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## INTRODUCTION

Equal employment opportunity is mandated by federal, state and local legislation, as well as by various court decisions. The Affirmative Action Policy of the Department of Natural Resources exists to promote and provide equal employment opportunity and affirmative action throughout the agency. No employee or applicant for employment will be discriminated against because of race, color, creed, religion, national origin, sex, marital status, disability, status in regard to public assistance, and age.

There is substantial disparity between the promise of equal employment opportunity and its actual practice. The purpose of affirmative action is to correct the effects of past discrimination, whether intentional or unintentional, and to avoid present and future practices that may have unfair, adverse effect on handicapped persons, minorities, women, and Vietnam era veterans. Affirmative action does not mean the hiring of unqualified people. Nor does it mean that any group shall be deprived of their rights or subjected to unfair treatment. It does mean positive action to utilize the reservoir of untapped human resources and the skills and abilities of the protected classes, who have been systematically discriminated against in the past.

This Affirmative Action Plan has been developed to provide the guidance and support needed to establish individual unit affirmative action activities and to set fair standards for the DNR's divisions, bureaus, regions and special units.

**COMMISSIONER'S STATEMENT OF COMMITMENT TO  
AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY**

As Commissioner of the Department of Natural Resources, I reaffirm my personal commitment and the commitment of the department's management to actively pursue a vigorous program of affirmative action designed to provide equal employment opportunity to all employees and candidates for employment.


I am extremely proud of the success of our affirmative action program. Our goal is to provide equal employment opportunities to all job applicants and employees and to eliminate all artificial barriers. We strive to provide a working environment that is harmonious and discrimination-free for all.

Managers and supervisors are responsible for affirmative action efforts and will be accountable for their success. Affirmative action responsibilities will be included in the position description of each manager and supervisor.

The department operates with a set of goals for our affirmative action efforts. Our record shows significant success in meeting those goals. While numbers and percentages can be misleading, our success is measurable and continuing. While taking pride in that, we acknowledge the fact that we must continue to have goals in order to meet the challenge of becoming a workplace in which affirmative action is our way of life.

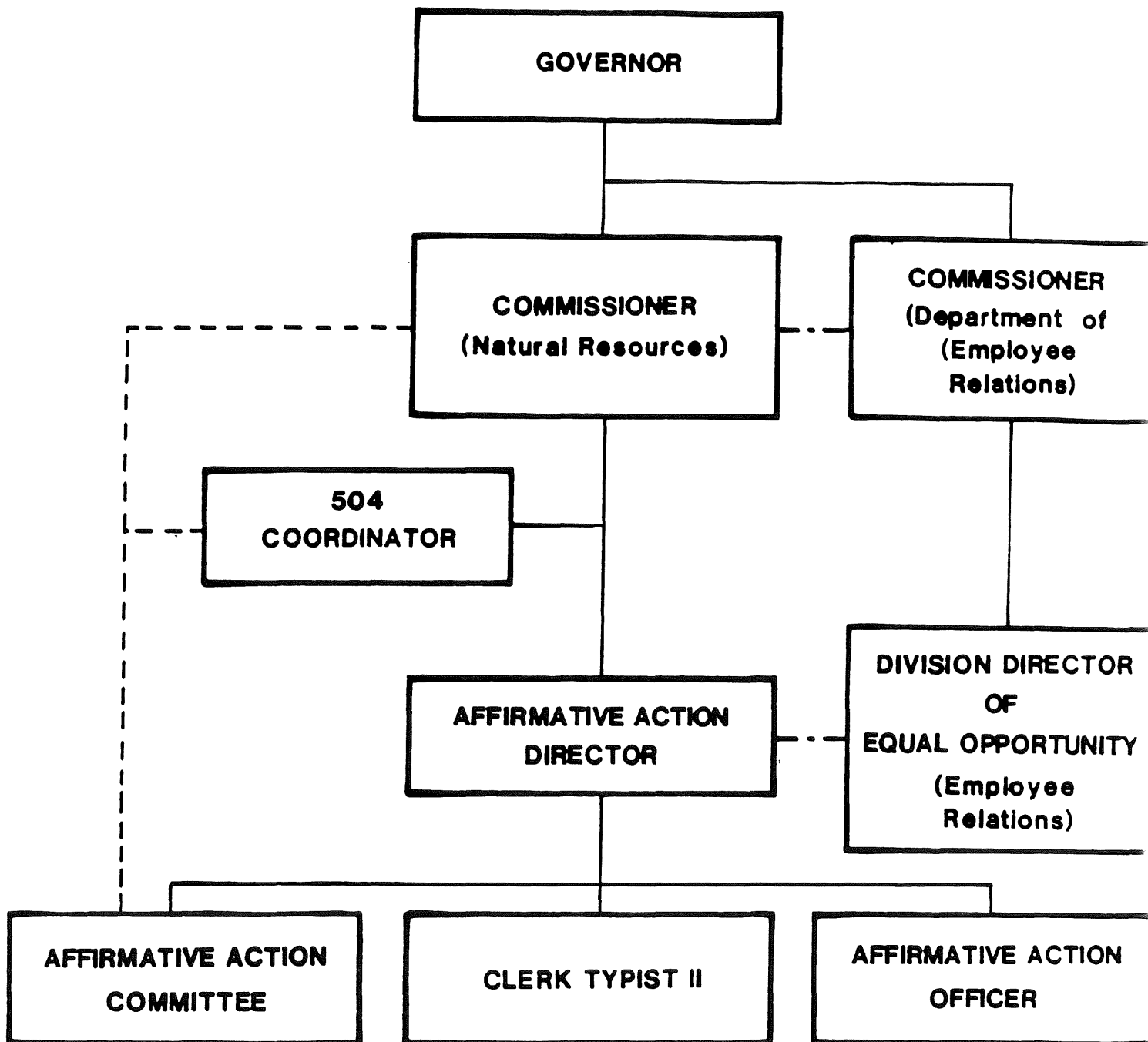
Because the department, as an employer, is responsible for the action of its employees, we will fully investigate allegations of harassment and will take prompt remedial action against any employee found to have harassed or discriminated against another employee. The offender will be subject to severe disciplinary action.

Perry Pickens, the Department's Affirmative Action Director, will ensure compliance with the Plan and answer any questions regarding affirmative action.

  
\_\_\_\_\_  
Joseph N. Alexander, Commissioner  
Minnesota Department of Natural Resources

DATE: 7 Jan 91

**DEPARTMENT OF NATURAL RESOURCES  
AFFIRMATIVE ACTION  
ORGANIZATIONAL CHART**



———— Direct Accountability  
----- Indirect Accountability  
- - - - Working Relationship

## OUTLINE OF RESPONSIBILITIES

### I. Commissioner of the Department of Natural Resources

Responsibilities: The Commissioner is responsible for the establishment of the affirmative action program, including goals and timetables, and for the department's units' compliance with all existing federal and state laws and regulations.

Duties: The duties of the Commissioner shall include, but not be limited to, the following:

1. To appoint an Affirmative Action Director.
2. To establish and maintain a Department Affirmative Action Committee.
3. To include accountability for administration of the department's affirmative action plan in his/her position description.
4. To require managers and supervisors to include responsibility statements for affirmative action in their position descriptions and ensure that they are evaluated relative to such responsibilities.
5. To take action on complaints of discrimination.
6. To issue a statement affirming his/her commitment to an equal opportunity policy and to ensure that such policy is distributed to all employees.
7. To make decisions, changes in policy or procedures or physical accommodations as may be needed to facilitate effective affirmative action.
8. To report annually to the Governor and Legislature through the Commissioner of the Department of Employee Relations, on the progress in meeting the department's affirmative action goals and objectives.

Accountability: The Commissioner is accountable directly to the Governor and has a working relationship with the Commissioner of the Department of Employee Relations, on affirmative action matters.

### II. Affirmative Action Director

The Affirmative Action Director is responsible for the development, coordination and implementation of the affirmative action program.

### III. Affirmative Action Officer

Responsibilities: The Affirmative Action Officer is responsible for assisting with the implementation, coordination, and maintenance of the department's affirmative action plan.

Duties: The duties of the Affirmative Action Officer shall be as follows:

1. To assist the director in planning, coordination, administration and implementation of the department's plan.
2. To assist the director in investigating alleged discrimination complaints.
3. To participate as a member of the Affirmative Action committee.
4. To assist in the dissemination of the department's affirmative action and Equal Employment Opportunity Plan, policies and procedures.
5. To recommend training needs and assist in the development and implementation of training programs.
6. To review and recommend changes in policies, procedures and programs to facilitate affirmative action and Equal Employment Opportunity compliance.
7. To support and participate in the recruitment and selection of protected class persons for employment, promotions and training opportunities.
8. To work with and maintain contact with protected class recruitment resources for purposes of recruitment.

Accountability: The Affirmative Action Officer will be directly accountable to the Affirmative Action Director.

### IV. 504 Coordinator

The Handicapped Accessibility Coordinator is responsible for implementation of: 1) Section 504 of the Federal Rehabilitation Act of 1973 which provides equal opportunity to state government for all Minnesotans (a requirement of any agency which is the recipient of federal financial assistance); and 2) the 1983 amendments to the Minnesota State Human Rights Act which requires that employers must provide for reasonable accommodation in the employment, public services and transportation for disabled Minnesotans.

Duties:

1. To inform and assist DNR units in the enforcement of federal 504 regulations which apply to the DNR;
2. To maintain regular contact with appropriate federal compliance offices to keep abreast of specific activities and decisions affecting DNR;

3. To communicate the DNR's Affirmative Action Policy to their staff.
4. To encourage the assigned staff to participation on the DNR's Affirmative Action Committee.
5. To include a responsibility statement for Affirmative Action/ Equal Employment Opportunity in their position description and in the position description of appropriate subordinate supervisors who are involved in selection and promotion process.
6. To cooperate with the Affirmative Action Director and Committee in implementing the Department's Affirmative Action's activities (e.g., avoiding scheduling conflicts, allowing committee members the opportunity to attend meetings to monitor interviews, etc.).

Accountability: Unit heads are accountable to their immediate supervisors and to the Commissioner for compliance with departmental policies and plans relating to affirmative action.

AFFIRMATIVE ACTION COMMITTEE  
DUTIES AND RESPONSIBILITIES

1. The general duties of the Affirmative Action Committee are to function in an advisory capacity to the DNR Commissioner, Affirmative Action Director, and department managers, in carrying out an effective department-wide affirmative action program. The committee shall endeavor to eliminate discrimination in hiring, promotions and training opportunities through the recommendation of affirmative action, Equal Employment Opportunity policies and policy changes.
2. It shall be the duty of this committee to recommend modifications in the Affirmative Action Policy and Plan to insure effective compliance with all statutory Equal Employment Opportunity and Affirmative Action laws and to address department affirmative action needs.
3. It shall be the duty of this committee to provide support services to the hiring authority in personnel recruitment, hiring, training, and promotions.
4. It shall be the duty of this committee and the Affirmative Action Director to develop an acceptable Affirmative Action grievance procedures, to conduct hearings relative to Equal Employment Opportunity and Affirmative Action violations on behalf of aggrieved protected class persons and to endeavor to resolve such grievance without litigation.
5. It shall be the duty of this committee to recommend Affirmative Action and Equal Opportunity Training Programs to management and the Training Director, to insure career development opportunities and a non-discriminating work environment for protected class person.
6. It shall be the duty of this committee to recommend bargaining unit, contract provisions which will insure equal employment opportunities for all protected classes.
7. It shall be the duty of this committee to participate in training sessions and conferences relative to Equal Employment Opportunity and Affirmative Action, and to keep apprised of the current changes in laws, policies and procedures affecting affirmative action and Equal Employment Opportunity.
8. It shall be the duty of this committee to insure department representation on all Equal Employment Opportunity and Affirmative Action boards, committees and organizations which recommend Equal Employment Opportunity and affirmative action policies, and influence changes in these areas.
9. The Affirmative Action Director shall be responsible for convening meetings, presiding over committee meetings.
10. The Affirmative Action Committee shall serve as a forum for transmitting employee concerns regarding affirmative action to management.



## AFFIRMATIVE ACTION POLICIES AND PROCEDURES

### A. Unit Affirmative Action Activities

1. Each DNR unit head (region, division, bureau/office or section) shall submit to the Affirmative Action Director at least two activities to promote affirmative action and to be implemented in their unit each fiscal year. These activities are to be reviewed and approved by their immediate supervisor (deputy or assistant commissioners) and the Affirmative Action Director prior to implementation. These activities are to be submitted to Affirmative Action Director by May 15 of each year.
2. Each region, division, bureau, section or office is required to prepare and submit to the Affirmative Action Director, through the Deputy Commissioner or their respective Assistant Commissioner, a semi-annual and annual progress on their affirmative action hiring goals for their respective units. Submission and cutoff dates for the semi-annual and annual reports will be communicated by the Affirmative Action Director in a timely manner.
3. The Affirmative Action Director shall provide the Commissioner with a semi-annual and annual affirmative action status report on all DNR units.
4. Each unit head is expected to act affirmatively in the recruiting, hiring, training and the promotion of protected class persons. The Affirmative Action Director and the Bureau of Personnel, and Training Director will assist in identifying, recruitment sources, employee development, and career counseling services in attaining projected affirmative action goals and objectives.
5. Affirmative Action shall be incorporated into the Performance Appraisal System and be one of the criteria for managerial and supervisory achievement awards, salary increases, and promotions.

### **C. Hiring Policy and Procedures**

1. In order to ensure the effectiveness of affirmative action compliance in the selection process, the Affirmative Action Director will be notified in writing of all unclassified, internship and student worker positions at least twenty (20) working days prior to conducting interviews, so that he/she may assist in recruiting protected class applicants.
2. All non-bargaining unit job vacancies classified and unclassified, shall be widely disseminated to sources likely to refer protected class applicants. Such resources shall be provided by the Affirmative Action Director, Affirmative Action Committee Members and the Equal Opportunity Division of the Department of Employee Relations.
3. A patterned interview will be conducted in all cases of personnel selection with the exception of:
  - positions in bargaining unit 202, 203, and 206
  - a bargaining unit agreement (e.g., the most senior bidder, existence of layoff list)
  - intern and student worker positions
4. The appointing authority shall, at least ten (10) working days prior to interviews, notify the Affirmative Action Director in writing of the position being filled, the location, date and times of interviews. A copy of the job-related interview questions and desired responses, will also be submitted to the Affirmative Action Director. The interviews shall be confined to one day unless the number of candidates is too great. Interviews should not be scheduled to accommodate the special needs of any one candidate. The hiring authority shall schedule interviews within normal working hours to avoid paying overtime. Candidates shall be interviewed in person, except with the approval of both the Affirmative Action Director and the Personnel Director.
5. The Affirmative Action Director will designate an Affirmative Action Committee member to serve as a monitor and rater on the interview panel. The monitor will ensure that equity exists for all interviewing candidates.
6. A three (3) or five (5) member interview panel shall be established by the appointing authority to recommend candidate selection; with the exception of positions in bargaining units 202, 203, and 206.

A three (3) member panel shall consist of:

- one (1) member from the hiring discipline
- one (1) member from the outside the hiring discipline
- one (1) member from the Affirmative Action Committee  
(appointed by the Affirmative Action Director)

Every ten years or as census data becomes available, the Equal Opportunity Division of the Department of Employee Relations helps each agency or department set hiring goals for the four groups that the legislature has identified as having suffered from the effects of past discrimination in employment. The four -- called protected groups -- are defined as racial/ethnic members, women, handicapped persons, and, until 1989, Vietnam era veterans. The racial/ethnic group includes Blacks, Hispanics, Asian and Pacific Islander, American Indian or Alaskan Native.

Numerical goals for racial/ethnic members and for women are set for each agency by bargaining unit or compensation plan, and by geographic location because protected group members are not uniformly distributed throughout the state. Availability of these two protected groups is determined by a variety of sources such as the U. S. Census Data, educational enrollment, and statistics from licensing, regulator, and accreditation authorities and organizations. Racial/ethnic members represent 4.69% of the Minneapolis/St. Paul work force, 4.07% of the greater metropolitan area, and 1.5% of outstate. Women represent 44.57% of the metropolitan area and 40.07% outstate.

The goal for handicapped persons is 8.2% for each bargaining unit or compensation plan. In 1978, the Division of Vocational Rehabilitation of the Department of Jobs and Training conducted a survey to determine the prevalence and types of disabilities found in the state and to provide demographic data on Minnesota's disabled population. The information from this survey serves as the data base for the goal for the handicapped.

The goal for Vietnam era veterans is 9%. This goal reflects the number of Vietnam era veterans in Minnesota's population. The data came from the U. S. Veterans Administration.

Ideal goals are based on the 10 year census data. These goals reflect the "ideal" percentage of protected group members that would bring an agency into compliance within an affirmative action program.

Interim goals are annual hiring goals set by the agency that work towards meeting the ideal goal. The interim goals are based on the agency's hiring mode and the availability of the protected group member within that particular bargaining unit for which the agency is anticipating a hire for that particular year.

#### Information and Monitoring

Quarterly, information is provided each agency or department about their goal achievement. In addition, a separate data base gather the information to track all agency hires and promotionals where there is an under-representation. This applies to all eligible lists certified by the Certification Unit of the Department of Employee Relations. The Equal Opportunity Division monitors the achievement of the interim hiring goals on a quarterly basis to assist agencies in meeting their annual goals. Annual audits for the agencies are based on the interim goals. "Agencies must meet 75% of their interim hiring goals or be identified as out of compliance within the State's affirmative action program."

**MINNESOTA DEPARTMENT OF NATURAL RESOURCES**  
**AFFIRMATIVE ACTION GOALS**  
**FISCAL 1990 THRU 1991**

Goals Established Until 1990

Present Date as of July 3, 1990

PROTECTED GROUP: FEMALE

Natural Resources - Metro

UNIT	EMPLOYMENT		GROUP	IDEAL	# NEEDED
	TOTAL	GROUP	%	GOAL %	1991
201 LAW ENFORCE.	29	3	10.34	11.00	1
202 CRAFT	10	0	.00	22.55	3
203 SERVICE	55	22	40.00	44.57	5
206 OFFICE	173	148	85.55	62.00	0
207 TECHNICAL	67	20	29.85	45.10	10
212 ENGINEERS	22	2	9.09	7.18	0
214 PROFESSIONAL	249	73	29.32	30.46	4
216 SUPERVISORS	101	29	28.71	30.21	3
9CP COMM. PLAN	49	35	71.43	44.57	0
9MP MANAGERS	55	6	10.91	23.60	5

PROTECTED GROUP: MINORITY

UNIT	EMPLOYMENT		GROUP	IDEAL	# NEEDED
	TOTAL	GROUP	%	GOAL %	1991
201 LAW ENFORCE.	29	1	3.45	5.00	1
202 CRAFT	10	0	.00	4.69	1
203 SERVICE	55	2	3.64	4.69	1
206 OFFICE	173	16	9.25	4.69	0
207 TECHNICAL	67	3	4.48	4.69	1
212 ENGINEERS	22	0	.00	2.61	1
214 PROFESSIONAL	249	10	4.02	4.69	1
216 SUPERVISORS	101	3	2.97	3.51	2
9CP COMM. PLAN	49	4	8.16	4.69	0
9MP MANAGERS	55	0	0.00	3.60	3

PROTECTED GROUP: HANDICAP STATUS

UNIT	EMPLOYMENT		GROUP	IDEAL	# NEEDED
	TOTAL	GROUP	%	GOAL %	1991
201 LAW ENFORCE.	29	0	.00	.00	0
202 CRAFT	10	1	10.00	8.20	0
203 SERVICE	55	3	5.45	8.20	2
206 OFFICE	173	15	8.67	8.20	0
207 TECHNICAL	67	2	2.99	8.20	4
212 ENGINEERS	22	1	4.55	8.20	1
214 PROFESSIONAL	249	13	5.22	8.20	8
216 SUPERVISORS	101	6	5.94	8.20	3
9CP COMM. PLAN	49	0	.00	8.20	5
9MP MANAGERS	55	3	5.45	8.20	2

**MINNESOTA DEPARTMENT OF NATURAL RESOURCES**  
**AFFIRMATIVE ACTION GOALS**  
**FISCAL 1990 THRU 1991**

Goals Established Until 1990

Present Date as of July 3, 1990

PROTECTED GROUP: FEMALE

Natural Resources -Outstate

UNIT	EMPLOYMENT TOTAL GROUP	GROUP %	IDEAL GOAL %	# NEEDED 1991
201 LAW ENFORCE.	142 1	0.70	11.00	16
202 CRAFT	77 0	0.00	20.42	15
203 SERVICE	561 231	41.18	40.84	0
206 OFFICE	232 213	91.81	62.00	0
207 TECHNICAL	272 14	5.15	40.84	99
212 ENGINEERS	11 0	.00	7.18	1
214 PROFESSIONAL	470 43	9.15	30.46	106
216 SUPERVISORS	197 8	4.06	14.51	27
9CP COMM. PLAN	184 81	40.84	40.84	0
9MP MANAGERS	27 0	0.00	4.21	2

PROTECTED GROUP: MINORITY

UNIT	EMPLOYMENT TOTAL GROUP	GROUP %	IDEAL GOAL %	# NEEDED 1991
201 LAW ENFORCE.	142 8	5.63	5.00	0
202 CRAFT	77 2	2.60	1.53	0
203 SERVICE	561 16	2.85	1.53	0
206 OFFICE	232 4	1.72	1.53	0
207 TECHNICAL	272 3	1.10	1.53	2
212 ENGINEERS	11 0	0.00	2.61	1
214 PROFESSIONAL	470 7	1.49	1.80	2
216 SUPERVISORS	197 1	0.51	2.24	4
9CP COMM. PLAN	184 12	6.52	1.53	0
9MP MANAGERS	27 1	3.70	1.53	0

PROTECTED GROUP: HANDICAP STATUS

UNIT	EMPLOYMENT TOTAL GROUP	GROUP %	IDEAL GOAL %	# NEEDED 1991
201 LAW ENFORCE.	142 7	4.93	0.00	0
202 CRAFT	77 9	11.69	8.20	0
203 SERVICE	561 33	5.88	8.20	15
206 OFFICE	232 9	3.88	8.20	10
207 TECHNICAL	272 19	6.99	8.20	2
212 ENGINEERS	11 0	0.00	8.20	1
214 PROFESSIONAL	470 19	4.04	8.20	19
216 SUPERVISORS	197 12	6.09	8.20	1
9CP COMM. PLAN	184 8	4.35	8.20	13
9MP MANAGERS	27 1	3.70	8.20	3

## SPECIFIC PROGRAM OBJECTIVES

The Minnesota Department of Natural's program objectives for FY 1991 have been established to ensure that progress is maintained in Equal Employment Opportunity and Affirmative Action. The specific program objectives are as follows:

### OBJECTIVE #1:

To recruit and employ minorities, females and physically disable youth (and adults leaders) in the Minnesota Conservation Corps summer youth program. The following percentages are the goals of participation that is targeted for summer 1991.

	<u>Percentage of Total</u>
Minorities	25%
Females	50%
Disable (hearing impaired)	25%

### Action Steps

- a). Recruit and employ interested minority, female, and disable youth and adult crew leaders.
- b). Provide recruits and adult leaders with program orientation and on-the-job training.
- c). Evaluate program from prospective of youth, parents and work supervisors.

Responsibility: Office of Youth Programs

Time Frame: May to August, 1991

### OBJECTIVE #2:

To develop a career exploration program for minority youth and adults to expose them to possible careers in natural resources.

### Action Steps:

- a). Provide participants with 20 hours per week learning about resource management, career opportunities and educational requirements.
- b). The other 20 hours per week will be devoted to working on field projects.
- c). Six mentor internships will be established for both FY 92 and FY 93 school years.

Responsibility: Office of Youth Programs and various other DNR units in cooperation with other sponsoring agencies.

Time Frame: May to August, 1991  
September to May 1991 - 1992

**OBJECTIVE #3:**

To establish a taskforce of 15 DNR employees representing all protected groups, disciplines, levels, and regions of DNR to develop plans to enhance a diverse workforce in 2000.

**Action Steps**

- a). Monthly meetings will be scheduled from September 1990 through December 1991, and subcommittees will be established as needed to the various topic as they are identified.
- b). The development of proposals will be done to meet as each preliminary goal is met.
- c). Quarterly reports will be given to the DNR Executive Affirmative Action Committee until the 12/31/91. Implementation will be done as initiatives are developed and approved.

Responsibility: Bureau of Human Resource and Affirmative Action Director

Time Frame: Completion of study 12/31/91,  
Implementation of Initiatives 12/90 to 12/31/91.

**OBJECTIVE #4:**

To plan and conduct the 8th Annual DNR Affirmative Action Conference focusing on the cultures and backgrounds of the minorities presently residing in Minnesota.

**Action Steps:**

- a). Identify site for the conference and number of participants to be invited.
- b). Establish conference program and identify potential speakers.

Responsibility: Affirmative Action Director and Affirmative Action Committee.

Time Frame: August 1991

**OBJECTIVE #5:**

To fill resource management positions and to develop a training program for current employees in content areas where deficiencies exist. The intent is to target protected group members, when possible, into occupations where shortages exist. To accomplish this objective the DNR has received a \$300,000 grant for a two year program.

**Action Steps:**

- a). Develop an Internship program that includes graduates and undergraduate scholarships and summer employment for up to ten individuals per fiscal year.
- b). Prepare a brochure outlining program and contact colleges and universities in Minnesota regarding program.
- c). Secure nominations from colleges and universities of students candidates for participation in program.

**Responsibility:**

The Department of Natural Resources Bureau of Human Resources will coordinate the overall program and the internship portion and Minnesota Pollution Control Agency will conduct the training of current employees.

Quarterly reports will made to LCMR and the DNR Affirmative Action Committee by the DNR Human Resource Bureau.

**Time Frame:**

Brochure:	March 1, 1991
Summer student hired:	July 1, 1991
Scholarships begin:	September, 1991



**COMMUNICATION/DISSEMINATION OF EQUAL EMPLOYMENT OPPORTUNITY  
AND AFFIRMATIVE ACTION POLICIES AND PROCEDURES**

1. Annually, the Commissioner shall emphasize to department employees, verbally or in writing, the department's commitment to Equal Employment Opportunity and Affirmative Action. The Commissioner shall appeal to all employees of the department to fully comply with the Affirmative Action Policy and Plan.
2. All DNR offices shall make the Affirmative Action Policy and Plan available to all employees.
3. Minutes of the Affirmative Action Committee meetings shall be posted on DNR work station bulletin boards. Department employees are welcome to attend Affirmative Action Committee meetings. The names and telephone numbers of all Affirmative Action Committee members shall be posted on all DNR bulletin boards.
4. A copy of the Affirmative Action Policy and Plan shall be sent to unions and employee associations.
5. Affirmative Action news and information shall be distributed to all department employees through the DNR Resource Review publication and insets in employee paycheck envelopes.

External

1. All department letterhead and job information notices will carry the phrase "An Equal Opportunity Employer."
2. Business contractors doing work for the department shall be informed of the Affirmative Action Policy and Plan by the Affirmative Action Director.

## HARASSMENT STATEMENT OF POLICY

It is the department's policy to prohibit any behavior of co-workers or supervisors which is unwelcome, personally offensive, insulting or demeaning, and when:

1. Submission to such conduct is explicitly or implicitly made a term or condition of an individual's employment.
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual.
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's performance or creating an intimidating, hostile, or offensive working environment.

Harassment may take the following forms:

1. Exclusion from orientation or teamwork.
2. Repeated disparaging, belittling, demeaning, or insulting remarks.
3. Repeatedly making the employee, or a characteristic unique to the employee, the butt of jokes.
4. Repeated ridicule of an employee.
5. Sabotage of an employee's character, reputation, work efforts or property.
6. Unequal assignment of the "dirty work", less responsible or less challenging duties, not based on ability.
7. Unequal application of performance standards, discipline or work rules.

### A. Sexual

1. Any of the previously listed forms of treatment which the employee states is causing discomfort because of one's sex.
2. Unwanted sexual compliments, looks, innuendos or suggestions about one's clothing, body or sexual activity.

3. Unwanted, unnecessary touching, brushing against one's body, patting or pinching.
4. Demanding sexual favors accompanied by implied or overt threats concerning conditions of employment.
5. Displaying pictures or objects depicting nude or scantily-clad women or men in work areas.
6. Use of language implying inferiority of an employee based on sex such as "girl" or "boy", rather than "woman" or "man."

B. Racial and Heritage

1. Any behavior previously listed in this policy which is applied to one's race, color, heritage or national origin.
2. Telling jokes or making derogatory remarks about one's race or national heritage.
3. Use of language implying inferiority of a race or national heritage such as "boy", "nigger", "chief", "squaw", "spik", "slant-eyes", etc.
4. Criticism of one's civil rights activities.

C. Religion, Disability, Age, and Vietnam Veteran

1. Any behavior previously listed in this policy, which is applied to one's religion, disability, age or Vietnam Veteran Status.
2. Use of demeaning , derogatory names or remarks about one's religion, disability, age or Vietnam Veteran Status, such as "kike", "crip", "pops", etc.

The Commissioner is responsible for the application of this policy within the department; each manager and supervisor has the responsibility within their units. This responsibility includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment, and compliance with the framework of this policy. All employees must be informed that harassment is unacceptable behavior, and each supervisor will be responsible for orienting his/her staff to the department's policy. The Affirmative Action Director will be expected to keep the department apprised of any changes in the law or its interpretation regarding this form of discrimination.

Any employee subjected to harassment should file a complaint with the Affirmative Action Director.

## COMPLAINT PROCEDURES

The Affirmative Action Complaint Procedure offers the department and the employee the opportunity to resolve charges of discrimination either informally or formally. If successfully resolved, the State avoids enforcement agency involvement and/or litigation.

It is the purpose of the informal procedure to define the issues through conciliation meetings to determine whether the issues can be resolved informally.

It is the purpose of the formal procedure to investigate the charge and to determine whether probable cause exists to credit the allegation that an unfair discriminatory practice has been committed.

Determinations of probable cause will result in remedial action(s) and may result in specific and progressively severe disciplinary action.

It should be noted that any reference to days in this procedure refers to calendar days.

### Government Data Practices Act:

Data gathered during an investigation is subject to the provisions of the Government Data Practices Act (M.S. 13).

Information is collected for the purposes of ascertaining whether probable cause exists regarding the charges of discrimination and what remedial action is appropriate. Although employees are not legally required to answer questions, they may be subject to discipline for refusal to cooperate, with the exception of a subject of an investigation which is criminal in nature.

By law, this data is accessible by the Department of Employee Relations, the Department of Human Rights, the Equal Employment Opportunity Commissioner, possibly by a union or association, an arbitrator, a hearings examiner, the Attorney General's Office, and to all who attend any public hearing that is conducted.

### Reprisals:

It is against the law for an employer to intentionally engage in any reprisals because an employee brings a charge of discrimination. (M.S. 363.03, Subdivision 7).

### Affirmative Action Liaisons Officers

The Affirmative Action Director and the Human Resources Administrator shall be designated as Affirmative Action Liaison Officers for the Central Office employees. In addition, each Regional Administrator shall recommend one male and one female employee to the

Executive Affirmative Action Committee to serve as Affirmative Action Liaison Officers. These employees shall be nominated on the basis of credibility and respect by co-workers in their region. The Executive Affirmative Action Committee shall make the final selection of Affirmative Action Liaison Officers. All Affirmative Action Liaison Officers shall serve as immediate representatives to employees in each respective region or central office, and shall be responsible for initial investigation of all informal complaints brought forth by DNR employees.

#### Informal Complaint Procedure:

The informal complaint procedure is used when the complaint can be resolved expeditiously and to the satisfaction of both the complainant and the respondent(s) without a formal investigation.

1. An employee presents a complaint to his or her supervisor within 365 days of the alleged violation.

If the complaint is against the supervisor or, if the employee is uncomfortable discussing the matter with the supervisor, the employee may present the complaint to one of the two Affirmative Action Liaison Officers for their Region or central office.

2. Job applicants and eligible list candidates should be referred to the Affirmative Action Director within 365 calendar days of the alleged violation or within 365 calendar days from the date when the individual through reasonable diligence, should have had knowledge of the alleged violation.

The supervisor or Affirmative Action Liaison Officer shall attempt to resolve the complaint informally within 10 days of its presentation. Any informal resolution, or lack thereof, shall be reported to the Affirmative Action Director within 5 days of a resolution attempt. All informal resolutions must be approved by the Affirmative Action Director.

#### Formal

The formal complaint procedure is used when the informal process fails to resolve the complaint, or when the complainant prefers to pursue the formal process directly. If the complainant by-passes the informal process, the complaint must be filed within 365 calendar days of the occurrence.

#### Step 1:

The complaint must be filed with the Affirmative Action Director within 365 calendar days of the occurrence of the event giving rise to the complaint. In the event that the respondent is the

Affirmative Action Director, the complaint may be filed with the DNR Human Resources Administrator, the Equal Opportunity Division of the Department of Employee Relations or the Minnesota Human Rights Department.

The complaint is filed by completing the "Complaint of Discrimination Form" provided by the Affirmative Action Director or Affirmative Action Complaint Liaisons, who will provide assistance in filling out the form if needed, (See Appendix "B") or by writing a letter explaining what occurred. A copy of the complaint may also be given to the Commissioner as chair of the Executive Affirmative Action Committee.

The Affirmative Action Director will determine at the time the complaint is received whether or not it falls within the area of equal employment opportunity, i.e., the complainant is alleging a violation of his/her right to equal employment on the basis of race, creed, color, sex, age, marital status, national origin, disability, reliance on public assistance, religious or political opinions or affiliations.

If it is determined that the complaint is not related to equal employment opportunity but rather to general personnel concerns, the Affirmative Action Director will, within 5 working days of the receipt of the complaint, verbally inform the complainant and shall send him/her a certified letter stating that the complaint has been dismissed. The complainant may then pursue the formal step of the grievance procedure outlined in any applicable union contract within the time limit specified on file with the Equal Opportunity Division of the Department of Employee Relations or the Human Rights Department.

If the complaint is related to equal employment opportunity, the Affirmative Action Director will, within 5 working days of the receipt of the complaint, send a copy of the complaint and request a response to the allegations from the respondent(s) within 10 days. At the same time that respondents are notified of the complaint, the Affirmative Action Director shall notify the State Department of Human Rights of the complaint with required facts. Also, if required by union agreement, a notice of a complaint in progress will be sent to the exclusive representative.

The respondent(s) shall, within the time period specified by the notification letter, provide the Affirmative Action Director with a written answer setting forth his/her understanding of the situation of causes within the specified time period, the allegations contained in the complaint will be considered to be denied by the respondent(s) and the Affirmative Action Director shall proceed to investigate the case.

## Step 2:

The Affirmative Action Director shall then conduct an investigation into the complaint. The alleged harasser will be notified of his/her rights to union representation if the investigation may lead to disciplinary action. At the conclusion of the investigation, the Affirmative Action Director shall review the findings with the Executive Affirmative Action Committee.

The Executive Affirmative Committee shall make a determination of the complaint or shall do so after interviewing the complainant, respondent(s) or witness. (Note: Any member of the Executive Affirmative Action Committee who is involved in the complaint as the complainant, respondent, or as a witness of either shall not be present during the review or the discussion of the case by the Executive Affirmative Action Committee.)

If the Executive Affirmative Action Committee believes there is sufficient evidence supporting the complaint, it shall prepare a plan for corrective action along with a time table for such action and will notify the complainant and the respondent(s) of the decision by certified mail.

If the Executive Affirmative Action Committee believes there is insufficient evidence to support the complaint, it shall prepare a letter to that effect. The Commissioner shall notify the complaint respondent(s) of the Committee decision by certified mail.

Keeping in mind that all data collected may become evidence in civil or criminal legal proceedings against the respondent pursuant to Minnesota Statutes Chapter 363 or the appropriate federal statutes, a thorough investigation may include, but not be limited to, the following types of data:

- Interviews or written interrogations with parties involved in the complaint: complainant, respondent, their respective witnesses, official having pertinent records of files, etc.

- All records pertaining to the case whether they be written, recorded, filmed, or any other form.

## Step 3:

The Affirmative Action Director shall within 7 days of the Executive Affirmative Action Committee decision hold a conciliation meeting between the complainant and the respondent(s) and the Affirmative Action Director.

The entire complaint procedure should be completed within 60 days of the filing of the formal complaint.

The Affirmative Action Director shall submit the disposition of the complaint to the Commissioner of the Employee Relations and the Human Rights Department within 30 days of the final determination.

#### Alternative Legal Action

If the complainant is not satisfied with the outcome of the above steps, he/she may seek alternative action. The complainant is informed that at any time prior to 365 days having elapsed from the date of the occurrence the complainant may file a formal charge with the State Department of Human Rights (365 days), EEOC (300 days) or the courts (within statutory limitations).



## REASONABLE ACCOMMODATIONS

This section is an excerpt from The Department of Natural Resources Reasonable Accommodations Policy.

### INTRODUCTION

Reasonable accommodations are efforts made by an employer to remove barriers which prevent or limit the employment of qualified handicapped persons, both job applicants and current employees.

Reasonable accommodation in many cases simply involves providing an accommodation for the interview process or adapting the work setting to enable the handicap person to perform the job on an equal basis in the most cost effective manner and in the most integrated setting possible. Providing the qualified worker with an opportunity to perform required tasks is the prime consideration in determining the type of reasonable accommodation provided. This policy of the Department of Natural Resources management does not mean they will alter essential job functions, change the basic nature of any job, or create positions that do not exist, in the name of, or with the objective of reasonable accommodations.

The reasonable accommodation plan and policy may be modified from time to time to reflect changing needs and governing laws.

The Reasonable Accommodations Employee Request Form (NA-03054-01) and the Reasonable Accommodation Agreement Form (NA-03055-01) are Appendix "C" and Appendix "D".

## EMPLOYEE REQUEST FOR REASONABLE ACCOMMODATION

In order to avoid processing delays, procedures for processing requests for reasonable accommodations should reflect the least number of approval steps necessary. Any decision not to pursue a reasonable accommodations request must qualify as an undue hardship, and shall be submitted in writing to the 504 Coordinator and Affirmative Action Director.

The steps in requesting reasonable accommodation are:

- A. The supervisor and the employee with a disability will consult to determine the need for the accommodation and to discuss alternatives such as job restructuring, job site modification, and assistive devices.
- B. The supervisor obtains a Request for Reasonable Accommodation Form (NA-003054-01) from the 504 Coordinator or the Affirmative Action Director for reasonable accommodation. The request will include a justification for the accommodation including a statement of the disability, the suggested accommodation, approximate cost (if known), and any other pertinent comments or information. (See Appendix "C".)
- C. The supervisor submits the request to the 504 Coordinator within three (3) working days upon receiving the request form. The Appointing Authority will be notified of the request and gather information regarding availability and cost within three (3) working days.
- D. The 504 Coordinator and Affirmative Action Director report to the Commissioner with a recommendation. The Commissioner considers the available alternatives and decides whether or not to grant the requested accommodation and determines what accommodation should be provided. The decision is then provided in writing to the supervisor within three (3) working days after the agency makes the determination.
- E. The 504 Coordinator and Affirmative Action Director fill out the Reasonable Accommodations Agreement Form (NA-03055-01). (See Appendix "D".)
- F. The 504 Coordinator and Affirmative Action Director submit appropriate purchasing documents to the purchasing agent if equipment, furniture, or other accessible devices must be purchased.

## JOB APPLICANT REQUEST FOR REASONABLE ACCOMMODATIONS

- A. All initial communication between a job applicant and a supervisor regarding job vacancies shall indicate the willingness of the department to make reasonable accommodation to the known physical or mental disability and shall invite the applicant to contact the agency for the needed accommodation before the job interview.
- B. The supervisor contacted for the accommodation request shall contact the 504 Coordinator or Affirmative Action Director immediately. In order to ensure that the accommodation is provided at the interview, requests shall be handled in a timely manner.
- C. The Affirmative Action Director shall contact the job applicant to discuss the needed accommodation and possible alternatives.
- D. If the agreed upon accommodation requested costs no more than \$100.00, the 504 Coordinator or Affirmative Action Director shall approve the accommodation.
- E. If the accommodation costs more than \$100.00, the 504 Coordinator and the Affirmative Action Director shall request approval of the accommodation from the Appointing Authority.
- F. If the accommodation is approved, the 504 Coordinator and the Affirmative Action Director will take the necessary steps to see that the accommodation is provided.

## METHODS OF PROVIDING REASONABLE ACCOMMODATION

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

### A. Modification of Equipment or Accessible Devices

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

### B. Job Site Modification

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

### C. Job Restructuring

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

### D. Support Services

**Support services** such as interpreters for hearing impaired individuals, readers for blind, special attendants, etc. must be provided when it is clearly demonstrated that these services are required for a disabled employee's performance of the essential functions of the job. Support services may also be needed for job applicants during the interview process. The Department of Natural Resources may directly or on a contractual basis of any agency outside the department provide the training necessary to allow staff members to provide support services when such training and the provisions of such support services are administratively feasible.

## UNDUE HARDSHIP

A. In determining whether or not the making of a reasonable accommodation would impose an "undue hardship" on the operation of a recipient's program, factors to be considered must include:

1. The overall size of the recipient's program (i.e., number and type of facilities, size of budget);
2. The type of the recipient's operation including the composition and structure of the recipient's work force;
3. The nature and cost of the accommodation needed;
4. The reasonable ability to finance the accommodation and each site of business; and
5. Documented good faith efforts to explore less restrictive or less expensive alternatives including consultation with the disabled person or with knowledgeable disabled persons or organizations.

## FUNDING FOR REASONABLE ACCOMMODATIONS

The Department of Natural Resources will annually make funds available through Department Equipment Panel in order to provide reasonable accommodations to handicapped employees or applicants. The amount available will be determined only when a Reasonable Accommodations Request form NA-03054-01 has been approved. The Commissioner shall approve any expenditure over \$1,500.

## PURCHASE AND MAINTENANCE OF ACCOMMODATIONS

The Department of Natural Resources is free to choose the specific accommodations provided to qualified handicapped persons. The person requesting reasonable accommodations will suggest an appropriate accommodation. The Department of Natural Resources may provide another accommodation equal or superior to the one proposed in practicality, usefulness, or cost-effectiveness.

All tangible accommodations purchased by the Department of Natural Resources will be the property of the State of Minnesota. The maintenance of equipment will be the responsibility of each division, and projected maintenance costs will be a factor in the decision to provide accommodation (i.e., maintenance of TTY, repair of special office equipment, etc.).



# AFFIRMATIVE ACTION COMMITTEE INTERVIEW MONITORING REPORT

TO: MINNESOTA DEPARTMENT OF NATURAL RESOURCES AFFIRMATIVE ACTION DIRECTOR BOX 36, CENTENNIAL OFFICE BUILDING 658 CEDAR STREET ST. PAUL, MINNESOTA 55155	FROM:     TELEPHONE NUMBER: (     )
---	--

I monitored and took part in the interviews for the following Classified/Unclassified position:

Classified/Unclassified Position	Division/Bureau	Location: (City/Town)
----------------------------------	-----------------	-----------------------

THE RATING SYSTEM USED WAS AS FOLLOWS: (Attach a copy of the rating form used)

A COPY OF THE QUESTIONS ASKED FOR THIS INTERVIEW ARE ATTACHED.

☐ YES ☐ NO - If NO, explain.

TO THE BEST OF MY KNOWLEDGE, THE INTERVIEWS WERE CONDUCTED ACCORDING TO DNR AFFIRMATIVE ACTION GUIDELINES.

☐ YES ☐ NO - If NO, explain.

THE INTERVIEW TAPES ALONG WITH A COPY OF THIS FORM ARE ON FILE AT: (Location)

THE FOLLOWING NUMBER OF PEOPLE WERE INTERVIEWED:

FEMALE MINORITY \_\_\_\_\_ MALE MINORITY \_\_\_\_\_ HANDICAPPED \_\_\_\_\_  
 FEMALE WHITE \_\_\_\_\_ MALE WHITE \_\_\_\_\_ VIETNAM ERA VETERAN \_\_\_\_\_

## MEMBERS OF THE INTERVIEWING PANEL

Hiring Authority	Discipline
Affirmative Action Monitor	Discipline
Interviewer	Discipline
Interviewer	Discipline
Interviewer	Discipline

COMMENTS: (Use reverse side if additional space is needed)

Signature	Date
-----------	------

Appendix "B"

# AFFIRMATIVE ACTION GREIVANCE REPORT

(PLEASE PRINT OR TYPE)

Name of Person making Complaint (First, M.I., Last)		Job Title	
Home Address (Number & Street, RFD, Box No., City, State, Zip Code)		Home Telephone Number (include Area Code)	
Work Address		Work Telephone Number (include Area Code)	
Division/Bureau/Region		Name of your Supervisor	
<b>INFORMATION ON THE RESPONDENT (Person who discriminated against you)</b>			
Person's Name (Full Name if known)		Job Title	
Work Address		Work Telephone Number (include Area Code)	
Department/Division/Bureau/Region		Name of Person's Supervisor	
Additional Names of Others who discriminated against you:			
<b>INFORMATION ON THE COMPLAINT</b>			
<i>(mark one of the following)</i> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span><input type="checkbox"/> Race</span> <span><input type="checkbox"/> Sex</span> <span><input type="checkbox"/> Color</span> <span><input type="checkbox"/> Creed</span> <span><input type="checkbox"/> Religion</span> <span><input type="checkbox"/> Age</span> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span><input type="checkbox"/> Handicap</span> <span><input type="checkbox"/> Marital Status</span> <span><input type="checkbox"/> National Origin</span> <span><input type="checkbox"/> Reliance on Public Assistance</span> </div>			
Date most recent act of discrimination took place:			
If you have filed this complaint with another agency, please give name of that agency:			
Describe how you have been discriminated against, giving names, dates, places, etc.:			



## EMPLOYEE REQUEST FOR REASONABLE ACCOMMODATION

Employee's Name		Date of Request	
Division/Bureau/Region		Classification	
Handicap/Disability (explain): (attach additional sheets if needed)			
Type of accommodation requested to perform essential function:			
Which essential function(s) of your job will the requested accommodation allow you to perform?			
Why is the requested accommodation necessary to perform the essential job function(s)?			
How will the requested accommodation be effective in allowing performance of the essential job function(s)?			
Specify and provide justification for the elimination on non-essential job function(s):			

		Employee Signature	Date
Supervisor Signature	Date	504 Coordinator Signature	Date
Affirmative Action Director Signature	Date	Commissioner/Director Signature	Date





DEPARTMENT OF  
MINNESOTA  
NATURAL RESOURCES

## REASONABLE ACCOMMODATION AGREEMENT

### INSTRUCTIONS:

This form is to be completed by the Section 504 Coordinator in conjunction with the Affirmative Action Director, after a reasonable accommodation decision has been made. The signatures on the bottom of the form indicate an agreement between the employee and the Department of Natural Resources to the specific accommodation.

Name of Employee	Name of Employee's Immediate Supervisor
------------------	---

The request for reasonable accommodation to the needs of the above named handicapped employee was:

☐ APPROVED ☐ DENIED

JUSTIFICATION (indicate specific factors considered in arriving at the decision):

If reasonable accommodation was approved, was the employee's suggestion accepted?

☐ YES ☐ NO ☐ PARTIALLY

REASON:

Describe specific reasonable accommodations to be made to employee:

COST ESTIMATE:

\$

I have read the Employee Request for Reasonable Accommodation. I understand that all tangible accommodations purchased by the Department of Natural Resources will become the property of the State of Minnesota.

Signature of 504 Coordinator	Date	Signature of Affirmative Action Director	Date
------------------------------	------	--	------

POLICIES AND PROCEDURES: The detailed means and methods by which the Affirmative Action Plan is implemented.

POLICY: A written statement of commitment to equal employment opportunity and affirmative action.

PROTECTED CHARACTERISTIC: Any feature, aspect, condition, opinion, or the like which has no relation to one's ability to perform a particular job, such as race, color, creed, sex, age, marital status, national origin, specific disability, reliance on public assistance, religious or political opinions, or affiliations.

PROTECTED CLASS/PROTECTED GROUP: Those individuals identifiable as handicapped, minorities, women or Vietnam era veterans. (See Appendices "F" and "G".)

REASONABLE ACCOMMODATIONS: Architectural, equipment and other changes an employer must make to enable disabled persons to perform the jobs for which they are otherwise qualified.

RESPONDENT: A person or an entity against whom a discrimination complaint has been filed.

"STATE GOVERNMENT": Government of the State of Minnesota.

TIMETABLES: Time periods during which the specific quantitative head of department subdivisions, e.g., Regional Administrator, Division Directors, Bureau Administrators.

VIETNAM ERA VETERANS: Those persons who served in the military service of the country during the period of July 1, 1964, to December 31, 1976, under honorable conditions.

## DEFINITIONS RELATING TO DISABILITY AND HANDICAPS

### A. Handicapped Person - Any person who:

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

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

### B. Physical or Mental Impairment:

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

The term "physical or mental impairment" includes, but is not limited to, such diseases and conditions as orthopedic, visual, speech, and hearing impairments, cerebral palsy, epilepsy, muscular dystrophy, multiple sclerosis, cancer, heart disease, diabetes, mental retardation, emotional illness, and drug and alcohol use.

### C. Major Life Activities: Functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and working.

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

### E. (See "Reasonable Accommodations Policies".)

RACE/ETHNIC CATEGORIES

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

With regard to the Statewide Affirmative Action Plan, the term "minority" includes all of the aforementioned categories except the first, "White".

**AFFIRMATIVE ACTION PLAN**  
**Fiscal Year 90-91**  
**For**

**Department of Natural Resources - Outstate**  
**(Agency or Agency Subdivision)**


1. This annual review revealed underutilization of the following protected group(s) in the following goal units: (Check each unit appropriate)

GOAL UNITS	PROTECTED GROUPS			
	WOMEN	MINORITIES	HANDICAPPED	VETERANS
Law Enforcement	X		X	
Craft, Maintenance, Labor Service	X			
Health Care Non-Professional			X	
Health Care Professional				
Clerical			X	
Technical	X	X	X	
Correctional Guards				
State University Instructional				
Community College Instructional				
State University Administrative				
Professional Engineering Supervisory	X	X	X	
Health Treatment Professional				
General Professional	X	X	X	
Professional State Residential Instructional Supervisory	X	X	X	
Commissioner's Plan			X	
Managerial Plan	X		X	
Other				

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

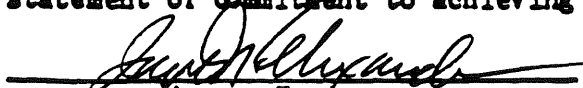
Bureau of Human Resources, Affirmative Action Office, Directors and Administrator's Offices, Regional, Area Offices and any office with 10 or more employees.

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

  
 Affirmative Action Officer

Dec. 27, 1990  
 Date

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

  
 Agency Head

4 Jan 91  
 Date

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

  
 Equal Opportunity Division

1-11-91  
 Date

**AFFIRMATIVE ACTION PLAN**  
**Fiscal Year 90-91**  
**For**

Department of Nautral Resources - Metro  
(Agency or Agency Subdivision)

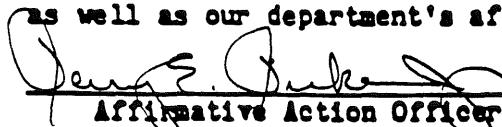
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	WOMEN	MINORITIES	HANDICAPPED	VETERANS
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Craft, Maintenance, Labor	X	X		
Service	X	X	X	
Health Care Non-Professional				
Health Care Professional				
Clerical			X	
Technical	X	X	X	
Correctional Guards				
State University Instructional				
Community College Instructional				
State University Administrative				
Professional Engineering Supervisory		X	X	
Health Treatment Professional				
General Professional	X	X	X	
Professional State Residential Instructional				
Supervisory	X	X	X	
Commissioner's Plan			X	
Managerial Plan	X	X	X	
Other				

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

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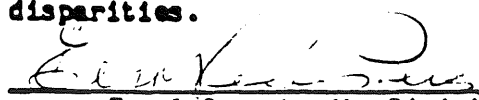
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Equal Opportunity Division

1-11-91  
Date