure changes on the work force. The Affirmative Action Officer reports directly to the Director of Human Resources.

All managers are expected to promote and support the department's affirmative employment efforts and many are empowered to serve as affirmative action officer designees in the District Offices. As designees they are responsible for coordinating the affirmative action programs and activities in the district and they are the initial investigators of complaints.

ORGANIZATIONAL CHARTS

Minnesota Department of Transportation Organizational Chart

Commissioner
Transportation
Leonard
Deputy Commissioner
Chief Engineer
Douglas



Department of Transportation Organization Chart



August 1989

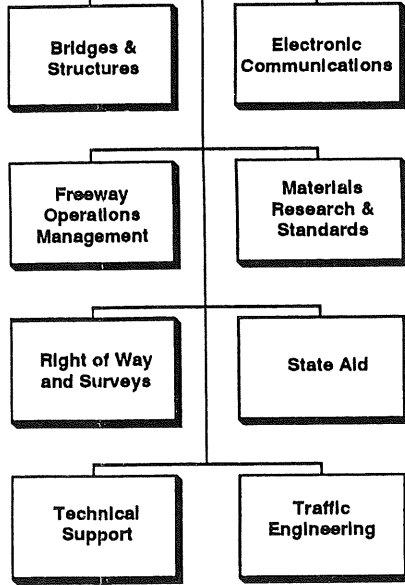
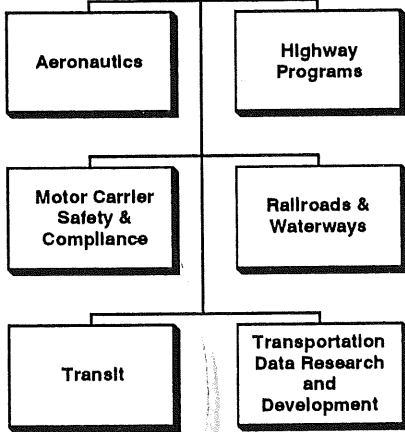
Commissioner of
Transportation
David W. Levine

Commissioner
&
Engineer
Thomas H. Differt

**Program Management
Division**
Assistant Commissioner
Darryl E. Durgin

**Technical Services
Division**
Assistant Commissioner
E. E. Ofstead

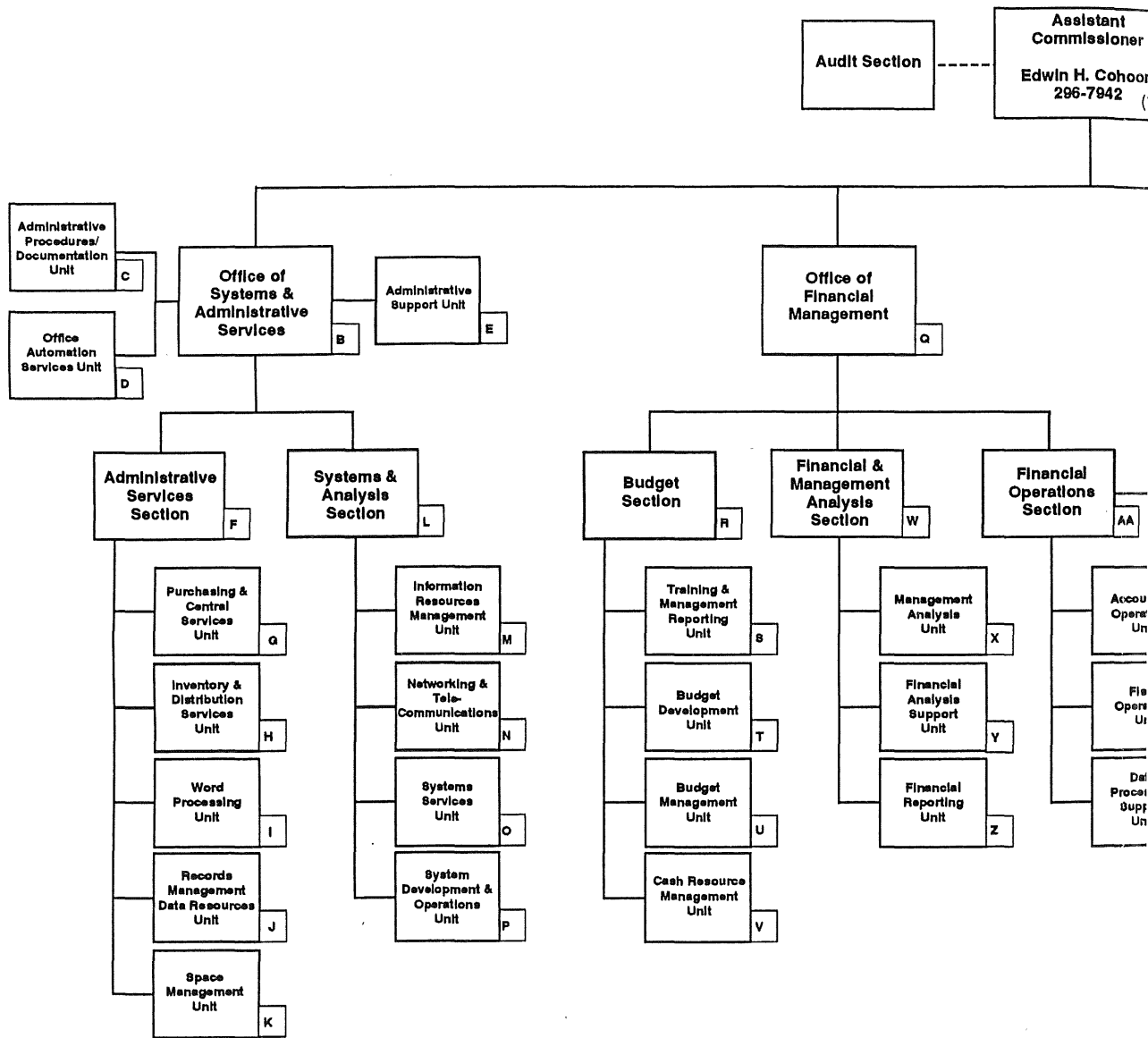
Deputy Division Director



Act 4
Lakes

Act 8
Mar

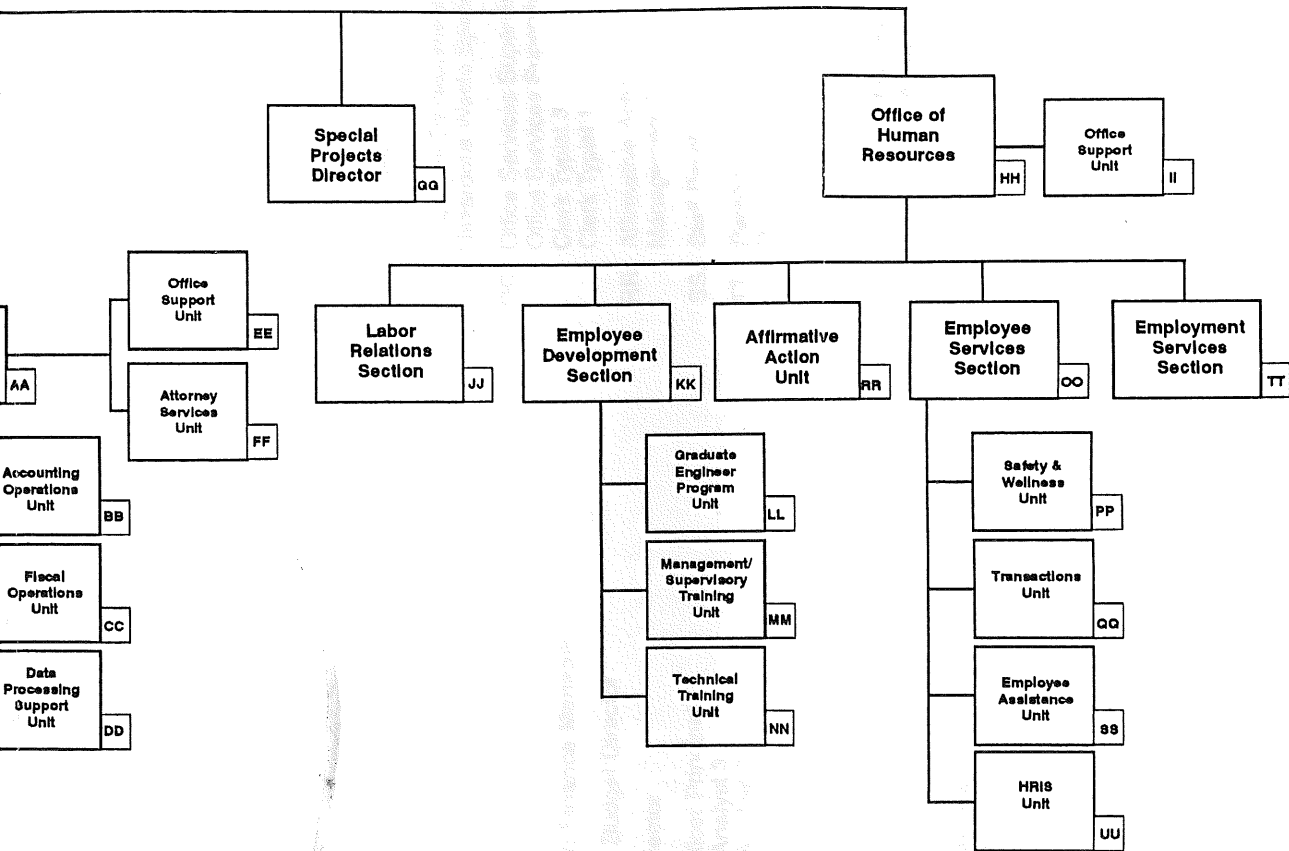
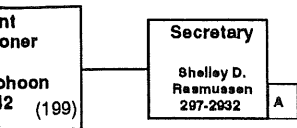
Minnesota Department Organization Finance & Adminis



Department of Transportation
 Organization Chart
 Administration Division



August 1989



Legend
F&A Organization Chart

August 1989

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>A. Administrative Secretary</p> <p>B. Transportation Systems & Information Services Director</p> <p>C. Management Analyst 3</p> <p>D. Management Analyst Supervisor 3
Management Analyst 1</p> <p>E. Office Services Supervisor 2
Account Clerk Senior
Clerk Typist 2
Clerk Typist 1</p> <p>F. Administrative Management Director 2</p> <p>G. Administrative Management Director 1
Buyer 1
Clerk 2
Clerk 4
Clerk Typist 2
Photographic Services Supervisor
(3) Photographers
(3) Blueprinters
Clerk 1
Clerk 4 Supervisor
Highway Maintenance Worker
(2) Mail Handler
Delivery Van Driver</p> <p>H. Inventory Control Supervisor 2
Stores Supervisor
(3) Stores Clerk
Clerk 4
Clerk Typist 2</p> <p>I. Word Processing Center Supervisor
(6) Word Processing Operator 3
(9) Word Processing Operator 2
(5) Word Processing Operator 1</p> <p>J. Management Analyst 2
Office Services Supervisor 1
(2) Clerk 2</p> <p>K. Management Analyst Supervisor 3
Architectural Drafting Technician 3
Carpenter</p> <p>L. Transportation Systems & Analysis Director</p> | <p>AA. Accounting Director</p> <p>BB. Accounting Director
Accounting Officer Intermediate
Accounting Supervisor Principal
(3) Accounting Supervisor Senior
Accounting Supervisor Intermediate
(2) Accounting Officer
(6) Accounting Technician
(4) Account Clerk Senior
Clerk Typist 3</p> <p>CC. Accounting Supervisor Principal
(2) Accounting Supervisor Senior
(2) Accounting Supervisor Intermediate
Accounting Officer Intermediate
Accounting Officer Senior
Accounting Technician Supervisor Senior
Accounting Officer
(3) Accounting Clerk Senior
(3) Accounting Technician
(2) Account Clerk</p> <p>DD. EDP Programmer Analyst
Management Information Systems Coordinator</p> <p>EE. Office Services Supervisor 1
Clerk Typist 3
Clerk Typist 2
Clerk Typist 1</p> <p>FF. Attorney 1</p> <p>GG. Transportation Management Analysis Director</p> <p>HH. Personnel Director 4</p> <p>II. Executive 1
Clerk Typist 3</p> <p>JJ. Labor Relations Agency Manager
Clerk Typist 3</p> <p>KK. Administrative Management Director 1
Clerk Typist 3</p> <p>LL. Employee Development Specialist 2</p> <p>MM. Employee Development Specialist 3
Employee Development Specialist 2</p> <p>NN. Management Analyst 3</p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- L. Transportation Systems & Analysis Director
- M. Systems Analysis Unit Supervisor
(2) Management Analyst 2
EDP Programmer Senior
- N. EDP Programmer/Analyst
Management Analyst 3
Clerk Typist 3
EDP Operations Technician 2
Systems Analyst Senior
- O. Principal Engineer
Senior Engineer
Senior Systems Analyst
(3) EDP Programmer Analyst
Management Analyst 2
- P. Systems Supervisor
(2) EDP Programmer/Analyst
(4) Senior Systems Analyst
Systems Programmer
- Q. Transportation Finance Manager
- R. Transportation Budget Director
- S. Accounting Director
- T. Accounting Officer Principal
Management Analyst 3
Management Analyst 2
- U. Accounting Supervisor Senior
Accounting Officer Intermediate
Account Clerk Senior
- V. Accounting Officer Senior
- W. Administrative Management Director 1
- X. Management Analyst Supervisor 3
Management Analyst 3
(5) Management Analyst 2
Management Analyst 1
- Y. Management Analyst 3
- Z. Accounting Supervisor Senior
Accounting Officer
Accounting Technician

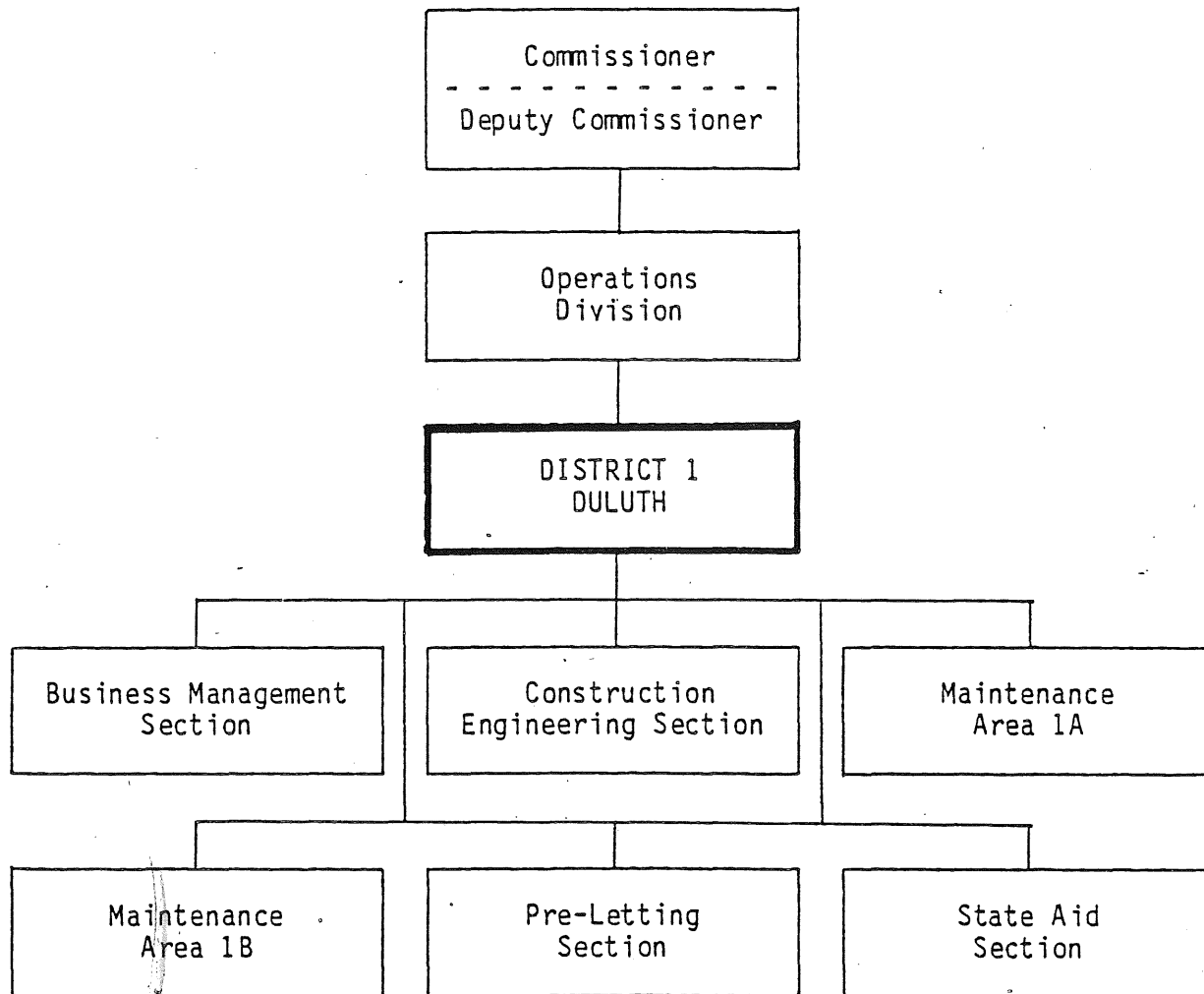
- Employee Development Specialist 2
- NN. Management Analyst 3
Employee Development Specialist 2
General Maintenance Worker
Clerk Typist 3
Clerk Typist 2
- OO. Transportation Assistant Personnel Director
Clerk Steno 4
- PP. Registered Nurse
Licensed Practical Nurse
Safety Director
Industrial Hygienist
Occupational Safety Health Officer
Clerk Typist 4
Clerk Typist 1
Employee Development Specialist 2
Hazardous Waste Specialist
- QQ. Office Services Supervisor 2
Office Services Supervisor 1
Clerk Typist 3
Clerk Typist 1
- RR. Affirmative Action Manager (Vacant)
Management Analyst 2
- SS. Staff Psychologist (Contract)
- TT. Personnel Program Manager
Personnel Representative
(5) Personnel Officer Senior
Personnel Aid Senior
Clerk 2
- UU. Management Information System Coordinator 2
Management Analyst 2

DISTRICT ORGANIZATION

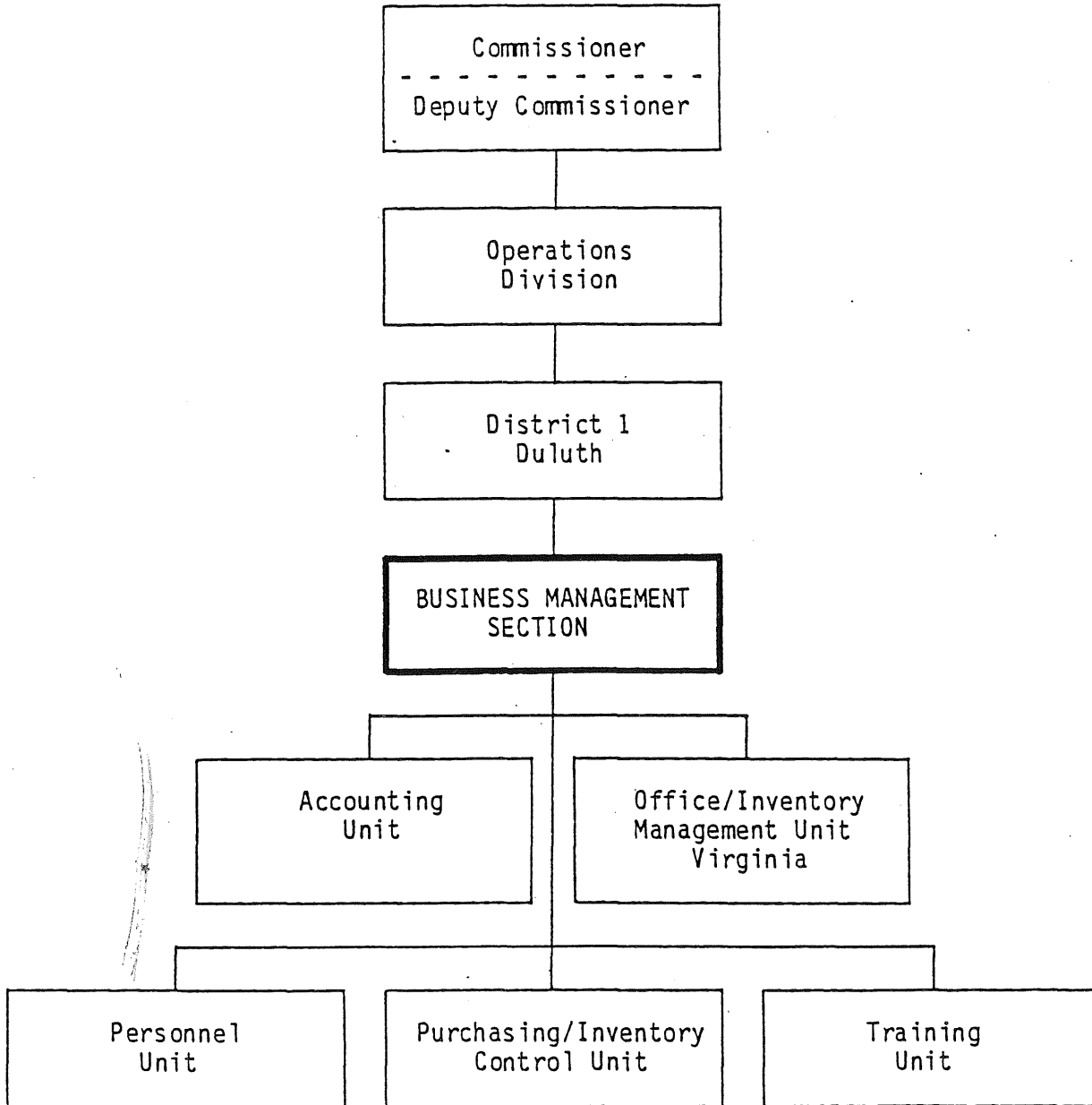
The following charts exemplify a typical district's organization, where the Business Manager is usually the designated Affirmative Action Coordinator. The first chart shows how the Business Management function fits into a district. The second chart shows the general functions that report to the Business Manager.

Variations occur from one district to another, but the Duluth district's organization chart is fairly representative of the aggregate.

Operations Division
DISTRICT 1--DULUTH



Operations Division
District 1--Duluth
BUSINESS MANAGEMENT SECTION



THE AFFIRMATIVE ACTION COMMITTEE

Mn/DOT's Affirmative Action Committee is composed of 16 members who represent each of the divisions within Mn/DOT. The members' levels of authority range from director to highway maintenance worker. The Human Resources Director, Affirmative Action Officer, and Affirmative Action Assistant are also active committee members.

The purpose of the committee is to design strategies and action steps to better implement affirmative action philosophies within Mn/DOT.

Affirmative Action Committee Members

Division	Title	Term
<u>Finance and Administration</u>		
Barbara Sundquist	Director, Human Resources	exofficio
Ed Clarke	Director, Admin. Services	2 years
Roger Durbahn	Director, Employee Services	exofficio
RaFael Esparza	Personnel Officer	2 years
Shellie Toepper	Personnel Officer	
John Greco	Affirmative Action Officer	exofficio
Jolene Koenig	Affirmative Action Asst.	exofficio
<u>Operations</u>		
Marv Bates	Area Maintenance Engineer	2 years
Sandra Ecklund	Highway Maintenance Worker	2 years
Ed Liebe	Asst. District Engineer	2 years
Linda Bjornberg	Business Manager, Willmar	2 years
<u>Technical Services</u>		
Tom Campbell	Asst. Traffic Engineer	1 year
Janet Secor	Office Manager, R/W and Survey	2 years
<u>Program Management</u>		
Donnarae McKenzie	Enforcement Programs Mgr.	2 years
Dave Hodgins	Business Manager, Prog. Mgt.	1 year
<u>Commissioner's Office</u>		
Sandra Vargas	Director, EEO Contract Mgt.	2 years

CERTIFICATION OF QUALIFICATIONS

CERTIFICATION OF QUALIFICATIONS OF EEO OFFICIALS

I CERTIFY THAT THE QUALIFICATIONS OF ALL STAFF OFFICIALS,
CLASSIFIED AND UNCLASSIFIED, RESPONSIBLE FOR THE ADMINISTRATION
OF THE EQUAL EMPLOYMENT OPPORTUNITY PROGRAM AND AFFIRMATIVE
EMPLOYMENT PROGRAM HAVE BEEN REVIEWED BY COMPETENT AUTHORITY AND
MEET THE QUALIFICATION STANDARDS AS SET FORTH BY THE CENTRAL
PERSONNEL OFFICE.



A handwritten signature in black ink, appearing to be "R. L. King", is written over a horizontal line.

SIGNATURE

August 10, 1989
DATE

PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT



Mn/DOT POLICY POSITION STATEMENT

Date: June 16, 1989

Reference: Admin. No. 89-3 Mn/DOT Sexual Harassment Policy

Position Statement:

It is the policy of the Minnesota Department of Transportation and the responsibility of its managers and supervisors to provide a work environment free from sexual harassment. Acts of sexual harassment will not be tolerated by this Department and are grounds for disciplinary action up to and including discharge from employment. Employees who believe they are being sexually harassed are encouraged to use the Department's Sexual Harassment Complaint Procedure. All reports of sexual harassment will be immediately investigated, and managers/supervisors will take appropriate action.

Background:

The purpose of this policy statement is to state the Minnesota Department of Transportation's position against sexual harassment and to remind all employees that sexual harassment is prohibited by law, and will not be tolerated by this Department.

Specific laws and procedures:

Title VII of the Civil Rights Act of 1964, as amended

Minnesota Human Rights Act, Minnesota Statutes, Chapter 363

Minnesota Department of Employee Relations Administrative Procedure 1.2


LEONARD W. LEVINE, COMMISSIONER

Any questions regarding this position statement should be directed to:

Barbara L. Sundquist, Director - Office of Human Resources, Room 316, Transportation Building.
Telephone: (612) 296-3100.



Mn/DOT POLICY GUIDELINE

Date: June 16, 1989

Reference: Administration No. 89-3
Mn/DOT Sexual Harassment Policy

Guideline:

1. DEFINITION OF SEXUAL HARASSMENT

Sexual harassment is unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature including, but not limited to, the following when:

- A. Submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of obtaining employment; or
- B. Submission to or rejection of that conduct or communication by an individual is used as a factor in decisions affecting that individual's employment; or
- C. That conduct or communication has the purpose or effect of substantially interfering with an individual's employment or creating an intimidating, hostile, or offensive employment environment; and the employer knows or should know of the existence of the harassment and fails to take timely and appropriate action.

Some examples are:

- A. Abusing the dignity of an employee through insulting or degrading sexual remarks or conduct;
- B. Threats, demands or suggestions that an employee's work status is contingent upon the employee's toleration or acquiescence to sexual advances;
- C. Displaying in the workplace sexually suggestive objects, publications or pictures; or
- D. Retaliation against employees for complaining about the behavior cited above or similar behaviors.

2. CONDUCT WHICH CONSTITUTES UNLAWFUL SEXUAL HARASSMENT

Unlawful sexual harassment generally falls into two categories:

- A. "Extortion" or "coercive" type harassment:

Submission to sexual overtures is a condition of employment, such as but not limited to: hiring, promotion, or performance review.

- B. "Climate of work" or "hostile environment" type harassment:

The behavior is marked by sexual conduct, or communication which may include but is not limited to: jokes, statements or sexually explicit pictures which are sufficiently severe or pervasive to create an intimidating, hostile, or offensive working environment.

3. COMPLAINTS RELATING TO SEXUAL HARASSMENT

If an employee feels he/she is being sexually harassed there are several ways to make his/her concerns known:

- A. An employee who feels comfortable doing so should directly inform the person(s) engaging in perceived sexual harassing conduct or communications that such conduct or communication is offensive, against this policy and must stop.
- B. An employee who does not feel comfortable in communicating directly with the person(s) whose conduct or communication is offensive or whose direct communication with the offending party has been unsuccessful should immediately contact his/her supervisor.
- C. An employee whose supervisor is engaging in sexual harassment or an employee who is not comfortable for whatever reasons in contacting his/her supervisor should immediately contact the Mn/DOT Affirmative Action Officer and/or the Affirmative Action District Designee and/or the Mn/DOT Human Resources Director.

- D. Employees may make complaints verbally, but for formal complaints the facts surrounding the incidents, subsequently, should be reduced to writing and signed by the employee. If requested by the employee, the supervisor or Affirmative Action Officer/designee will provide assistance to an employee in reducing the incidents to writing.
- E. All formal complaints will be examined impartially by a trained complaint investigator and after a complete investigation of the allegations, the Deputy Commissioner shall make a decision regarding internal disposition of the complaint.
- F. An employee may file a complaint with the Minnesota Department of Human Rights and/or the Equal Employment Opportunity Commission and/or District Court following Mn/DOT disposition of the complaint, or at the same time as filing the Mn/DOT complaint, or in lieu of using Mn/DOT procedure. (Employees should be aware that under those laws complaints must be filed with those agencies within one year of occurrence of the incident.) Employees are encouraged, however, to use the Mn/DOT Sexual Harassment Complaint Procedure.

4. REPRISAL

Managers, supervisors, and employees shall not take disciplinary or retaliatory action against employees who make complaints of sexual harassment. An employee who is of the opinion that he/she is the target of retaliation shall immediately communicate this fact to the Mn/DOT Affirmative Action Manager.

5. PENALTY FOR SEXUAL HARASSMENT/RETALIATION

A violation of this policy may be grounds for immediate discipline up to and including discharge. The specific penalty to be imposed shall be determined on a case-by-case basis, after a careful review of all the relevant facts.

6. PROCEDURES FOR FILING COMPLAINTS

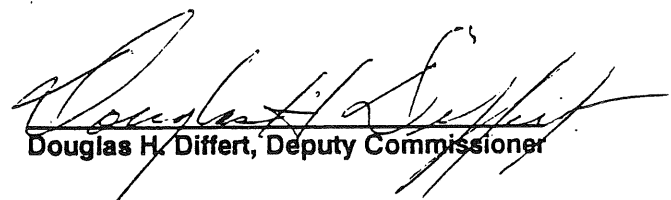
See the Mn/DOT Personnel Procedures Manual, number 2-2, for guidelines and procedures.

Position Statement Reference:

Issued under Mn/DOT Policy Position Statement Administration Number 89-3.

Background:

Refer to the above referenced position statement.



Douglas H. Differt, Deputy Commissioner

Any questions regarding this guideline should be directed to:

Barbara L. Sundquist, Director - Office of Human Resources, Room 316, Transportation Building.
Telephone: (612) 296-3100.

Affirmative Action
RESOLUTION OF SEXUAL HARASSMENT COMPLAINTS

PURPOSE

The purpose of this section is to provide a procedure for the effective handling of sexual harassment complaints within the Department.

STANDARD PRACTICE

Managers and supervisors are responsible for maintaining a working atmosphere free of sexual harassment.

Employees who believe they are being sexually harassed shall report this fact in accordance with this procedure.

If the complaint is a matter that is grievable and the complainant chooses to use the collective bargaining grievance procedure, this procedure is not available for use.

All information obtained as a result of an investigation, including the decision regarding probable cause, is covered by the Minnesota Data Practices Act, Minnesota Statutes, Chapter 13.

Use of the procedure does not replace the right of any employee to file charges with the Minnesota Human Rights Department or the Equal Employment Opportunity Commission.

DEFINITIONS

Affirmative Action Manager - the Mn/DOT employee responsible for advising District and Central Office employees, supervisors and managers in areas of affirmative action and equal employment opportunity.

Complainant - a person who alleges that sexual harassment has occurred.

Complaint - any matter an employee considers to be sexual harassment that violates the employee's rights.

Affirmative Action District Designee - the employee assigned by a District Engineer the responsibility for advising District employees, supervisors and managers in areas of affirmative action and equal employment opportunity.

Formal Complaint Procedure - the procedure followed in an attempt to resolve a complaint within the department, using in-depth investigation and documentation.

Informal Complaint Procedure - the initial procedure which may be followed in an attempt to resolve a complaint without in-depth investigation.

Investigator - a person designated by the Office Director or District Engineer to perform the investigation.

Respondent - the person who is accused of sexual harassment.

FORMS

Mn/DOT 19363

Complaint Form

INFORMAL
COMPLAINT PROCEDURES

<u>Actor</u>	<u>Action</u>
Complainant	<ol style="list-style-type: none"> 1. As soon as the sexual harassment occurs, may discuss the action with the person who he/she believes is harassing him/her and try to resolve the problem. 2. If problem is solved, may report incident for informational purposes on a confidential basis to Affirmative Action Manager or Affirmative Action District Designee. 3. If uncomfortable with discussing the complaint directly, or unsuccessful in resolving the complaint, contacts his/her immediate supervisor or if complaint is against supervisor contacts Affirmative Action Manager or Affirmative Action District Designee to report the complaint.
Supervisor/Affirmative Action Manager or District Designee	<ol style="list-style-type: none"> 4. Looks into complaint to determine what action is necessary, e.g., telling employee(s) named by complainant to cease and desist, taking disciplinary action, and makes

every effort to resolve the complaint to satisfaction of complainant.

FORMAL
COMPLAINT PROCEDURE

Complainant

5. If unsuccessful in resolving complaint or if unwilling to follow "Informal Complaint Procedures," pursues complaint verbally or reduces complaint to writing and gives complaint to his/her immediate supervisor or if complaint is against supervisor sends to Affirmative Action District Designee/Affirmative Action Manager. (Note: Affirmative Action Manager and District Designee available to assist complainant in putting complaint in writing.)

Supervisor

6. Notifies Affirmative Action Manager/Affirmative Action District Designee regarding the complaint.

Affirmative Action Manager
or Designee

7. Notifies Office Director, District Engineer, Human Resources Director and Assistant Commissioner as appropriate regarding the complaint. (Note: Affirmative Action District Designee also notifies Affirmative Action Manager.)

Office Director/District Engineer

8. In consultation with the Affirmative Action Manager assigns a trained Complaint Investigator.

Complaint Investigator

9. In conducting investigation follows appropriate bargaining agreement regarding union/association representation.
10. Investigates allegations in complaint. Investigation will typically include interviews with complainant, respondent and other employees who may have information relevant to the matter at hand to determine what happened, when it happened, where it happened, who witnessed it, has it ever happened to the complainant

- before, what relief does he/she seek and note taking to document interviews.
11. Consults with Affirmative Action District Designee, Affirmative Action Manager and other pertinent persons as appropriate.
- Office Director/District Engineer and Affirmative Action Manager
12. In most instances, completes investigation within thirty calendar days. In rare instances, when such timetable is not feasible gives status report to Office Director/District Engineer, Affirmative Action Manager and Affirmative Action District Designee after thirty calendar days.
13. Makes written report of findings and recommendations and gives a copy to Office Director/District Engineer, District Affirmative Action Designee or Affirmative Action Manager as appropriate.
- Office Director/District Engineer
14. Reviews investigation file for completeness (in Districts in conjunction with Affirmative Action District Designee) and returns with comments to investigator, if necessary, within five days of receipt.
15. Reviews recommendations and indicates in writing if in agreement with them and if not makes different/amended recommendations.
16. Forwards investigation report and recommendations to Affirmative Action Manager within five working days of receipt.
- Affirmative Action Manager and/or Human Resources Director
17. Reviews investigation file and
- refers back to investigator if further investigation is warranted or
 - signs off on recommendations or
 - makes suggestions to change recommendations within five working

days and forwards to Deputy Commissioner.

Deputy Commissioner

18. Reviews investigation report and recommendations, consults with Attorney General's Staff, Affirmative Action Manager, Human Resources Director and other pertinent persons as appropriate, and makes final internal decision within ten days.

19. Notifies Affirmative Action Manager of decision.

Affirmative Action Manager

20. Notifies complainant, Assistant Commissioner, Office Director/District Engineer and Affirmative Action District Designee of decision.

21. Consults with managers, supervisors and complainant as necessary.

22. Conducts follow-up within thirty days to ascertain actions agreed upon were taken.

23. Contacts Deputy Commissioner if action has not been taken.

24. Reports final resolution of case to Department of Employee Relations Equal Opportunity Division within sixty days of Deputy Commissioner's internal decision or as indicated in the collective bargaining agreement.

25. Maintains official record of case.

Office Director/
District Engineer/Supervisor

26. Takes appropriate disciplinary action.

27. Schedules any necessary follow-up training.

reprisals

Managers, supervisors and employees may not take disciplinary or retaliatory action against employees because they have complained of sexual harassment.

Employees who feel they are the target of retaliation should talk to Mn/DOT's Affirmative Action Manager or District Designee.

Penalties

Sexual harassment may be grounds for immediate discipline, up to and including discharge or possible legal action.

For further information

Refer to Mn/DOT Policy Number 89-3 and Personnel Procedures Number 2-2.



Minnesota Department of Transportation
Human Resources Office
316 Transportation Building
St. Paul, MN 55155
(612) 296-1366

Sexual harassment

*Are you
willing to pay
the penalty?*

Minnesota Department of Transportation

Mn/DOT's position

It is the policy of the Minnesota Department of Transportation and the responsibility of its managers and supervisors to provide a work environment free from sexual harassment. Acts of sexual harassment will not be tolerated by Mn/DOT and are grounds for disciplinary action.

Employees who believe they are being sexually harassed are encouraged to use Mn/DOT's Sexual Harassment Complaint Procedure.

What is sexual harassment?

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct, or communication of a sexual nature when:

- Submission to such conduct or communication is explicitly or implicitly made a term or condition of an individual's employment.
- Submission to or rejection of such conduct or communication by an individual is used as a factor in decisions affecting that individual's employment.
- Such conduct or communication has the purpose or effect of unreasonably interfering with an individual's employment or creating an intimidating, hostile or offensive working environment.

Unlawful sexual harassment includes a range of behaviors from those that are merely annoying to those where individuals offer or threaten to use the power of their position to control, influence or affect the career, salary or job of another person.

What constitutes sexual harassment is not always clear. What may be welcome by some individuals may be considered offensive by others and, therefore, of a harassing nature.

Examples of sexual harassment

- Abusing the dignity of an employee through insulting or degrading sexual remarks or conduct.
- Threats, demands or suggestions that an employee's work status is contingent upon the employee's toleration or acquiescence to sexual advances.
- Displaying in the workplace sexually suggestive objects, publications or pictures.
- Retaliation against employees for complaining about the behavior cited above or similar behaviors.

How do you deal with sexual harassment?

- If you are able and feel comfortable doing so, clearly explain to the person causing the sexual harassment that the behavior is offensive and contrary to Mn/DOT policy, and ask that it cease. Do so as soon as it happens.
- If you don't feel comfortable talking to the person whose behavior is offensive or if talking to that person has been unsuccessful, contact your supervisor.
- If your supervisor is engaging in sexual harassment or you don't feel comfortable talking with your supervisor, contact Mn/DOT's Affirmative Action Manager or the Affirmative Action District Designee or Human Resources Director.
- Although complaints may be made verbally, formal complaints should be put in writing. Assistance is available from the Affirmative Action Manager/District Designee.
- Formal complaints will be examined by an impartial investigator. The Deputy Commissioner will make a decision on the internal disposition of the complaint.
- Complaints also may be filed with the Minnesota Department of Human Rights, Equal Employment Opportunity Commission and District Court.

PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT

As a result of recommendations put forth by the sexual harassment subcommittee of the Affirmative Action Committee, Mn/DOT will be launching a major initiative to emphasize the rights and responsibilities of employees in the prevention of sexual harassment. The program will be targeted at managers and supervisors initially, but the scope will be broadened to include all employees when the supervisory training is complete.

The following information includes an overview of the sexual harassment program campaign (pages 37 to 47) and a training proposal from a consultant to complement the campaign (pages 48 to 53). Mn/DOT is in the process of hiring the consultant to perform all aspects of the program outlined in the proposal.

Training will begin by the end of 1989.

SEXUAL HARASSMENT PROGRAM CAMPAIGN

Proposal by Paula Gustafson and Michael Stirens

24 July 1989

I. Sexual Harassment Program Campaign Objectives

A. Inform employees about their rights and responsibilities under Mn/DOT's Sexual Harassment Policy and Complaint Procedures

B. Develop campaign to support Mn/DOT's sexual harassment program to change employee attitudes and behaviors in order to achieve a work environment free from sexual harassment

Short-term behavior change without changing or modifying employee attitudes may not have much impact unless reinforced on a regular basis

II. Research

A. Identify current employee behaviors and attitudes about sexual harassment in order to structure campaign effectively and to have benchmark upon which to evaluate effectiveness of campaign

1. Employee survey

2. Focus groups

B. Analyze past sexual harassment claims to identify areas of concern or patterns of behavior conducive to sexual harassment

C. Identify campaign targeted audiences. Based on findings in II-A and B, may tailor campaign methodologies with targeted audiences: e.g., all employees, managers/supervisors, situations with greater sexual harassment concerns

III. Campaign

- A. Manager's brochure on general policy/complaint procedures -- Managers Conference -- June 1989
- B. Mn/DOT Manager on how managers can avoid sexual harassment liability -- Managers Conference -- June 1989
- C. New policy and complaint procedure -- managers/supervisors, office and business managers for inclusion in policy and personnel manuals -- end July 1989
- D. Announcement in *Mn/DOT Today* that new policy and complaint procedures have been distributed as noted in III C -- end of July 1989; follow-up announcements about posters, slogan placards, training, brochures, etc. and who to contact if you haven't gotten any
- E. Campaign logotype slogan and Mn/DOT logo: working for an environment free from sexual harassment
 - 1. Use on all program materials -- brochures, training items, posters, etc.
 - 2. Develop small placard with campaign logotype for
 - a) Training sessions
 - b) Bulletin boards or other posting within work areas
- F. Posters for all bulletin boards
 - 1. Series promoting different aspects of sexual harassment
 - 2. Each poster in the series reminds employees constantly and subliminally about sexual harassment issues
 - 3. Pilot, pretest individual posters for effectiveness before distribution for use on all bulletin boards
 - a) Randomly selected employees
 - b) Focus groups

G. Brochure/booklet summarizing policy and complaint procedure for all employees -- rights, responsibilities, penalties

1. More simply stated than manager's brochure
2. Colorful and illustrated to attract employee attention and compete with all the other printed materials vying for attention
3. Multiple-choice, Q & A format to ensure greater employee participation and generate longer-term retention of information; some potential for lighter responses or humor in presentation of otherwise serious subject matter
4. Pilot, pretest brochure/booklet content for effectiveness before distribution
 - a) Randomly selected employees
 - b) Focus groups
5. Distribution at employee training sessions and at other appropriate occasions
6. Updated as needed and distributed to all employees

H. *Mn/DOT Express* article to note sexual harassment program and its significance to employees -- September or October 1989; follow-up articles as needed.

I. Video

1. Training program
 - a) Diane Olson, staff psychologist, and representative from Attorney General's Office to model proper behavior or to serve as resources/consultants at the training sessions (beginning in September 1989) because of their knowledge and experience and because they are noncontroversial, nonthreatening and nonMn/DOT employees
 - b) Role playing by professional actors or Mn/DOT employees who are active in theater groups

c) Pilot or pretest video-taped program to ensure effectiveness prior to distribution

(1) Randomly selected employees

(2) Focus groups

d) Video taped programs could be used as part of training session or at special screenings in conference rooms, human resources fairs, cafeteria

2. Training tool to reinforce role playing by employees as part of the actual training sessions

J. Infograms (as needed and sparingly) for posting on bulletin boards and distribution to all employees

1. Updates on program

2. Fact sheets

3. Case studies of behavior for employees to model

4. Pilot or pretest materials to ensure effective prior to distribution

a) Randomly selected employees

b) Focus groups

K. Employee handbook

1. Individual, more permanent reference for employees because most of them don't have ready access to policy and personnel manuals

2. Loose-leaf format for easy updating

3. Pilot or pretest handbook materials to ensure effectiveness before distribution

a) Randomly selected employees

b) Focus groups

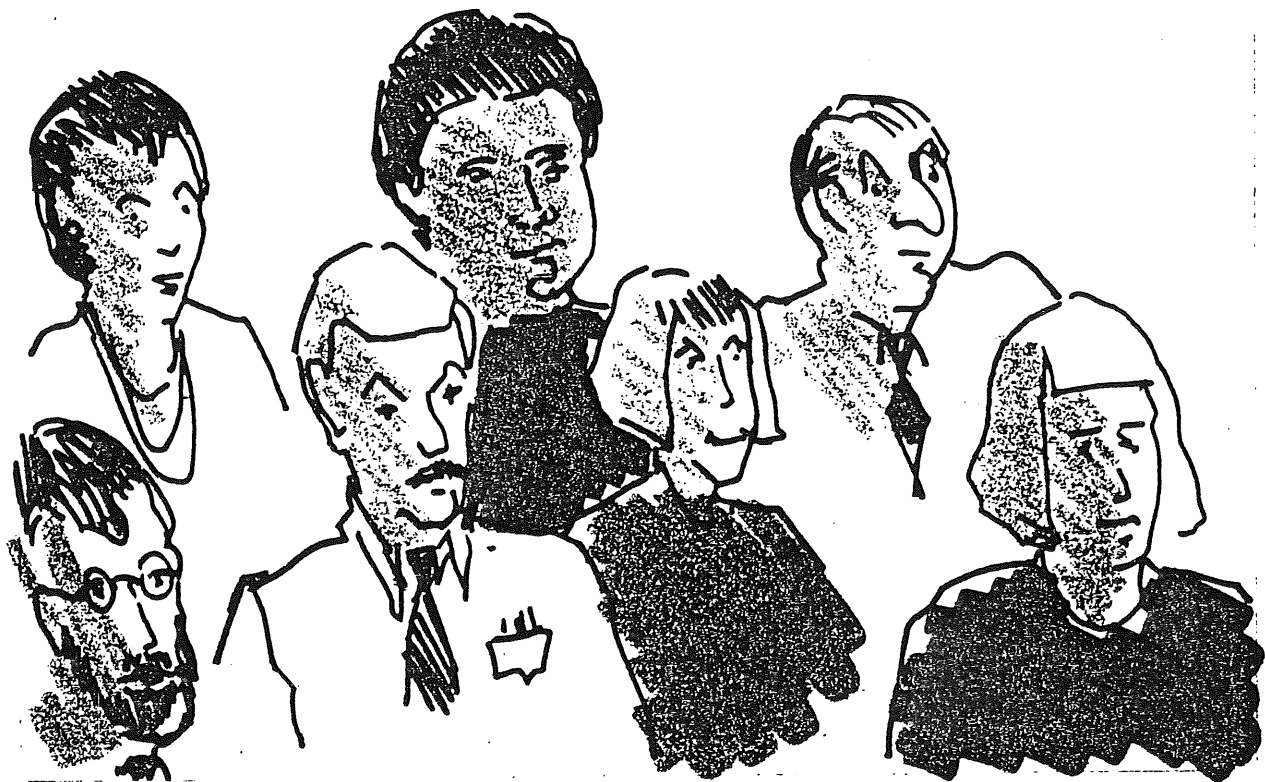
IV. Evaluation

A. Monitor effectiveness of campaign vis-a-vis I A, B and II A, B, C

1. Employee surveys
2. Focus groups
3. Training session comments/evaluations
4. Customer-service response forms

B. Adjust program as needed to achieve sexual harassment program campaign objectives

1. Retain only those campaign elements offering satisfactory cost benefits
2. Data from IV A will indicate which issues, behaviors or attitudes need attention
3. Repeat, reinforce, update campaign elements as appropriate as ongoing sexual harassment information program



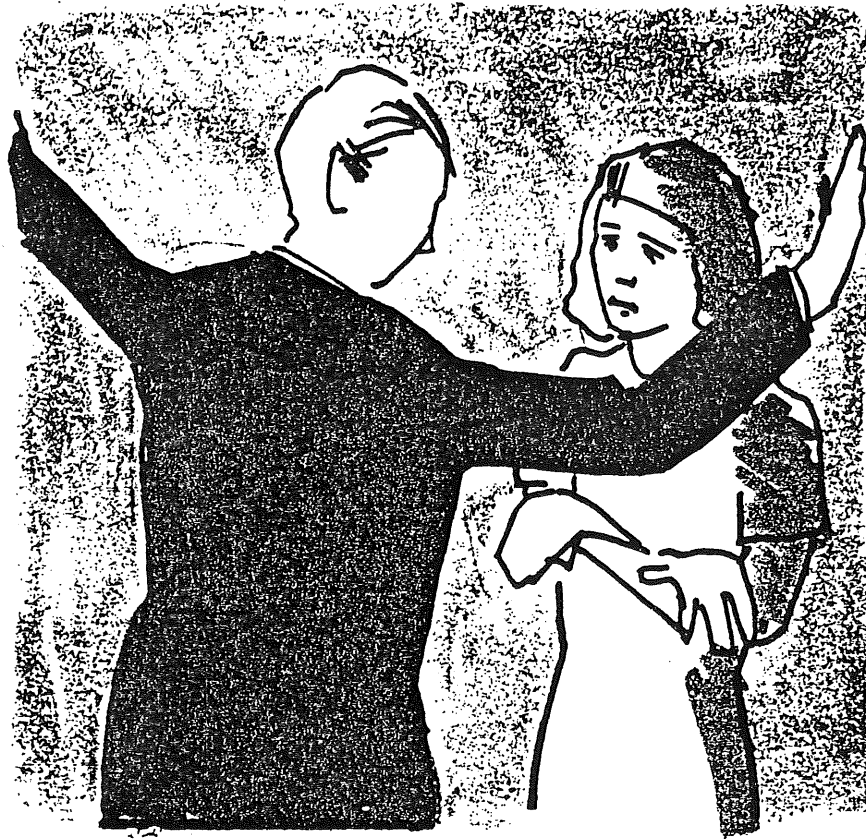
FEELING ALONE IN A CROWD?

Sexual harassment matters
at Mn/DOT

call: _____



WORKING TOWARD AN ENVIRONMENT FREE FROM SEXUAL HARASSMENT



SEXUAL HARASSMENT IS SERIOUS BUSINESS

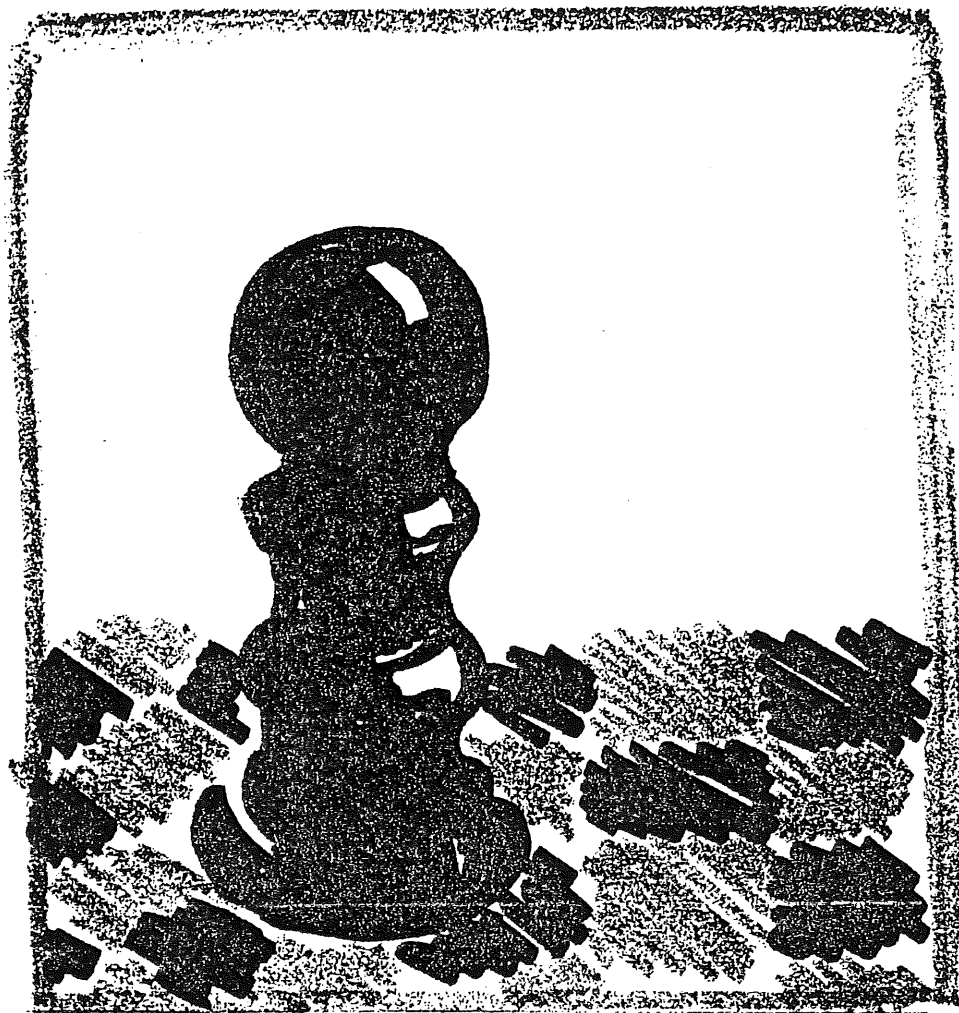


WORKING TOWARD AN ENVIRONMENT FREE FROM SEXUAL HARASSMENT

harass \ ha-ras, 'har-as \ vt [F *harasser*, fr.
MF, 1: to worry and impede by repeated
raids <~ ed the enemy> 2 a: EXHAUST,
FATIGUE b: to annoy persistently
syn: see worry



WORKING TOWARD AN ENVIRONMENT FREE FROM SEXUAL HARASSMENT



TAKE CARE OF YOURSELF

Don't be a pawn
to sexual harassment



WORKING TOWARD AN ENVIRONMENT FREE FROM SEXUAL HARASSMENT

PEC

PROFESSIONAL EEO CONSULTANTS, INC.

Proposal for Sexual Harassment Training for THE DEPARTMENT OF TRANSPORTATION

INTRODUCTION

PEC, Inc. is a full-service Equal Employment Opportunity (EEO) consulting firm. We provide a complete range of EEO related services to employers of all sizes. Our clients include both public and private sector employers from all over the continental United States:

- **PEC designs effective training programs which are tailored to meet the needs of the individual client. We provide experienced training facilitators or we will assist the client's trainer(s) in preparing to present the program.**
- **PEC develops and markets pre-packaged EEO training programs nationwide. Our innovative programs include easy-to-read EEO and sexual harassment manuals and reference guides for both supervisory and non-supervisory staff.**
- **Other consulting services offered by PEC include: internal investigations, responding to external discrimination complaints and cultural diversity training programs.**

This proposal shall address the Department of Transportation's (DOT) desire to conduct training in the area of sexual harassment. Based upon the June 16th meeting and subsequent discussion with Ms. Cheryl Furness, we have outlined the sexual harassment training program materials, consulting services and the projected costs involved for each phase of the program development and presentation.

1. **"MANAGING SEXUAL HARASSMENT" - TRAINER'S GUIDE**

The Trainer's Guide contains a complete program outline, group exercises, discussion questions and the flip-chart schematic for a three-part, management level training program on sexual harassment:

- a) **Part One: Defining and Preventing Sexual Harassment**
- b) **Part Two: Legal Responsibilities and Issues**
- c) **Part Three: Handling Complaint Situations Effectively**

Purchase of the Trainer's Guide allows the client to copy all participant exercise sheets for use only in training programs for DOT employees. All other copyright restrictions apply.

COST: \$495 (one copy). Additional copies \$75 each

2. MANAGEMENT REFERENCE GUIDE - "Managing Sexual Harassment"

The "Managing Sexual Harassment" reference guide is designed specifically for managers and supervisors. The guide provides training participants with a valuable, written manual they can take away from your training program for future reference. The guide contains more than thirty pages of easy-to-read, practical information on preventing harassment and "managing" problems which occur. Features include:

- **The reference guide can be designed to function as a workbook during your training program by inserting the program's exercise sheets. Optional sections on sexual harassment case law and investigation procedures are available upon request.**
- **The reference guide can be *personalized to directly reflect the Minnesota Human Rights Act as well as DOT policies and guidelines. Your sexual harassment policy, complaint procedure and other information can be included in the manual. The cover and copy will refer directly to the DOT, your policies and procedures.**
- **The reference guide can be used as an effective orientation tool for new staff or as part of sexual harassment training for new managers.**

The management reference guide is a comprehensive, unique manual which will provide DOT managers and supervisors with a valuable tool if they are faced with inappropriate behaviors or complaint of sexual harassment.

COST: \$19.95 each

A one-time license fee of \$1,500 will allow the DOT to make an unlimited number of copies for use only in training programs for DOT employees.

- * **A personalized version of the reference guide will add an additional \$250 to the cost of the license fee.**

3. **EMPLOYEE REFERENCE GUIDE - "Preventing Sexual Harassment"**

Each DOT employee will benefit from receiving this common-sense reference guide. Changes in the make-up of our workforce have caused changes in how courts and employers view behaviors which are not appropriate for the workplace.

- **The employee reference guide provides more than twenty pages of practical advice on questions employees ask most often:**
 - "What Is Sexual Harassment?"
 - "What's My Responsibility?"
 - "What If I'm Offended?"
 - "But - What About My Rights?"
 - "What If I Offend Someone?"
 - "What If I Ignore Harassment?"
- **The reference guide can be *personalized to directly reflect the Minnesota Human Rights Act as well as DOT policies and guidelines. Your sexual harassment policy, complaint procedure and other information can be included in the manual as can any exercise sheets to be used during your training program. The cover and copy will refer directly to the DOT, your policies and procedures.**
- **The employee reference guide can be a cost effective orientation tool to provide new employees with information regarding the DOT's policies on sexual harassment in the workplace.**
- **A separate program outline (for a 1.5 or 2 hour training program) and flip chart schematic is available for sexual harassment training involving non-supervisory employees.**

The "Preventing Sexual Harassment" reference guide and training program outline has been fully tested with thousands of public and private sector employees in both blue collar and white collar job categories.

COST: \$12.95 each.

A one-time license fee of \$1,500 will allow the DOT to make an unlimited number of copies for use only in training programs for DOT employees.

*** A personalized version of the reference guide will add an additional \$250 to the purchase of the license fee.**

4. TRAINING DOT TRAINERS

The issue of sexual harassment in the workplace can be very complex as well as controversial. This is particularly true when dealing with the often subtle behaviors and at times, entrenched attitudes which can contribute to a hostile or offensive working environment. Any individual attempting to present the training program described above should:

- a) Be experienced in presenting training programs for management/non-supervisory training programs; and
- b) Have a working understanding of the practical and legal history of EEO laws and of the issues presented by sexual harassment in the workplace. S/he should be able to address complex questions, attitudes and challenges from participants within the context of the legal/practical implications and the workplace disruption caused by sexual harassment and inappropriate behavior.

We feel that training the DOT's designated sexual harassment training team can be accomplished most efficiently by utilizing a two step process:

STEP ONE: An eight-hour, "train-the-trainer" session which will guide participants through each segment and phase of the training program, the group exercises, etc.

STEP TWO: Per your request, this proposal will address the option of having Wil Ternoir present several "pilot" training sessions for approximately 126 of the DOT's top management staff. We would propose that one of the DOT's designated trainer's act as co-facilitator at each of those sessions. This approach will give the DOT's trainers an opportunity to both observe and participate in presenting the training program.

During the June 16th meeting with the DOT's sexual harassment committee, some concerns were expressed regarding the possibility that a significant level of resistance may be present within the DOT regarding this issue. To the extent that such resistance and/or resentment does exist, it becomes even more critical that the individuals who will conduct the training sessions are able to communicate an effective, consistent message regarding the DOT's policies on sexual harassment and procedures for handling complaints.

COST: \$1,200

5. **PILOT TRAINING SESSIONS FOR TOP MANAGEMENT**

A pilot session for approximately 126 DOT managers could be ready for presentation by mid to late July, depending upon how quickly you wish to proceed. The four-hour training program can also be scheduled to coincide with other DOT management functions if that is desirable. Mr. Wil J. Ternoir would act as primary facilitator for each session; one of the DOT's designated trainers would act as co-facilitator for each session.

Based on the number of management personnel involved in the training, we feel approximately five to six sessions will be necessary. We recommend that each session have between twenty and twenty-five participants. The cost estimate below is based on a projection of five (four-hour) pilot management training sessions. The cost estimate below does not reflect any additional costs arising from travel expenses outside the metro area.

COST: **\$3,500**

6. **SEXUAL HARASSMENT INVESTIGATIONS**

Conducting internal investigations of harassment complaints is a specialized and often delicate task. Investigations highlight the delicate balance between your legal and practical obligations to the alleged victim and your obligations to the employee who has been accused of inappropriate behavior. PEC has a unique training program which is designed especially for staff who may be involved in the investigation of internal harassment complaints.

"Investigating Sexual Harassment Complaints" will take participants through each phase of an investigation:

- The initial complaint (including appropriate documentation);
- Developing an investigative plan;
- Interviewing skills (complainant, accused and witnesses);
- Protecting the rights of both parties;
- Confidentiality issues;
- Discipline;
- Follow-up;

This training module on internal investigations was designed by EEO professionals with many thousands of hours of actual investigation experience. Participants will work on both short and long case studies, prepare for interviews and learn how to develop and follow an effective investigative plan. Finally, participants will analyze the investigation and formulate recommendations for resolution.

COST: \$1,000

7. CONSULTING SERVICES - Internal Investigations

PEC does provide consulting services which include assisting in internal investigations pursuant to EEO/AA related complaints, including sexual harassment. Upon completion of an internal investigation, a complete summary report will be prepared for the client detailing the complaint, the position of the accused, relevant witness statements and a legal and practical analysis of the facts available through the investigation. A recommendation for appropriate action is optional.

COST: \$75 per hour

All of the programs and services described above are flexible and can be modified to meet the needs of the DOT. The costs are estimates which may be subject to change (higher or lower) depending upon the DOT's final decision regarding exactly what type of program will be most effective for your needs and the extent to which PEC is involved in developing and implementing the training project.

It should be noted that PEC has a fine team of experienced training professionals who have used the training elements described herein in hundreds of actual training situations. The DOT does have the option of retaining PEC to design and facilitate your entire sexual harassment training project. If so, you should be aware that the per session cost of such a large project will be significantly lower as the session costs reflected in this proposal also include our estimated design costs, tailoring, meetings, etc.

STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM

Statement of Adequate Monitoring

The Department of Transportation has several methods of monitoring the affirmative employment program set forth in this plan.

- 1) Mainframe and PC based database management and report systems, custom designed for Mn/DOT, enable the collection, tracking, reporting and analysis of work force demographics on a sufficiently detailed basis as to allow for the evaluation of the program's effectiveness and impact.
- 2) The systems mentioned above also enable the department to track and analyze historical data regarding the department's past personnel transactions. The data exists for transactions dating from July 1, 1981.
- 3) Spreadsheet templates enable the importation of data from the database system to allow for the computation of adverse impact data and, therefore, barrier identification.
- 4) Planned additions to the system (see below) will allow the full integration of Affirmative Employment Program (AEP) concepts and needs in all personnel planning functions.
- 5) The department is adding capabilities to its system that will link AEP concerns, succession planning, policy impact studies, and all other components of the Human Resource function into a comprehensive Human Resource Information System (HRIS). The addition of this capability, currently projected to be completed and fully functional within 2 years, will greatly enhance the AEP's effectiveness.

PROGRAM ANALYSIS
PROBLEM/BARRIER IDENTIFICATION
REPORT OF OBJECTIVES AND ACTION ITEMS
I. ORGANIZATION AND RESOURCES
II. WORK FORCE
III. DISCRIMINATION COMPLAINTS
IV. RECRUITMENT AND HIRING
V. TRAINING/EMPLOYEE DEVELOPMENT PROGRAMS
VI. PROMOTIONS
VII. SEPARATIONS/TERMINATIONS
VIII. PROGRAM EVALUATION

... and ...
... and ...
... and ...
... and ...

PROGRAM ANALYSIS

I. Organization and Resources

Mn/DOT's Affirmative Action Program is basically centralized in the Office of Personnel and Employee Services where the full-time Affirmative Action Officer shares one professional and one clerical employee. Work performed and initiatives offered by the Affirmative Action Unit are reviewed by the Human Resources Director. The Human Resources Director is responsible for ensuring that policy-type affirmative action issues are brought before Mn/DOT's top staff. She regularly attends top management's staff meetings and can address affirmative action issues in this forum.

The Human Resources Director is also in the process of reorganizing the Affirmative Action Unit. She will be replacing the current Affirmative Action Officer and the part-time professional with an Affirmative Action Manager and a full-time Affirmative Action Assistant. The Human Resources Director visualizes the revised unit as playing an important role by moving from a monitoring function to a pro-active marketing function. The following narrative outlines the responsibilities of the current Affirmative Action Officer. Action items throughout this document are addressed to the new Affirmative Action Manager.

Mn/DOT's Affirmative Action Officer has an extensive background in equal employment opportunity policies and techniques. He served as a State Human Rights Investigator for 14 years and gained supervisory experience in that position. He has also trained extensively in organization analysis, investigation techniques, and settlement techniques. In addition, he is a certified trainer for Department of Employee Relations (DOER) classes in investigation techniques and settlement techniques. He regularly attends classes offered by DOER about affirmative action and management skills. He also attends (and helps plan) DOER's annual Affirmative Action Conference, where training workshops are offered.

To supplement his affirmative action training, the Affirmative Action Officer subscribes to Employment Law Update, a clipping service (with weekly updates), and the National Employment Law Institute. He is also a member of the Minnesota State Affirmative Action Association.

The Affirmative Action Officer is responsible for the overall affirmative action program within Mn/DOT including ensuring that affirmative action is fostered in the department, enlisting help in recruiting female and minority employees, advocating for employees and applicants who allege sexual harassment or discrimination, and reviewing personnel transactions

PROGRAM ANALYSIS--I. Organization and Resources (continued)

(appointments and discharges) to identify missed opportunities for affirmative action.

The Affirmative Action Officer also coordinates or is actively involved in activities outside of his unit. For example, he is in regular contact with each district's designated Affirmative Action Officer (usually the Business Manager) whose role is to ensure that line employees, managers, and supervisors are properly trained and educated on policies and procedures related to affirmative action. Their responsibilities also include investigating complaints to ensure that people are not being discriminated against or sexually harassed.

In addition to district communication, the Affirmative Action Officer is in daily contact with employees in the personnel area of Mn/DOT. His desk is located within the human resources area, which facilitates his regular consultations with human resources professionals about current personnel practices. Further, a sign in the hallway designates that the Affirmative Action Unit is located in the human resources area. The affirmative action function is designated separately from the Human Resources Office on the building index.

Moreover, the Affirmative Action Officer provides technical advice and assistance to Mn/DOT managers on an as-needed basis. All of Mn/DOT's supervisors have attended DOER supervision classes that include education about affirmative action policies and philosophy. Further, within the past four years the majority of managers have attended a class that deals strictly with affirmative action policies and responsibilities. Also, affirmative action updates are provided to Business Managers approximately every other year to keep them apprised of changes in affirmative action policies and procedures.

The Affirmative Action Officer recognizes that additional training regarding affirmative action goals and policy would benefit the affirmative action program and Mn/DOT employees, but because of staffing limitations, specialized training has been minimal. The professional employee who works part time in the Affirmative Action Unit works on issues of an administrative nature and has not been trained in EEO.

Complementary training is provided by the Director of EEO Contract Management. She is working with Mn/DOT's Operations Management Team (OMT) to clarify affirmative action and work force diversity problem statements and goals. Through this process, OMT hopes to bring about cultural change that furthers affirmative action goals and places new value on work force diversity.

A member of the EEO Contract Management Staff has also been working with the Affirmative Action Unit to develop Mn/DOT's sexual harassment policy statement and to work on a course for all Mn/DOT employees that trains them on Mn/DOT's plan for the

PROGRAM ANALYSIS--I. Organization and Resources (continued)

prevention of sexual harassment. This training is expected to begin in 1989 or 1990.

Finally, Mn/DOT managers receive reinforcement to follow affirmative action guidelines since compliance with affirmative action guidelines is a component of achievement award criterion. Affirmative action compliance and support, however, are not included in performance evaluations.

To further internal communication from the Affirmative Action Unit, an Affirmative Action Newsletter will be issued by the end of 1989 (initial distribution will be to all employees and later just to all managers and to additional employees on request). The newsletter will address affirmative action issues and accomplishments.

Although an affirmative action report is available to all employees through an electronic mail bulletin board, hard copies of the affirmative action report, which highlights hiring practices, will be sent to all managers beginning in October 1989.

Other affirmative action efforts of a department-wide nature include the Affirmative Action Committee, which is made up of 16 members who represent each of the divisions within Mn/DOT and whose levels of authority range from director to highway maintenance worker (but weighted with higher level of management). The Human Resources Director, Affirmative Action Officer, and Affirmative Action Assistant are also active committee members.

The Affirmative Action Committee is currently designing strategies and action steps to better implement affirmative action philosophies over a five year period within Mn/DOT. The areas that the committee has targeted and the related goals are:

1. Training and Education--Use training and education to create within Mn/DOT cultural change that is in harmony with affirmative action philosophies.
2. Mentoring and Counseling--Develop a mentoring program for new employees and implement a pilot program for Mn/DOT's protected class employees as a means of introducing the employees to Mn/DOT's culture and structure.
3. Recruitment and hiring--Design recruiting and hiring programs that further ensure that well-qualified protected class candidates are readily available to meet human resource needs.
4. Budgeting--Institutionalize Mn/DOT's commitment to affirmative action by including in its budget appropriation requests and spending plan, the funds and complement necessary to implement and maintain affirmative action program initiatives.

PROGRAM ANALYSIS--I. Organization and Resources (continued)

5. Management Commitment--Assert Commissioner's staff commitment to its affirmative action function as a means of reinforcing department affirmative action functions.

Affirmative action training is provided by the Department of Employee Relations and the Employee Development Section within Mn/DOT. The Affirmative Action Unit has also been involved in in-house affirmative action training.

Budget dollars for affirmative action programs are imbedded in the Office of Human Resources', the districts', and the capital budgets. These budgets include dollars for salaries for the employees whose work is related to affirmative action (including time spent on the Affirmative Action Committee, dollars for affirmative action training, time spent on claims investigation, etc.), the costs of providing signing for hearing impaired employees and participants at public hearings, and the expenses for building improvements to provide reasonable access to handicapped persons.

In addition to the items mentioned above, resources from other areas are also used to supplement human resource and budget constraints. Employees from other units within Mn/DOT have willingly provided human resources for training and special projects related to affirmative action. Their salaries are paid for out of their respective budgets (they are not billed to the Affirmative Action Unit).

PROBLEM/BARRIER IDENTIFICATION

I. Organization and Resources

Our analysis revealed the following problems:

- EEO program dollars are not tracked separately within Mn/DOT, making it difficult to monitor expenditures from year to year.
- Mn/DOT's affirmative action staff is currently too small to address the full range of Mn/DOT's affirmative action needs, which include counseling, policy development, marketing, and recruitment.
- The number of training classes and workshops about affirmative action and work force diversity have been too few to sufficiently train Mn/DOT employees about affirmative action policies and goals.
- Mn/DOT supervisors' and managers' evaluations do not include specific factors about understanding, support, or achievement of equal employment opportunity. Including EEO factors in evaluations could be one method to reinforce affirmative action policies within Mn/DOT.

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: I. Organization and Resources

Problem/Barrier Statement: EEO Program dollars are not tracked separately within Mn/DOT.

Objective: Budget EEO Program dollars separately and establish fiscal controls to monitor them.

Responsible Official: Human Resources Director

Target Date: July 1991

Action Items:

- 1) Set up Account Identification number or a separate cost code for the Affirmative Action Unit.
Responsible Official: Human Resources Director
Target Date: June 1990
- 2) Develop spending plan for Affirmative Action unit.
Responsible Officials: Director of Employee Services Section
and Affirmative Action Manager
Target Date: June 1990
- 3) In fiscal year 1991, begin accruing costs separately for Affirmative Action Unit.
Responsible Official: Affirmative Action Manager
Target Date: July 1990
- 4) Monitor costs beginning with July 1990.
Responsible Official: Affirmative Action Manager
Target Date: August 1990
- 5) Request additional budget dollars for the fiscal year 1992-1993 biennium. These budget dollars would be used for staff, marketing, training, consultant help, travel, media productions, and recruitment. Further requests will be pursued for the 1994-1995 biennium.
Responsible Official: Human Resources Director and
Affirmative Action Manager
Target Date: February 1993

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: I. Organization and Resources

Problem/Barrier Statement: Mn/DOT's affirmative action staff is currently too small to address the full range of Mn/DOT's affirmative action needs.

Objective: Increase Mn/DOT's affirmative action staff so that an expanded affirmative action program will be available to Mn/DOT employees.

Responsible Official: Human Resources Director

Target Date: December 1994

Action Items:

- 1) Reorganize and staff the Affirmative Action Unit with at least three full-time professional employees.
Responsible Official: Human Resources Director
Target Date: Phased in 1989-1991 (one employee per year).
- 2) Encourage the addition of a Personnel Officer in each district. The Personnel Officer would be the district's affirmative action designee and responsible for some of the counseling and recruiting that is done by the current Affirmative Action Unit staff. In addition, the Personnel Officer would represent an on-site presence for affirmative action at the district offices and would provide some on-site affirmative action training, investigation, and complaint resolution.
Responsible Officials: Human Resources Director and District Business Managers.
Target Date: Phased in 1989-1994.
- 3) Revise the position description of the Affirmative Action Officer to that of an Affirmative Action Manager. Fill the position accordingly.
Responsible Officials: Human Resources Director
Target Date: December 1989.

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: I. Organization and Resources

Problem/Barrier Statement: Affirmative action training and workshops are limited.

Objective: Increase equal employment opportunity awareness in Mn/DOT employees through an enlarged training program.

Responsible Official: Human Resources Director

Target Date: December 1990

Action Items:

- 1) Meet with a representative from Mn/DOT's Employee Development Section to identify current training to ensure that Affirmative Action issues are integrated into various supervisory and managerial training courses (e.g. Frontline Leadership, Coaching and Counseling, and Quality Management).

Responsible Officials: Human Resources Director, Employee Development Section Manager, and Affirmative Action Manager.

Target Date: December 1989.

- 2) Hire a consultant to provide training to Mn/DOT's managers about work force diversity.

Responsible Official: Affirmative Action Manager

Target Date: 1989-1990.

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: I. Organization and Resources

Problem/Barrier Statement: Mn/DOT supervisors' and managers' evaluations traditionally have not included specific factors about understanding, support, or achievement of equal employment opportunity.

Objective: Tie supervisors' and managers' evaluations to equal employment opportunity objectives.

Responsible Official: Deputy Commissioner, Human Resources
Director and Affirmative Action Manager

Target Date: 1994

Action Items:

- 1) The Affirmative Action Committee will discuss the different ways of incorporating equal employment opportunity objectives into managers' and supervisors' position descriptions. The committee will also discuss how to approach the buy-in and implementation processes.

Responsible Officials: Human Resources Director and
Affirmative Action Committee

Target Date: June 1990

- 2) The Human Resources Director will work with Mn/DOT's division heads and Deputy Commissioner to establish a standardized equal employment opportunity statement that can be used in the position descriptions of managers, supervisors, and professionals.

Responsible Officials: Human Resources Director, Deputy
Commissioner and his staff, and
Affirmative Action Manager

Target Date: January 1991

- 3) Phase-in the equal employment opportunity statement into managers', supervisors', and professionals' position descriptions.

Responsible Officials: Human Resources Director, Deputy
Commissioner and his staff, managers,
supervisors, and Affirmative Action
Manager

Target Date: 1991-1994

- 4) Reinforce the equal employment opportunity statement through training and consistent feedback to the Deputy Commissioner and his staff.

Responsible Officials: Human Resources Director and
Affirmative Action Manager

Target Date: June 1991-December 1994

PROGRAM ANALYSIS

II. Work Force

An analysis of the following work force data indicates that the composition of Mn/DOT's work force has remained relatively stable with the same disparities continuing from year to year. Comparisons beginning in 1987 show no real increase nor any real decrease in the representation of protected class employees within by Mn/DOT.

These figures may indicate that, given Mn/DOT's low overall turnover rate, change is difficult to achieve. Mn/DOT, however, realizes that a more broad-reaching, concerted effort to increase protected class employee numbers is necessary. Action items outlined in this plan targeting recruitment, training, and resources are designed to reinforce affirmative action philosophies and create a more diverse work force within Mn/DOT in the future.

Work Force Data and Goal Setting - OVERVIEW

The work force data used throughout this plan, and in subsequent reports, is based on payroll data from the Minnesota Department of Employee Relations.

The numbers used, unless specified on the report, reflect permanent, full-time employees who were part of Mn/DOT's work force in the payroll period immediately preceding the report date or who were employed during the time span of the report(if the report is for cumulative, rather than 'snapshot', information).

The goals indicated in the plan were developed using the 8-Factor method of determining work force availability.

In preparation for that process, demographic data for the State of Minnesota was obtained from the Department of Jobs and Training, who certify that the data meet the requirements of 41 CFR 60-2.11.

While goals are set for the department as a whole, individual districts are monitored based of the availability of applicants in the district's normal recruitment area, so that any disparities in the department's work force can be analyzed to see if a particular district is a problem area.

NOTE:

Due to the nature of Mn/DOT's work force, we have separated our Engineers from other Professionals for purposes of utilization analysis and work force availability determinations. Our engineers enter the department as Graduate Engineers (no permanent appointments have been made in any higher classification for the past 8 years, at least). Therefore we have used the 5 year average of female and minority graduates from engineering programs in the 5 state area in determining the availability of candidates for this job category.

On the various charts the following abbreviations are used:

CLF - Civilian Labor Force Availability

UI - Utilization Index (what % of CLF does this represent)

PROGRAM ANALYSIS--II. Work Force (continued)

This section will examine the changes in the Mn/DOT work force over the past three years to see what problems may be indicated.

* All Data as of January of the year indicated *

EEO4 Category : CRAFT Female Goal % 8.30 Minority Goal % 2.10

Female 1989		Females 1988		Females 1987	
#	%	#	%	#	%
0	0.0	0	0.0	0	0.0
Minority 1989		Minority 1988		Minorities 1987	
#	%	#	%	#	%
7	2.31	7	2.30	8	2.57

EEO4 Category : PROFESSIONAL Fem. Goal % 27.52 Min. Goal % 4.28
(Non-Engineering)

Female 1989		Females 1988		Females 1987	
#	%	#	%	#	%
78	24.60	82	29.71	66	29.07
Minority 1989		Minority 1988		Minority 1987	
#	%	#	%	#	%
10	3.15	11	3.99	10	4.41

EEO4 Category : ENGINEERS Fem. Goal % 7.18 Min. Goal % 3.10

Female 1989		Females 1988		Females 1987	
#	%	#	%	#	%
41	7.09	38	6.89	37	6.92
Minority 1989		Minority 1988		Minority 1987	
#	%	#	%	#	%
17	2.93	16	2.84	14	2.51

PROGRAM ANALYSIS--II. Work Force (continued)

EEO4 Category : ADMINISTRATIVE SUPPORT Min. Goal % 3.20

Minority 1989		Minority 1988		Minority 1987	
#	%	#	%	#	%
14	4.10	11	4.18	8	2.99

(No Female goal set for this category)

EEO4 Category : TECHNICIANS Fem. Goal % 17.18 Min. Goal % 3.46

Female 1989		Females 1988		Females 1987	
#	%	#	%	#	%
124	8.91	131	9.37	114	8.63

Minority 1989		Minority 1988		Minority 1987	
#	%	#	%	#	%
20	1.43	20	1.44	16	1.21

EEO4 Category : SERVICE Fem. Goal % 8.92 Min. Goal % 2.62

Female 1989		Females 1988		Females 1987	
#	%	#	%	#	%
51	3.12	51	3.13	49	2.99

Minority 1989		Minority 1988		Minority 1987	
#	%	#	%	#	%
67	4.11	65	3.99	68	4.16

PROGRAM ANALYSIS--II. Work Force (continued)

EEO4 Category : OFFICIALS Fem. Goal % 11.28 Min. Goal % 3.35

Female 1989		Females 1988		Females 1987	
#	%	#	%	#	%
5	4.03	5	4.38	4	3.66
Minority 1989		Minority 1988		Minority 1987	
#	%	#	%	#	%
3	2.41	3	2.63	4	3.66

Utilization Chart

FEMALES- Full-Time COMPLEMENT Positions

EEO4 Job group	Total #	# Female	CLF	F UI	F Needed
Officials/Mgrs	124	8	11.28%	57.20%	6
Professional (Non-Engineering)	319	78	27.52%	88.85%	10
Engineers	560	39	7.18%	97.00%	1
Technician	1391	124	17.18%	51.89%	115
Admin. Support	340	266	N/A	N/A	N/A
Service/Maint	1630	51	8.92%	35.08%	94
Craft	311	0	8.30%	.00%	26

MINORITIES- Full-Time COMPLEMENT Positions

EEO4 Job group	Total #	# Minority	CLF	Min UI	Min needed
Officials/Mgrs	124	3	3.35%	72.22%	1
Professional (Non-Engineering)	319	10	4.28%	73.24%	4
Engineers	560	16	2.61%	109.47%	0
Technician	1391	20	3.46%	41.56%	28
Admin. Support	340	13	3.20%	119.49%	0
Service/Maint	1630	67	2.62%	156.89%	0
Craft	311	8	2.01%	127.98%	0

Utilization Chart

FEMALES- Full-Time NON_COMPLEMENT

EEO4 Job group	Total #	# Female	CLF	F UI	F Needed
Officials/Mgrs	1	0	11.28%	.00%	0
Professional (Non-Engineering)	5	1	27.52%	72.67%	0
Engineers	16	1	7.18%	87.05%	0
Technician	33	3	17.18%	52.92%	3
Admin. Support	7	7	N/A	N/A	N/A
Service/Maint	33	3	8.92%	101.92%	0
Craft	3	0	8.30%	.00%	0

MINORITIES- Full-Time NON_COMPLEMENT

EEO4 Job group	Total #	# Minority	CLF	Min UI	Min needed
Officials/Mgrs	2	0	3.35%	.00%	0
Professional (Non-Engineering)	5	0	4.28%	.00%	0
Engineers	16	0	2.61%	.00%	0
Technician	33	1	3.46%	87.58%	0
Admin. Support	7	0	3.20%	.00%	0
Service/Maint	33	8	2.62%	925.28%	0
Craft	3	0	2.01%	.00%	0

- **The Following**
 - **Pages detail**
 - **Mn/DOT Demographics**
 - **for each**
 - **District office**

- **This data is used**
 - **to examine reasons for**
 - **any disparities in**
 - **the Department-Wide**
 - **Utilization Indices**

MnDOT Utilization Index by District

NOTE: Officials and Engineers are counted Statewide only

Data as of 6/30/89

CLF=Goal UI= % of Goal acheived

District	EEO Cat	Total #	F#	F%	CLF	UI	# needed	Min#	Min%	CLF	UI	# Needed
Cent Off												
	Profess-Non-eng	243	65	26.75%	27.52%	97.20%	2	9	3.70%	4.28%	86.54%	2
	Technicians	469	52	11.09%	17.18%	64.54%	29	11	2.35%	3.46%	67.79%	6
	AdminSupport	250	205	82.00%	N/A	N/A	0	16	6.40%	3.20%	200.00%	0
	Skilled Craft	22	0	.00%	8.30%	.00%	2	2	9.09%	2.10%	432.90%	0
	Service/Maint.	119	20	16.81%	8.92%	188.42%	0	8	6.72%	2.62%	256.59%	0
Dist 1												
	Profess-Non-eng	13	2	15.38%	31.84%	48.32%	3	0	.00%	1.17%	.00%	1
	Technicians	139	12	8.63%	17.13%	50.40%	12	2	1.44%	1.00%	143.88%	0
	AdminSupport	26	21	80.77%	N/A	N/A	0	0	.00%	1.80%	.00%	1
	Skilled Craft	41	0	.00%	3.93%	.00%	2	1	2.44%	1.57%	155.35%	0
	Service/Maint.	225	15	6.67%	7.85%	84.93%	3	13	5.78%	1.47%	393.05%	0
Dist 2												
	Profess-Non-eng	8	1	12.50%	24.69%	50.63%	1	0	.00%	3.09%	.00%	1
	Technicians	52	4	7.69%	25.47%	30.20%	10	2	3.85%	11.42%	33.68%	4
	AdminSupport	18	15	83.33%	N/A	N/A	0	1	5.56%	7.24%	76.73%	1
	Skilled Craft	21	0	.00%	4.91%	.00%	2	0	.00%	3.80%	.00%	1
	Service/Maint.	141	7	4.96%	9.43%	52.65%	7	7	4.96%	7.16%	69.34%	4
Dist 3												
	Profess-Non-eng	5	0	.00%	31.98%	.00%	2	0	.00%	1.00%	.00%	1
	Technicians	68	3	4.41%	12.27%	35.96%	6	1	1.47%	.50%	294.12%	0
	AdminSupport	18	15	83.33%	N/A	N/A	0	0	.00%	1.00%	.00%	1
	Skilled Craft	32	0	.00%	7.94%	.00%	3	0	.00%	1.00%	.00%	1
	Service/Maint.	197	6	3.05%	11.55%	26.37%	17	7	3.55%	1.00%	355.33%	0
Dist 4												
	Profess-Non-eng	4	1	25.00%	23.28%	107.39%	0	1	25.00%	3.09%	809.06%	0
	Technicians	54	0	.00%	6.50%	.00%	4	0	.00%	3.22%	.00%	2
	AdminSupport	16	13	81.25%	N/A	N/A	0	1	6.25%	2.32%	269.40%	0
	Skilled Craft	22	0	.00%	8.61%	.00%	2	1	4.55%	4.37%	104.01%	0
	Service/Maint.	177	8	4.52%	8.35%	54.13%	7	8	4.52%	3.22%	140.37%	0
Dist 5												
	Profess-Non-eng	14	3	21.43%	27.52%	77.87%	1	0	.00%	4.28%	.00%	1
	Technicians	270	27	10.00%	17.18%	58.21%	20	2	.74%	3.46%	21.41%	8
	AdminSupport	49	45	91.84%	N/A	N/A	0	1	2.04%	3.20%	63.78%	1
	Skilled Craft	42	0	.00%	8.30%	.00%	4	2	4.76%	2.10%	226.76%	0
	Service/Maint.	298	11	3.69%	8.92%	41.38%	16	25	8.39%	2.62%	320.20%	0

District	EEO Cat	Total #	F#	F%	CLF	UI	# needed	Min#	Min%	CLF	UI	# Needed
Dist 6												
	Profess-Non-eng	8	1	12.50%	31.17%	40.10%	2	0	.00%	1.99%	.00%	1
	Technicians	94	4	4.26%	11.79%	36.09%	8	1	1.06%	1.88%	56.59%	1
	AdminSupport	23	18	78.26%	N/A	N/A	0	1	4.35%	1.47%	295.77%	0
	Skilled Craft	37	0	.00%	9.26%	.00%	4	1	2.70%	1.00%	270.27%	0
	Service/Maint.	225	9	4.00%	9.57%	41.80%	13	9	4.00%	1.00%	400.00%	0
Dist 7												
	Profess-Non-eng	6	1	16.67%	34.57%	48.21%	2	0	.00%	1.00%	.00%	1
	Technicians	76	4	5.26%	25.52%	20.62%	16	1	1.32%	1.00%	131.58%	0
	AdminSupport	17	12	70.59%	N/A	N/A	0	0	.00%	1.19%	.00%	1
	Skilled Craft	29	0	.00%	9.67%	.00%	3	0	.00%	1.00%	.00%	1
	Service/Maint.	190	11	5.79%	9.14%	63.34%	7	5	2.63%	1.47%	179.02%	0
Dist 8												
	Profess-Non-eng	6	2	33.33%	30.56%	109.08%	0	0	.00%	1.00%	.00%	1
	Technicians	52	3	5.77%	13.84%	41.69%	5	1	1.92%	.50%	384.62%	0
	AdminSupport	12	11	91.67%	N/A	N/A	0	0	.00%	1.00%	.00%	1
	Skilled Craft	23	0	.00%	9.01%	.00%	3	0	.00%	1.00%	.00%	1
	Service/Maint.	119	6	5.04%	9.10%	55.41%	5	4	3.36%	1.00%	336.13%	0
Dist 9												
	Profess-Non-eng	12	2	16.67%	27.52%	60.56%	2	0	.00%	4.28%	.00%	1
	Technicians	221	28	12.67%	17.18%	73.75%	10	3	1.36%	3.46%	39.23%	5
	AdminSupport	31	25	80.65%	N/A	N/A	0	1	3.23%	3.20%	100.81%	0
	Skilled Craft	46	0	.00%	8.30%	.00%	4	1	2.17%	2.10%	103.52%	0
	Service/Maint.	320	13	4.06%	8.92%	45.54%	16	17	5.31%	2.62%	202.77%	0
STATEWIDE												
	Officials	126	8	6.35%	12.08%	52.56%	8	3	2.38%	3.27%	72.81%	2
	Engineers	578	41	7.09%	7.18%	98.79%	1	16	2.77%	3.10%	89.30%	2

PROBLEM/BARRIER IDENTIFICATION

II. Work Force

Our analysis revealed the following problems:

- Females and minorities are under represented in the technician job group.
- Women are under represented in the maintenance/service, craft and professional job groups.
- Women and minorities are under represented in the officials and managers job group.
- Females are under represented in the upper salary ranges of the professional and technician job groups.
- Transfer requests and transfer approvals cannot be tracked at the present time.

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: II. Work Force

Problem/Barrier Statement: Females and minorities are under represented in the technician job group.

Objective: Decrease the female and minority disparity in the technician job group.

Responsible Official: Affirmative Action Manager

Target Date: 1994

Action Items:

- 1) Review the results of the technical job class examinations to determine the number of female and minority applicants and their relative passage rate. Make exam changes as necessary.
Responsible Officials: Affirmative Action Manager and
Director of Employment Services
Section
Target Date: December 1989.
- 2) Increase recruitment efforts by asking district employees (especially women and minority employees) to talk to protected class students at local vocational institutes. Brochures that give samples of the types of questions will be developed then distributed in this forum.
Responsible Officials: Affirmative Action Manager and
Director of Employment Services
Section
Target Date: December 1989-1994
- 3) Increase the number of female and minority student workers in an effort to foster permanent employment.
Responsible Officials: Human Resources Director, Managers, Supervisors, and Affirmative Action Manager
Target Date: 1989-1994
- 4) Increase recruitment efforts in vocational technical institutions that have a higher percentage of protected class students (within and outside of Minnesota).
Responsible Officials: Affirmative Action Manager and
Director of the Employment Services
Section
Target Date: 1990-1994

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: II. Work Force

Problem/Barrier Statement: Women are under represented in the maintenance/service, craft and professional job groups.

Objective: Decrease disparities in maintenance and professional classes (the craft class has few employees and low turnover).

Responsible Official: Affirmative Action Manager

Target Date: 1994

Action Items:

- 1) Increase recruitment efforts for women accountants and management information systems professionals.
Responsible Officials: Director of Employment Services
Section and Affirmative Action
Manager
Target Date: 1990-1994
- 2) Publicize Mn/DOT's sexual harassment policy when recruiting so that a positive image of Mn/DOT is promoted.
Responsible Officials: Affirmative Action Manager and
Director of Employment Services
Section
Target Date: 1990-1994
- 3) Review exams and criteria for management information systems positions and determine if the exams are structured fairly. Change the exams as necessary.
Responsible Officials: Affirmative Action Manager and
Director of Employment Services
Section
Target Date: 1990-1991
- 4) Build a strategy to work with organizations that represent women and minorities to inform them of Mn/DOT's serious affirmative action policies. Provide the organizations with a list of open positions and enough information to do some of the preliminary screening themselves.
Responsible Officials: Affirmative Action Manager, Human
Resources Director, and Deputy
Commissioner
Target Date: June 1990
- 6) Begin work with officials from the local shelter movement, CHART, and the Women's Economic Development Corporation (WEDCO) to recruit qualified protected class employees.
Responsible Officials: Affirmative Action Manager, Director
of Employment Services Section, and
Human Resources Director
Target Date: July 1990

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: II. Work Force

Problem/Barrier Statement: Women and minorities are under represented in the officials and managers job group.

Objective: Groom more women and minorities for upper level positions.

Responsible Official: Human Resources Director
Target Date: 1994

Action Items:

- 1) Promotions that are expected or are being processed should correct the current disparity for women in this job group.
Responsible Officials: Managers and Supervisors
Target Date: June 1990
- 2) Promote the Individual Development Program (IDP) to additional minorities and women in the work force, so that they will be prepared to better compete for management positions.
Responsible Officials: Director of Employee Development Section and Human Resources Director
Target Date: 1989-1994
- 3) As manager and supervisor positions open (as they are expected to do in the near future), perform special recruiting for women and minorities on the register. Also, ensure that related exam will be given on both a promotional and competitive basis so that the entire pool of candidates is eligible.
Responsible Officials: Human Resources Director and Affirmative Action Manager
Target Date: 1989-1990
- 4) Hire a consultant to provide work force diversity training for Mn/DOT's top staff.
Responsible Officials: Human Resources Director and Affirmative Action Manager
Target Date: 1990-1991
- 5) Ensure that Mn/DOT's succession planning is influenced by affirmative action philosophies.
Responsible Officials: Deputy Commissioner, Human Resources Director, and Affirmative Action Manager
Target Date: 1990-1991

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: II. Work Force (continued)

- 6) Improve the working relationship between the Affirmative Action Unit and the Graduate Engineer Program by holding quarterly meetings so that affirmative action policies are closely tied to the hiring policies of the Graduate Engineer Program.

Responsible Officials: Affirmative Action Manager, Human Resources Director, and Director of the Employee Development Section

Target Date: January 1990

- 7) Promote mobility assignments in different areas of responsibility so that protected class employees receive the diversity of training needed to be promoted to higher positions.

Responsible Officials: Affirmative Action Manager, Human Resources Director, Managers, and Supervisors

Target Date: January 1990

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: II. Work Force

Problem/Barrier Statement: Females are under represented in the upper salary ranges of the professional and technician job groups.

Objective: Ensure that equity in the upper salary ranges of the professional and technical job groups is attained as average female tenure in the groups increase.

Responsible Official: Affirmative Action Manager

Target Date: .1994

Action Items:

Note: Salaries are tied to union agreements, and on average, women have less time and grade in their job groups. As women reach a longer tenure in their job groups, this salary disparity will correct itself.

- 1) The Affirmative Action Manager will continue to track women's salaries in the professional and technical job groups to determine if women are leaving Mn/DOT prior to reaching higher level salaries in their job groups.

Responsible Official: Affirmative Action Manager

Target Date: 1989-1991

- 2) If women are leaving prior to reaching higher level salaries, cause will be determined and rectified if at all possible.

Responsible Officials: Affirmative Action Manager and
Human Resources Director

Target Date: 1990-1992

- 3) Create legitimate opportunities in the upper salary ranges so that protected class employees are not easily recruited away by those who offer attractive opportunities elsewhere.

Responsible Officials: Human Resources Director, Deputy
Commissioner and his staff

Target Date: 1989 - 1994 (ongoing)

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: II. Work Force

Problem/Barrier Statement: Transfer requests and transfer approvals for women and minorities cannot be tracked at the present time.

Objective: Ensure that transfer opportunities are equitably available for women and minorities.

Responsible Official: Human Resources Director

Target Date: 1992

Action Items:

- 1) The Affirmative Action Manager will work with the Director of the Employment Services Section and the Labor Relations Agency Manager to determine how to best build a tracking tool for transfer requests and at the same time, generate a minimal amount of paperwork.
Responsible Official: Affirmative Action Manager
Target Date: December 1989
- 2) The Affirmative Action Manager will develop a form to track the transfer requests and the corresponding action taken on the requests.
Responsible Official: Affirmative Action Manager
Target Date: February 1990
- 3) The Affirmative Action Manager will develop an automated system to track the forms.
Responsible Official: Affirmative Action Manager
Target Date: February 1991
- 4) The Human Resources Director will oversee the implementation process of the tracking program.
Responsible Official: Affirmative Action Manager
Target Date: March through September 1991
- 5) The Affirmative Action Manager will track transfer requests and their approval or denial to determine if transfers are approved equitably.
Responsible Official: Affirmative Action Manager
Target Date: October 1991-1994

PROGRAM ANALYSIS

III -- Discrimination Complaints

1986 :

<u>Basis of Complaint</u>	<u>Number Filed</u>	<u>Status</u>
SEX	3	2 settled, 1 pending
RACE	0	
DISABILITY	2	Both Settled
AGE	1	No Cause-Dismissed
OTHER	1	Reprisal (No Cause)

1987:

<u>Basis of Complaint</u>	<u>Number Filed</u>	<u>Status</u>
SEX	0	
RACE	1	Probable Cause-Pending
DISABILITY	2	Awaiting Determination
AGE	0	No Cause-Dismissed
OTHER	1	Dismissed-- No Cause

1988:

<u>Basis of Complaint</u>	<u>Number Filed</u>	<u>Status</u>
SEX	1	Pending - Internal
RACE	1	No Probable Cause
DISABILITY	4	1 Probable Cause, 3 awaiting determination
AGE	1	Probable Cause-Pending
OTHER	0	

In addition to the above complaints, a lawsuit filed in 1987, in conjunction with an EEOC determination of Probable Cause in a charge filed in 1985, was settled as part of a conciliation agreement with the EEOC regarding age discrimination in the operation of the department's Graduate Engineer Rotation Program.

PROGRAM ANALYSIS III -- Discrimination Complaints (cont'd)

A review of the historical complaint data fails to reveal any pattern to the allegations nor any special problem that would need to be addressed. The number of complaints, given the size of the agency, is not excessive and those that resulted in an adverse decision, either internally or by an outside investigatory agency, were usually the result of an isolated occurrence of incorrect procedure.

The action steps in this plan pertaining to increased training will serve to further reduce mistakes of this nature.

PROGRAM ANALYSIS

IV. Recruitment and Hiring

Mn/DOT's recruiting efforts are limited to the formalized recruitment program for qualified candidates for the Graduate Engineer Program. The recruiting campaign is organized and conducted by the Employment Services Section in conjunction with the Employee Development Section, both in the Office of Human Resources.

Graduate Engineer Program recruiting is conducted at schools within Minnesota and in surrounding states that are known for their solid engineering programs, including the University of Minnesota, Michigan Technological University, University of North Dakota (which has a large proportion of students from Minnesota), North Dakota State, Iowa State University, University of South Dakota, and University of Wisconsin in Platteville. Since the University of Minnesota draws students from all over the state for its engineering program (the only civil engineering program Minnesota), Mn/DOT officials are satisfied that recruiting there represents a statewide search. When candidates are interviewed, they are told that Mn/DOT has an affirmative action program.

Although the Affirmative Action Officer does not accompany members of the Employment Services Section during the recruitment, he does provide the section with disparity figures before the recruiting begins.

Through the Graduate Engineer Program enough qualified minority and female applicants are hired each year to meet Mn/DOT's affirmative action goals in the engineer job group.

Literature that is provided to candidates includes a statement that Mn/DOT is an Equal Opportunity Employer. Other distributed literature includes job opening announcements sent to minority and women's organizations. Paid advertising is limited but includes a statement that Mn/DOT is an Equal Opportunity Employer. Representatives from the Graduate Engineer Program have investigated buying advertising in the minority publication "Black Engineer" but found its advertising rate too expensive for the Graduate Engineer Program's budget. Further efforts to advertise in minority publications have not been pursued.

Managers have helped keep Mn/DOT's profile in the public eye concerning some community and social issues locally. Some examples include:

1. Mn/DOT's Commissioner has been active in some areas of improved public transportation services. He recently acted as a mediator in a threatened strike where bus drivers were to walk off the job. In this way, he also helped resolve employment related problems in the community.

PROGRAM ANALYSIS--IV. Recruitment and Hiring (continued)

2. The Director of the Employee Services Section has been active in an inter-agency task force that has been examining the possibility of on-site child care for State employees. In addition, the Duluth district proposed an on-site child care center for its new building, which is in the planning phase. Although the funds for the child care center were included in the proposal for the new building that was presented to the legislature in its last session, the legislature did not fund the portion of the request for the child care facility.
3. The Director of Employee Services has also worked with DOER to gain authorization to administer exams for highway maintenance workers on a district basis when vacancies occur. Previous to this authorization, highway maintenance worker exams were given once every three years. Thus, once all the qualified protected class employees had been hired off the list, new protected class employees would not be eligible to test until the exam was given again. It is hoped that this new method of testing will routinely provide qualified protected class employees in highway maintenance positions. This method of testing may be expanded to other job classes if it proves successful.
4. The District Engineer in Bemidji has worked actively with city business leaders to put together a program to train and integrate Native Americans in the local work force. At the Bemidji district office, Native Americans have been brought in to work as laborers, which gives them priority with the bargaining units when they are ready to be promoted to higher positions. The Willmar district has started a similar program.

Qualification requirements and procedures for hiring are examined by Mn/DOT's personnel officers, the Affirmative Action Officer, and DOER who all work to determine whether barriers to EEO exist. Further, the Affirmative Action Officer and the Director of Employee Services are developing a technique for projecting vacancies. Though this tool is now in its infancy, when it is fully operable it will be used to help in succession planning.

The selection process is also reviewed by the Affirmative Action Officer and DOER to ensure equal treatment of candidates regardless of race, color, religion, sex, national origin, or age. The Affirmative Action Officer reviews the process on a transaction by transaction basis and annually reviews the over all program. This review is done in conjunction with DOER through an applicant flow study, which reflects on candidate pools, candidate selection, and potential barriers to employment. Though this review is currently performed annually, by 1990 it will be performed quarterly.

PROGRAM ANALYSIS--IV. Recruitment and Hiring (continued)

DOER also acts as a primary recruitment contact with the community. Representatives from DOER regularly attend job fairs (especially those targeted at protected class employees) where they present information exam requirements and job openings in the various areas of State service. Mn/DOT has developed a brochure that is distributed by DOER at these job fairs, and, as time permits, Mn/DOT representatives also occasionally attend some of the job fairs.

As a form of community service, some of Mn/DOT's training facilities are available for organizations to rent on an informal basis. For example, the Mn/DOT training center has made its facilities available to the Red Cross on a request basis. This service, however, has not been publicized or actively promoted.

As a means of furthering education within Mn/DOT about community issues, the Office of Personnel and Employee Services has either sponsored or co-sponsored workshops such as an elder care fair and a family resource information fair.

To aid in providing education to the community, the Office of Personnel and Employee Services has also developed an educational program to help high school students learn about transportation-related careers in Minnesota. The Employment Services Section is also in the negotiating phase of developing partnership with some of the community colleges and vocational technical institutes within Minnesota. Through this partnership, Mn/DOT can help influence the curriculum for those students interested in pursuing careers in the highway technician and paraprofessional roles.

Student worker and internship programs are used extensively within Mn/DOT. Though the student worker program is not designed to provide development opportunities for the employee, the internship program is. With the exception of the Bemidji and Willmar programs, worker-trainee opportunities are not extensively used by Mn/DOT.

PROBLEM/BARRIER IDENTIFICATION

IV. Recruitment and Hiring

Our analysis revealed the following problems:

- EEO officials have not been active in the development of vacancy projections.
- Because of staff shortages, EEO officials have not been participating in recruitment efforts.
- Mn/DOT has not used minority media in its paid advertising for job recruitment.
- Mn/DOT management has not made a strong commitment to make itself available to community, civic, and other groups interested in enhancing equal employment opportunities.

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: IV. Recruitment and Hiring

Problem/Barrier Statement: EEO officials have not been active in the development of vacancy projections.

Objective: Establish a method of forecasting expected vacancies so that employees (especially protected class employees) can be aware of areas where will vacancies occur. In this way, employees can begin development activity to prepare themselves for better positions.

Responsible Official: Director of Employee Services Section and
Affirmative Action Manager

Target Date: October 1990

Action Items:

- 1) Gather data on past vacancies, including those caused by retirements, terminations, and internal movement such as promotions and lateral transfers.
Responsible Official: Affirmative Action Manager
Target Date: December 1989
- 2) Determine trends from the historical data.
Responsible Official: Affirmative Action Manager
Target Date: March 1990
- 3) Build a model based on the trends and factors that influenced past movement.
Responsible Official: Affirmative Action Manager
Target Date: June 1990
- 4) Make projections for future years.
Responsible Official: Affirmative Action Manager
Target Date: July 1990
- 5) Make projections available to Employment Services Section and Employee Development Section.
Responsible Official: Affirmative Action Manager
Target Date: August 1990
- 6) Publicize the information to minority and women's groups within Mn/DOT and the community.
Responsible Official: Affirmative Action Manager
Target Date: October 1990

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: IV. Recruitment and Hiring

Problem/Barrier Statement: EEO officials have not been participating in recruitment efforts.

Objective: Increase the visibility of Mn/DOT's affirmative action program, especially to women and minorities whom Mn/DOT is trying to recruit.

Responsible Official: Affirmative Action Manager

Target Date: March 1990

Action Items:

- 1) Work with the Employee Development Section and the Employment Services Section to determine when and where Graduate Engineer Program recruiting will be held.
Responsible Official: Affirmative Action Manager
Target Date: November 1989
- 2) Prepare presentation for recruiting.
Responsible Official: Affirmative Action Manager
Target Date: December 1989
- 3) Attend recruitment sessions and make presentation.
Responsible Official: Affirmative Action Manager
Target Date: March 1990
- 4) Work with vocational technical institutes to increase recruitment efforts of women and minorities there.
Responsible Official: Affirmative Action Manager
Target Date: August 1990-December 1993

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: IV. Recruitment and Hiring

Problem/Barrier Statement: Mn/DOT has not used minority media in its paid advertising for job recruitment.

Objective: Increase minority's awareness of job opportunities at Mn/DOT.

Responsible Official: Human Resources Director

Target Date: March 1990

Action Items:

1) Investigate reasonably priced effective minority media advertising.

Responsible Official: Affirmative Action Manager

Target Date: October 1989

2) Inform the Employment Services Section that it should be complementing its regular paid advertising with advertising in minority media.

Responsible Official: Human Resources Director

Target Date: November 1989

3) Check back with the Employment Services Section to ensure that minority media advertising has been established.

Responsible Official: Affirmative Action Manager

Target Date: March 1990

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: IV. Recruitment and Hiring

Problem/Barrier Statement: Mn/DOT management has not made a strong commitment to make itself available to community, civic, and other groups interested in enhancing equal employment opportunities.

Objective: To work with local women and minority groups in an effort to enhance Mn/DOT's image in the community and to build a working relationship with these groups.

Responsible Official: Deputy Commissioner, Human Resources
Director, and Affirmative Action Manager

Target Date: March 1994

Action Items:

- 1) Prepare an affirmative action presentation that will explain Mn/DOT's affirmative action policy and provide information about different job opportunities and openings at Mn/DOT.
Responsible Official: Affirmative Action Manager.
Target Date: June 1990
- 2) Contact local women's and minority groups and schedule presentations.
Responsible Official: Affirmative Action Manager
Target Date: September-December 1990
- 3) Make presentation and provide information about the names and phone numbers of the people to contact in Mn/DOT for different sorts of information (including information about job openings and general information about road construction and road conditions).
Responsible Officials: Deputy Commissioner, Human Resources
Director, and Affirmative Action
Manager.
Target Date: January 1991 - December 1994

PROGRAM ANALYSIS

V. Training and Employee Development Programs

DEPARTMENT PHILOSOPHY AND ORGANIZATION:

Mn/DOT is committed to ensuring that all of its employees are fairly offered adequate training and development opportunities, not only to satisfy skill requirements for current jobs, but also for job enhancement, career development and professional growth.

Mn/DOT sets up training and development opportunities that satisfy identified needs, and then communicates these opportunities to employees. Recognizing that it is crucial to educate and inform employees of all available training options, Mn/DOT evaluates and modifies methods for communication so that employees are better informed about training opportunities.

Mn/DOT's Employee Development Section is responsible for the overall training and development program to ensure that Mn/DOT has a well-trained and qualified work force for needs of today and the future.

Additionally, employee development specialists (EDS) statewide are responsible for ensuring that training and development goals and needs are met for individuals and groups in Mn/DOT. EDS duties include providing individual employee career counseling to any requesting employee, performing group training, and assessing district or office needs.

Training programs include management, supervisory, technical, data processing and specialized (e.g., AIDS, sexual harassment) training. Training is performed by internal staff, other state and government agencies, and private institutions (e.g., University of Minnesota, contractors, private consulting firms)

Mn/DOT uses several strategies to ensure that all employees have equal and adequate access to training and development, including:

1. Training can be taken by Mn/DOT employees through three channels, including opportunities: (1) arranged internal to Mn/DOT, (2) from the Minnesota Department of Employee Relations, and (3) through external organizations.
2. Many courses are offered on multiple dates, as well as periodically repeated to assure ample opportunity for employee registration.
3. Training is paid for through designated budget resources, in accordance with Mn/DOT policies for internal and external training, and including tuition reimbursement and time release options. Upon approval and varying according to individual course logistics, the employee may be given paid or non-paid work

PROGRAM ANALYSIS--V. Training and Employee Dvlpmnt Process (cont.)

time release, reimbursed for travel expenses (in accordance with bargaining unit/union contracts) and/or may be reimbursed for a portion of the course cost.

4. Training course announcements are distributed by open posting on internal community bulletin boards and circulated in work areas.

5. The availability of training and development opportunities are discussed with new Mn/DOT employees in an orientation session, taken within the first month of employ with the agency.

7. Courses are evaluated for effectiveness and altered if the audience course needs are not being satisfied and/or specific areas appear problematic to learning.

8. Budget resources and staff are specifically designated for training and development, including the Employee Development Section in the main office, 12 employee development specialists statewide, and support staff department-wide.

DEPARTMENT NEEDS ASSESSMENT:

When structuring training programs, the Employee Development Section and the employee development specialists may use several tools including organizational needs assessment, managerial consultation, surveys, and mandated training specifications (e.g., traffic safety changes, and supervisory requirements). Needs assessment has been conducted within Mn/DOT using surveys in locations and functional areas, one-on-one interviewing, and through group or committee recommendations.

While motivation and criteria for these needs assessments have varied by the goals and objectives of the office or district, one notable survey specifically addressed the need for career development for protected class employees. The survey's target population included a representative sample of Mn/DOT's 1500 protected class employees, which includes minorities, Vietnam veterans, females and handicapped personnel.

The survey was initiated in 1984, the result of which was a department-wide program for career development, entitled Individual Development Planning (IDP).

DEPARTMENT TRAINING AND DEVELOPMENT OPPORTUNITIES:

1. Individual Development Planning (IDP):

The IDP program is a training course to enable employees to direct their career movement and professional growth by: (1) assessing employees' current abilities and future potential, (2) obtaining feedback, (3) identifying development alternatives, and (4) creating a plan to reach this goal. The fourth step, a plan, is considered to be a key function of this course.

PROGRAM ANALYSIS--V. Training and Employee Dvlpmnt Process (cont.)

Another portion of this course focuses on educating employees about the career development options available to them, including internal and external training and development opportunities and tuition reimbursement/time release options.

IDP has been administered both individually and in group sessions since 1987, and has served upwards of 300 employees, with an estimate of roughly 30% of those being females or minorities.

2. Sexual Harassment Awareness Program:

(a) The orientation session for new employees includes distribution and discussion of current sexual harassment policies and procedures. Some districts and offices require additional videotape sessions and/or attendance at a course provided through the Minnesota Department of Employee Relations.

(b) A new program currently is being developed that will be an ongoing plan for awareness and training for managers and supervisors, in order to provide a work environment free from sexual harassment.

The program is being structured to include awareness training and guidelines that will fully communicate the policies and procedures as well as responsibilities. Portions of this program have begun to be implemented, and the entire strategic plan for development and implementation is in process.

3. Other General Course Offerings for Mn/DOT Employees:

-- Minnesota Department of Employee Relations--30-50 courses open annually to State of Minnesota Employees.

-- Mn/DOT Employee Development Section--20-30 courses open annually to Mn/DOT personnel.

--Districts and Offices--an estimated 20-30 courses are offered annually within individual districts and offices by special request. This training has included telephone skills, business writing, and public speaking.

4. Additionally, a number of specialized courses and group sessions have been initiated and used in the department to satisfy needs, some of them ongoing, others for one-time, need-specific objectives. These have included a sign language course, employee assistance committees to deal with problems in the work area on an ongoing basis, women's resource and Indian support groups, and mentoring systems to help new employees.

DEPARTMENT MONITORING

1. Attendance of type and number of employees at courses is monitored in order to assess the success of communication of course goals, objectives, and availability as a training and development opportunity. Modification of method, form or frequency of communication may result.

PROGRAM ANALYSIS--V. Training and Employee Dvlpmnt Process (cont.)

2. Mn/DOT's Affirmative Action Officer quarterly accesses the state-wide training database to track the training skills acquired by Mn/DOT's protected class employees, in an effort to determine the availability of protected class employees to meet Mn/DOT's forecasted staffing needs.

Mn/DOT has not developed a method to inventory the skills of its employees. At present, the task of inventorying skills is being examined at different levels and through different programs by various state agencies. Because of the enormous effort involved in of developing a skills inventory tool and implementing that tool, a skills inventory does not appear to be planned within the next five years.

3. Mn/DOT's Affirmative Action Officer continually assesses (by transaction) the movement of protected class employees to determine if they are attaining positions that are commensurate with their abilities and training in all levels of the organization. The Affirmative Action Officer has not, however, tracked this information to determine if differentials exist by minority status or sex.

PROBLEM/BARRIER IDENTIFICATION

V. Training and Employee Development Programs

Our analysis revealed the following problems:

- The training that is tracked by the Affirmative Action Unit is limited to that training offered by State agencies. It does not include a skills inventory or information about external training. Because of the enormous amount of time and effort required to take a skills inventory and keep it up to date, Mn/DOT does not plan to undertake a skills inventory within the five year time frame that this AEP encompasses.

- Extensive studies to determine the reasons for internal movement differentials by minority status and sex have not been conducted.

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: V. Training and Employee Development Programs

Problem/Barrier Statement: Training that is tracked by the Affirmative Action Unit is limited to the classes offered by State agencies. It does not include a skills inventory or information about external training.

Objective: Establish a method to track external training so that information about the availability of protected class employees who taken training required to meet Mn/DOT staffing needs is readily accessible.

Responsible Official: Human Resources Director, Affirmative Action Manager, and Director of Employee Development Section

Target Date: 1991

Action Items:

- 1) Affirmative Action Manager will work with a member of the Employee Development Section to design a tracking system that will integrate the information about external training with the existing training database.
Responsible Official: Affirmative Action Manager and Employee Development Section Director
Target Date: December 1990
- 2) Affirmative Action Manager and a member of the Employee Development Section will meet with Office Managers and Business Managers to ask that copies of special expense forms for external classes be sent to him.
Responsible Official: Affirmative Action Manager
Target Date: January 1991

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: V. Training and Employee Development Programs

Problem/Barrier Statement: Extensive studies to determine the reasons for internal movement differentials by minority status and sex have not been conducted.

Objective: Develop and conduct a study to determine internal movement differentials by minority status and sex to ensure that differentials are not caused by discrimination or harassment.

Responsible Official: Affirmative Action Manager
Target Date: 1991

Action Items:

- 1) The Affirmative Action Manager will develop a study tool.
Responsible Official: Affirmative Action Manager
Target Date: June 1990
- 2) The Affirmative Action Manager will conduct the study and analyze the results.
Responsible Official: Affirmative Action Manager
Target Date: 1991

PROGRAM ANALYSIS

VI. Promotions

Promotions at Mn/DOT are of two kinds :

- 1: Promotions granted primarily as a result of length of service coupled with acceptable performance, commonly referred to as Junior-Senior Plans;
- 2: Promotions based on merit and accomplishment.

Additionally, Mn/DOT has a long standing practice of promotion from within. It is very rare for any but entry-level positions to be filled with other than a current Mn/DOT employee.

Of the types listed above, 1 is rarely the subject of dispute and has shown no tendency to be the source of complaints from women and minorities within Mn/DOT. This is mainly due to the relative lack of subjectivity in the process.

Type 2, however, the classic merit promotion, does have the potential for bias and subjectivity. As the data that follows indicates, while there is no clear pattern of adverse impact indicated, at least when the percentage of promotions granted to a group is compared with that group's proportion of the workforce available to be promoted, there are some potentially troublesome areas in the Managerial group.

Since there is currently no real tracking done of eligibles for the promotional opportunities available, a more precise determination as to impact cannot be made at this time.

PROGRAM ANALYSIS VI -- Promotions

FEMALES

1986:

EEO4 Category	Total	# Female	% Female	Female workforce %	# Male	% Male	Male workforce %
Officials	8	0	.00%	5.00%	8	100.00%	95.00%
Professionals (Non-Engineer)	9	1	11.11%	25.00%	8	88.89%	75.00%
Engineers	47	4	8.51%	7.35%	43	91.49%	92.65%
Technicians	104	20	19.23%	8.13%	84	80.77%	91.87%
Admin. Support	10	10	100.00%	85.76%	0	.00%	14.24%
Service	54	2	3.70%	1.70%	52	96.30%	98.30%
Craft	0	0	.00%	.00%	0	.00%	100.00%

1987:

Officials	8	0	.00%	3.66%	8	100.00%	96.34%
Professionals (Non-Engineer)	40	16	40.00%	25.35%	24	60.00%	74.65%
Engineers	83	14	16.87%	7.25%	69	83.13%	92.75%
Technicians	122	24	19.67%	8.63%	98	80.33%	91.37%
Admin. Support	27	21	77.78%	82.88%	6	22.22%	17.12%
Service	58	8	13.79%	2.99%	50	86.21%	97.01%
Craft	9	0	.00%	.00%	9	100.00%	100.00%

1988:

Officials	13	1	7.69%	4.38%	12	92.31%	95.62%
Professionals (Non-Engineer)	20	7	35.00%	26.79%	13	65.00%	73.21%
Engineers	55	10	18.18%	7.61%	45	81.82%	92.39%
Technicians	140	24	17.14%	9.37%	116	82.86%	90.63%
Admin. Support	31	5	16.13%	82.82%	26	83.87%	17.18%
Service	95	10	10.53%	3.13%	85	89.47%	96.87%
Craft	10	0	.00%	.00%	10	100.00%	100.00%

PROGRAM ANALYSIS VI -- Promotions (Cont'd)

MINORITIES

1986:

EEO4 Category	Total	# Minority	% Minority	Minority workforce %	# White	% White	White workforce %
Officials	8	0	.00%	2.49%	8	100.00%	97.51%
Professionals (Non-Engineer)	18	2	11.11%	2.35%	16	88.89%	97.65%
Engineers	47	1	2.13%	2.61%	46	97.87%	97.39%
Technicians	104	2	1.92%	1.14%	102	98.08%	98.86%
Admin. Support	10	0	.00%	2.99%	10	100.00%	97.01%
Service	54	0	.00%	4.17%	54	100.00%	95.83%
Craft	0	0	.00%	3.50%	0	.00%	96.50%

1987:

Officials	8	0	.00%	3.66%	8	100.00%	96.34%
Professionals (Non-Engineer)	40	0	.00%	2.92%	40	100.00%	97.08%
Engineers	83	0	.00%	2.90%	83	100.00%	97.10%
Technicians	122	2	1.64%	1.21%	120	98.36%	98.79%
Admin. Support	27	3	11.11%	4.18%	24	88.89%	95.82%
Service	58	4	6.90%	4.16%	54	93.10%	95.84%
Craft	9	1	11.11%	2.57%	8	88.89%	97.43%

1988:

Officials	13	0	.00%	2.63%	13	100.00%	97.37%
Professionals (Non-Engineer)	20	0	.00%	3.63%	20	100.00%	96.37%
Engineers	55	2	3.64%	2.93%	53	96.36%	97.07%
Technicians	140	4	2.86%	1.44%	136	97.14%	98.56%
Admin. Support	31	1	3.23%	4.72%	30	96.77%	95.28%
Service	95	2	6.45%	3.99%	93	97.89%	96.01%
Craft	10	1	10.00%	2.30%	9	90.00%	97.70%

PROBLEM/BARRIER IDENTIFICATION

VI. Promotions

Our analysis revealed the following problems:

- There is a perception, particularly among women non-engineer employees, that women cannot enter the managerial ranks without an engineering background.
- There is no accurate way to monitor the impact of promotional transactions since no record is maintained of those actually eligible for consideration. The method used in this section, comparing the percent of promotions to the relevant percent of the work force, is not sufficiently precise to allow any meaningful conclusions to be drawn about the impact of the selection process.

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: VI. Promotions

Problem/Barrier Statement: There is a perception, particularly among non-engineer women employees, that women cannot enter the managerial ranks without an engineering background.

Objective: Educate employees about the variety of talents needed in management positions and the training necessary to achieve the necessary managerial competencies.

Responsible Official: Deputy Commissioner

Target Date: 1989 - 1994

Action Items:

- 1) A tool that outlines, defines, and evaluates the managerial competencies valued by upper management will be issued to supervisors and managers within Mn/DOT. The purpose of the instrument is to help supervisors become aware of (and enroll in training to develop) the set of skills necessary to meet upper management's needs. These managerial competencies do not include any educational or certificate requirements to advance in any given area.

Responsible Official: Human Resources Director and Director
of Employee Development Section

Target Date: December 1989

- 2) Encourage protected class employees to take mobility assignments so they are exposed to the different types of managers and expertise that Mn/DOT requires.

Responsible Official: Affirmative Action Manager, Managers,
and Supervisors

Target Date: 1989-1994

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: VI. Promotions

Problem/Barrier Statement: There is no accurate way to monitor the impact of promotional decisions since no record is maintained of those actually eligible to be considered for the promotion.

Objective: Develop and implement a method of tracking and monitoring promotional transactions that includes accurate data on the number and demographics of the eligibles.

Responsible Official: Human Resources Director

Target Date: 1991

Action Items:

- 1) The Affirmative Action Manager will develop a form to track all promotional decisions. The form will include applicant (eligibles) data, selection criteria, and the outcome of the process.
Responsible Official: Affirmative Action Manager
Target Date: 1990
- 2) The Affirmative Action manager will develop an automated method of tracking, summarizing, and analyzing the data produced by the form.
Responsible Official: Affirmative Action Manager
Target Date: February 1990
- 3) The Human Resources Director will oversee the implementation process of the tracking system.
Responsible Official: Human Resources Director
Target Date: March through September 1990
- 4) The Affirmative Action Manager will track all promotional opportunities and decisions to determine if the process operates in an equitable manner.
Responsible Official: Affirmative Action Manager
Target Date: October 1990 through 1994.

PROGRAM ANALYSIS

VII. Separations and Terminations

An analysis of the data on separations indicates a substantial problem in retaining women in the Professional and Technician categories. The perceived lack of upward mobility identified elsewhere in this plan may explain why this problem is occurring. Action steps have been identified to correct this problem.

Further, Mn/DOT serves as a source of trained professionals for other departments and agencies in Minnesota. It appears that many of the women who left Mn/DOT took better positions in other areas of State government. Once the upward mobility of women is improved, Mn/DOT expects to retain many women who might have otherwise left.

Another problem seems to exist for minorities in the Technician job group. While statistically not significant, there is a larger proportion of minority resignations than would be expected. Much of this appears to be due to the demand for technically trained minorities by other private employers. As in the case with women, Mn/DOT's employees are seen as highly valued by others. The individual development and mentoring programs will aid in retaining more minority employees in the future.

Analysis of termination data for women and minorities reveals no adverse impact against either women or racial/ethnic minorities.

Data based on Calendar year summaries

FEMALES

1988

EEO4 Category	Type	# Female	% of all Females	% of Type	Male #	% of all Males	% of Type
Officials/Administrators	Resignation	0	.00%	.00%	0	.00%	.00%
	Retirement	0	.00%	.00%	2	1.80%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Professional (Non-Engineer)	Resignation	3	5.36%	60.00%	2	1.21%	40.00%
	Retirement	0	.00%	.00%	17	10.30%	100.00%
	Termination	0	.00%	.00%	1	.61%	100.00%
Engineers	Resignation	1	2.50%	25.00%	3	.60%	75.00%
	Retirement	0	.00%	.00%	2	.40%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Technicians	Resignation	5	3.73%	21.74%	18	1.59%	78.26%
	Retirement	0	.00%	.00%	14	1.23%	100.00%
	Termination	1	.75%	25.00%	3	.26%	75.00%
Administrative Support	Resignation	5	1.58%	62.50%	3	6.12%	37.50%
	Retirement	9	2.85%	90.00%	1	2.04%	10.00%
	Termination	1	.32%	100.00%	0	.00%	.00%
Service/Maintenance	Resignation	3	7.32%	13.04%	20	1.23%	86.96%
	Retirement	0	.00%	.00%	38	2.33%	100.00%
	Termination	0	.00%	.00%	3	.18%	100.00%
Craft	ALL	0	.00%	.00%	8	8.70%	100.00%
TOTAL SEPARATIONS		25	4.55%		66	3.36%	

Data based on Calendar year summaries

FEMALES

1987

EEO4 Category	Type	# Female	% of all Females	% of Type	Male #	% of all Males	% of Type
Officials/Administrators	Resignation	0	.00%	.00%	0	.00%	.00%
	Retirement	0	.00%	.00%	10	9.01%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Professional (Non-Engineer)	Resignation	2	3.92%	28.57%	5	3.27%	71.43%
	Retirement	0	.00%	.00%	17	11.11%	100.00%
	Termination	0	.00%	.00%	1	.65%	100.00%
Engineers	Resignation	2	5.26%	100.00%	0	.00%	.00%
	Retirement	0	.00%	.00%	17	3.42%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Technicians	Resignation	3	2.24%	21.43%	11	.97%	78.57%
	Retirement	2	1.49%	2.82%	69	6.08%	97.18%
	Termination	0	.00%	.00%	0	.00%	.00%
Administrative Support	Resignation	10	3.16%	76.92%	3	6.12%	23.08%
	Retirement	11	3.48%	73.33%	4	8.16%	26.67%
	Termination	1	.32%	100.00%	0	.00%	.00%
Service/Maintenance	Resignation	3	7.32%	23.08%	10	.61%	76.92%
	Retirement	0	.00%	.00%	56	3.43%	100.00%
	Termination	0	.00%	.00%	3	.18%	100.00%
Craft	ALL	0	.00%	.00%	17	18.48%	100.00%
TOTAL SEPARATIONS		31	5.71%		137	7.05%	

Data based on Calendar year summaries

FEMALES

1986

EEO4 Category	Type	# Female	% of all Females	% of Type	Male #	% of all Males	% of Type
Officials/Administrators	Resignation	0	.00%	.00%	0	.00%	.00%
	Retirement	0	.00%	.00%	10	9.01%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Professional (Non-Engineer)	Resignation	6	14.63%	54.55%	5	3.55%	45.45%
	Retirement	0	.00%	.00%	7	4.96%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Engineers	Resignation	3	8.11%	50.00%	3	.62%	50.00%
	Retirement	0	.00%	.00%	13	2.69%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Technicians	Resignation	3	2.24%	21.43%	11	.97%	78.57%
	Retirement	2	1.49%	2.82%	69	6.08%	97.18%
	Termination	0	.00%	.00%	0	.00%	.00%
Administrative Support	Resignation	10	3.16%	76.92%	3	6.12%	23.08%
	Retirement	11	3.48%	73.33%	4	8.16%	26.67%
	Termination	1	.32%	100.00%	0	.00%	.00%
Service/Maintenance	Resignation	3	7.32%	23.08%	10	.61%	76.92%
	Retirement	0	.00%	.00%	56	3.43%	100.00%
	Termination	0	.00%	.00%	3	.18%	100.00%
Craft	ALL	0	.00%	.00%	17	18.48%	100.00%
TOTAL SEPARATIONS		36	6.77%		125	6.52%	

PROGRAM ANALYSIS

VII -- Separations/Terminations

Data based on Calendar year summaries

MINORITIES

1988

EEO4 Category	Type	# Minority	% of all Min.	% of Type	White #	% of all Whites	% of Type
Officials/Administrators	Resignation	0	.00%	.00%	0	.00%	.00%
	Retirement	1	33.33%	50.00%	1	.81%	50.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Professional(Non-Engineer)	Resignation	0	.00%	.00%	15	5.93%	100.00%
	Retirement	0	.00%	.00%	7	2.77%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Engineers	Resignation	0	.00%	.00%	4	.74%	100.00%
	Retirement	0	.00%	.00%	2	.37%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Technicians	Resignation	2	6.90%	8.70%	21	1.61%	91.30%
	Retirement	0	.00%	.00%	14	1.08%	100.00%
	Termination	0	.00%	.00%	4	.31%	100.00%
Administrative Support	Resignation	2	11.76%	25.00%	6	1.75%	75.00%
	Retirement	0	.00%	.00%	10	2.92%	100.00%
	Termination	0	.00%	.00%	1	.29%	100.00%
Service/Maintenance	Resignation	2	2.82%	8.70%	21	1.25%	91.30%
	Retirement	2	2.82%	5.26%	36	2.15%	94.74%
	Termination	1	1.41%	33.33%	2	.12%	66.67%
Craft	ALL	0	.00%	.00%	8	8.70%	100.00%
TOTAL SEPARATIONS		10	12.82%		152	5.93%	

PROGRAM ANALYSIS

VII -- Separations/Terminations

Data based on Calendar year summaries

MINORITIES

1987

EEO4 Category	Type	# Minority	% of all Min.	% of Type	White #	% of all Whites	% of Type
Officials/Administrators	Resignation	0	.00%	.00%	0	.00%	.00%
	Retirement	0	.00%	.00%	10	8.70%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Professional(Non-Engineer)	Resignation	1	10.00%	6.67%	14	6.22%	93.33%
	Retirement	0	.00%	.00%	34	15.11%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Engineers	Resignation	0	.00%	.00%	2	.38%	100.00%
	Retirement	0	.00%	.00%	17	3.21%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Technicians	Resignation	3	13.64%	21.43%	11	.87%	78.57%
	Retirement	0	.00%	.00%	71	5.59%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Administrative Support	Resignation	2	11.76%	15.38%	11	3.01%	84.62%
	Retirement	0	.00%	.00%	15	4.11%	100.00%
	Termination	0	.00%	.00%	1	.27%	100.00%
Service/Maintenance	Resignation	1	1.39%	7.69%	12	.72%	92.31%
	Retirement	2	2.78%	3.57%	54	3.23%	96.43%
	Termination	1	1.39%	33.33%	2	.12%	66.67%
Craft	ALL	0	.00%	.00%	17	18.48%	100.00%
TOTAL SEPARATIONS		10	14.49%		271	10.82%	

PROGRAM ANALYSIS

VII -- Separations/Terminations

Data based on Calendar year summaries

MINORITIES

1986

EEO4 Category	Type	# Minority	% of all Min.	% of Type	White #	% of all Whites	% of Type
Officials/Administrators	Resignation	0	.00%	.00%	2	1.67%	100.00%
	Retirement	0	.00%	.00%	9	7.50%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Professional(Non-Engineers)	Resignation	0	.00%	.00%	16	8.04%	100.00%
	Retirement	0	.00%	.00%	20	10.05%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Engineers	Resignation	2	14.29%	33.33%	4	.75%	66.67%
	Retirement	0	.00%	.00%	0	.00%	.00%
	Termination	0	.00%	.00%	1	.19%	100.00%
Technicians	Resignation	1	5.26%	7.14%	13	1.02%	92.86%
	Retirement	0	.00%	.00%	41	3.21%	100.00%
	Termination	0	.00%	.00%	0	.00%	.00%
Administrative Support	Resignation	2	15.38%	15.38%	11	3.11%	84.62%
	Retirement	1	7.69%	5.88%	16	4.52%	94.12%
	Termination	1	7.69%	100.00%	0	.00%	.00%
Service/Maintenance	Resignation	0	.00%	.00%	8	.48%	100.00%
	Retirement	0	.00%	.00%	65	3.94%	100.00%
	Termination	3	4.00%	42.86%	4	.24%	57.14%
Craft	ALL	0	.00%	.00%	12	13.04%	100.00%
TOTAL SEPARATIONS		10	17.24%		222	8.96%	

PROBLEM/BARRIER IDENTIFICATION

VII. Separations/Terminations

-There is no method of determining the reasons that women and minority resignations are higher than expected since Exit Interviews are not conducted on a regular basis and because no ongoing surveys are made as to job satisfaction and attitudes.

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: VII. Separations/Terminations

Problem/Barrier Statement: No consistent method exists for determining the reasons for a female or minority employees resignation.

Objective: Establish a method of determining the reasons for resignations and develop a survey tool about attitudes toward Mn/DOT employment that could anticipate problems that might lead to resignation.

Responsible Official: Affirmative Action Manager

Target Date : 1992

Action Items:

- 1) With the assistance of the employee development office, research existing methods and tools used to measure employee satisfaction and reasons for voluntary departure.
Responsible Official: Affirmative Action Manager
Target Date: February 1990

- 2) Adapt or design two new forms for surveying female and minority employees; one for exit interview purposes and one as an ongoing survey tool for current employees.
Responsible Official: Affirmative Action Manager
Human Resources Director
Target Date: Exit Interview Form - July 1990
Survey Form - July 1991

- 3) Require that Exit Interviews be sought with all departing female and minority employees.
Responsible Official: Human Resources Director
Target Date: January 1992

- 4) Implement a regular survey of female and minority employees to determine job satisfaction.
Responsible Official: Human Resources Director
Target Date: July 1992.

PROGRAM ANALYSIS

VIII. Program Evaluation

The Department of Employee Relations (DOER) reviews all personnel transactions processed by Mn/DOT. These transactions are evaluated against identified disparities, then missed opportunities are reported back to Mn/DOT. This review process is ongoing and interaction between Mn/DOT and DOER is frequent.

In addition, DOER annually reviews Mn/DOT's Affirmative Action Plans and provides feedback on the overall program. And annually, DOER provides a report to the Governor of each agencies' progress in meeting its identified affirmative action goals. These results are publicly presented.

Within Mn/DOT, program evaluation occurs through several methods. The Affirmative Action Officer reviews personnel transactions in cases where there is a disparity and an opportunity on a regular basis and compares hiring and termination transactions and practices against Mn/DOT's policies and identified disparities. The Affirmative Action Officer must also sign off on all transactions where there is an identified disparity and an opportunity.

A database containing statistical data of all transactions is updated weekly through official links with personnel, payroll, position, and transaction files. This database is accurate, timely, and can be easily accessed by the Affirmative Action Officer. Missed opportunities are communicated back to those who have made hiring and termination decisions.

The Affirmative Action Officer annually revises Mn/DOT's Affirmative Action Plan for DOER. This plan is based on the Multi-Year Affirmative Employment Program Plan, but has been modified to include information about employees with disabilities.

The Affirmative Action Officer also writes a report for the FHWA annually that recaps the previous year's activity. Mn/DOT is currently in the process of taking measures to better respond to the FHWA's On-Site Reviews and STA program evaluations. Recent actions by Mn/DOT to better respond to the FHWA include incorporating on-site review recommendations such as posting Federal Equal Employment Opportunity posters on bulletin boards (in addition to the posted State EEO posters). Other measures to meet FHWA expectations include the work done to complete this Multi-Year Affirmative Employment Program Plans and the meetings held with officials from the FHWA to clarify the FHWA's expectations of Mn/DOT.

As described in the Organization and Resources portion of the Program Analysis, the Affirmative Action Officer is fully trained

PROGRAM ANALYSIS--VIII. Program Evaluation (continued)

in EEO and the merit system requirements contained in EEOC. The Human Resources Director has also received training on EEO requirements.

Other program evaluation within Mn/DOT includes oversight by the Affirmative Action Committee and the Human Resources Director. Informal feedback is given to the Affirmative Action Officer as needed and formal feedback is provided through annual performance reviews.