

DEPARTMENT of Natural Resources

# Office Memorandum *2 copies*

TO : Stanley Gardner, Director  
Equal Opportunity Division

THRU : James Collins  
Equal Opportunity Specialist

FROM : Joseph N. Alexander, Commissioner  
Department of Natural Resources  
Perry E. Pickens, Jr.  
Affirmative Action Director

SUBJECT: Transmittal of the Department of Natural Resources Affirmative Action Policy and Plan

DATE: May 12, 1980

PHONE: 296-2549  
296-6294

Attached is the Affirmative Action Policy and Plan for the Department of Natural Resources which has been revised and submitted in accordance with Minnesota Statutes of 1978, Chapter 708.

The policies and procedures set forth in the attached Affirmative Action Policy and Plan clearly establishes affirmative action as a mandate in the Department of Natural Resources, and will be adhered to by all employees with no exceptions.

Careful consideration and much deliberation has been given to this important subject to insure that all persons employed or seeking employment with the Department of Natural Resources shall be extended the same privileges, benefits, compensation, courtesies and equality of employment opportunity without regard to their race, creed, color, sex, national origin, age, marital status, disability or handicap, reliance on public assistance, religion, Vietnam era veterans, political opinions or affiliation.

We, therefore, request your consideration and prompt approval of this plan. Upon receipt of your approval, the Department of Natural Resources will endeavor to fulfill it to the letter.

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STATE OF MINNESOTA



# **AFFIRMATIVE ACTION PLAN**





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## INTRODUCTION

Equal employment opportunity is the law. It is mandated by federal, state, and local legislation and executive orders as well as by definitive court decisions. The policy of the Department of Natural Resources is to promote and provide equal employment opportunity and affirmative action throughout state government. This Affirmative Action Plan outlines the programs through which the Department will be implemented.

It is essential that all employees of the Department of Natural Resources understand why and how equal employment opportunity usually requires positive, affirmative action beyond establishment of neutral "non-discriminatory" and "merit-hiring" policies.

Affirmative Action does not mean the hiring of unqualified people. It does not mean that any group shall be deprived of its rights or be subjected to unfair treatment. It means positive action to utilize the large reservoir of untapped human resources and skills among the protected classes, together with those groups whose skills have been used in the past.

If done properly, the need for affirmative action eventually will not exist, as all barriers to equal employment opportunity will have been eliminated from the personnel process. An effective affirmative action program not only benefits those who have been denied equal employment opportunity in the past, but also will benefit the entire state system.

This Affirmative Action Plan has been developed to provide for a uniform management approach whereby all executive branch agencies have the guidance and support needed to develop their respective affirmative action plans and to set minimum standards for such plans.

DEPARTMENT of Natural Resources

## Office Memorandum

TO : Barbara L. Sundquist, Commissioner  
Department of Personnel

DATE: May 12, 1980

FROM : Joseph N. Alexander, Commissioner  
Department of Natural Resources

PHONE: 296-2549

SUBJECT: Affirmative Action Commitment

The Department of Natural Resources hereby reaffirms its commitment to Minnesota Statutes 43.15 as amended by Chapter 708, Statewide Affirmative Action Policy and Plan.

The Department of Natural Resources is firmly committed to the policy and the assurance that all personnel activities will be conducted without regard to an employee's or applicant's race, creed, color, sex, national origin, age, marital status, disability or handicap, reliance on public assistance, religion, Vietnam era veterans, political opinion or affiliations.

It is further recognized by this department the important role of the Division of Equal Employment Opportunity, the Commissioner's Office and the Affirmative Action Office of DNR in the implementation of the statewide affirmative action program and our departments Affirmative Action Policy and Plan.

The Affirmative Action Director for the Department of Natural Resources is Perry E. Pickens, Jr.

The DNR Affirmative Action Policy and Plan shall be posted on all DNR bulletin boards, and conspicuously displayed in all DNR offices.

The Statewide Affirmative Action will be posted on the Personnel bulletin board, in the office of the Affirmative Action Director and all regional offices.

As the Commissioner of the Department of Natural Resources, I strongly support the Affirmative Action Program and will require that all managers and supervisors will be required to include a statement of their responsibility for affirmative action in their position description. Their performance appraisal will include an evaluation of their progress and efforts to meet their established affirmative action goals and objectives.





DEPARTMENT OF NATURAL RESOURCES  
AFFIRMATIVE ACTION POLICY AND PLAN

1980

Statement of Purpose and Objective:

The sole purpose for the establishment and enforcement of the Affirmative Action Policy and Plan for the Department of Natural Resources is to fully comply with all state and federal laws which guarantee and protect equal employment opportunity for all legally protected classes of people. The law recognizes that sex and racial bias is inherent in our system. Therefore, initiative must be taken to remedy the effects of past societal discrimination against minorities, females, and handicapped, who, heretofore, have been the victims. In accordance with the law, it is incumbent upon every employer, irrespective of morals, conscience, feelings or religious persuasion to adopt race and sex conscious programs to alleviate crippling employment biases and discrimination.


Section 601 of the Civil Rights Act of 1964 provides that: "No person in the United States shall, on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of or be subjected to discrimination under any program or activity receiving federal financial assistance". The 1972 Equal Employment Opportunity Act which amended Title VII of the 1964 Civil Rights Act, prevents discrimination in employment under all terms and conditions, on the basis of race, color, religion, national origin, or sex. Executive Order 168 of the State of Minnesota provides that the State of Minnesota shall take immediate affirmative action to insure equal employment opportunity for all of its employees, and for all applicants seeking employment in state government.

It further provides that a statewide affirmative action program shall be established and maintained, and shall include but not be limited to the following personnel functions: hiring, recruitment, selection, benefits, promotion, transfer, layoff, return from layoff, compensation, equality of wages and employee development programs such as apprenticeship and training. Chapter 708 of the 1978 Laws of Minnesota states that: "In order to assure that positions in the state civil service are equally accessible to all qualified persons, and in order to eliminate the underutilization of qualified members of protected groups, the Commissioner of the Department Of Employee Relations shall adopt and periodically revise as necessary a statewide affirmative action program covering all agencies in the executive branch". While we abhor the use of a pure legalistic approach to affirmative action, we nevertheless realize that cultural, personal and institutional racism and sexism often prohibits objectivity, and therefore requires an overriding force to discipline racist and sexist behavior. The law therefore, not only protects the

right of the discriminated, but also protects the discriminator from being a victim of his/her own racial and sexual biases.

It is our desire that affirmative action be perceived as the positive means, methods and measures of utilizing invaluable wasted human resources. However, until such time as our society has progressed to this point of absolute idealism we must promulgate, legislate and enforce rules, regulations, policies and procedures, to insure that justice in employment and equality of opportunity will not be denied any American citizen irrespective of race, creed, color or sex. Herein lies the purpose and the principal objective of the Affirmative Action Policy and Plan for the Department of Natural Resources.

It shall be our objective to put forth every conceivable effort to insure at least proportionate minority and female representation in all job classifications throughout the department, in accordance with their percentage of representation in respective state geographical areas, namely metro and outstate regions.

  
Joseph N. Alexander  
Commissioner

12-17-80  
Date

STATE OF MINNESOTA  
EQUAL EMPLOYMENT OPPORTUNITY POLICY  
STATEMENT

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

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

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



# STATE OF MINNESOTA

OFFICE OF THE GOVERNOR

ALBERT H. QUIE  
GOVERNOR

ST. PAUL 55155

January 31, 1981

To: All Employees and Agency Heads:

Each person must have the opportunity to achieve his or her fullest potential. The past inequities affecting handicapped persons, minorities, women and Vietnam era veterans require our attention. State Government must serve as a model for non-discriminatory employment practices. I endorse the State Equal Employment Opportunity Policy and the revised Statewide Affirmative Action Plan.

All agency heads must provide effective leadership in equal opportunity within their agencies for affirmative action to succeed. I expect such leadership in accordance with the Statewide Affirmative Action Plan.

Our efforts in achieving equality of employment in State Government will benefit not only those who have been denied opportunity in the past, but all the people of Minnesota through the optimum use of our valuable human resources.

I ask you to join me in my commitment to the success of the State's Affirmative Action Program.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "A. H. Quie".

ALBERT H. QUIE  
GOVERNOR

## THE LEGAL BASIS FOR AFFIRMATIVE ACTION

### THE HISTORY OF EQUAL EMPLOYMENT OPPORTUNITY

Equal Employment Opportunity has been characterized by two distinct trends for approximately the last twenty years. The first trend, in fact, dates back to 1866 when the first Civil Rights Act designed to provide equality in the employment marketplace between blacks and whites was passed by Congress. This trend progressed over the years and led to what we know today as the Civil Rights Act of 1964, which set forth the concept of "non-discrimination".

In the early '60's, the President of the United States issued Executive Orders 11246 and 11375 mandating "affirmative action" on the part of anyone doing business or asking to do business with the federal government. This was the start of the second trend affecting equal employment opportunity. No longer would it be acceptable for employers to have a more or less passive stance of non-discrimination. Contractors and potential contractors were required to take active steps to assure equal opportunity to anyone seeking employment regardless of race, creed, color, national origin or sex.

Specific requirements of the Civil Rights Act of 1964 and the Executive Orders prohibited employment discrimination and detailed the methods through which equal employment opportunity may be achieved. The most comprehensive of these methods is the requirement for affirmative action programs. The State of Minnesota, subject to these requirements, enacted the Minnesota Human Rights and various Executive Orders were issued mandating affirmative action for all executive branch agencies.

These Executive Orders mandate the establishment of a statewide affirmative action program and created the Governor's Affirmative Action Office to administer and implement the program. Eventually, to conform with the direction of current thought, the Governor's Affirmative Action Office was replaced by the Equal Opportunity Division of the Department of Employee Relations under the leadership of the Director of Equal Opportunity. The concept behind this move is that affirmative action should be an integral part of the personnel process. In 1978, Minnesota Legislators passed a law (Chapter 708) amending Minnesota Statutes 43.15 (see page 3). This law requires a statewide affirmative action program and agency affirmative action plans covering all employees in the executive branch.

MAJOR LAWS AND ORDERS REQUIRING EQUAL

|   | <u>INSTITUTIONS COVERED</u>  | <u>PROVISIONS</u>   | <u>ENFORCING AGENCY</u>  |
|---|--|---|--|
| M.S. 43.15  | All state agencies of the executive branch.  | Requires affirmative action for minorities, women, handicapped and Vietnam era veterans. Prohibits discrimination based on race, sex, age, disability, religion, and politics.                  | Equal Opportunity Division, Department of Personnel. Each agency has a complaint procedure.  |
| MINNESOTA HUMAN RIGHTS ACT, M.S. 363  | All institutions including labor organizations.  | Prohibits discrimination in employment, based on race, creed, color, religion, age, national origin, sex, marital status, disability and reliance on public assistance.                         | Minnesota Department of Human Rights.  |
| TITLE VI, CIVIL RIGHTS ACT of 1964  | All institutions receiving federal financial assistance.                                 | Prohibits discrimination in, exclusion from participation in, or denial of benefits of any program or activity receiving federal financial assistance, based on race, color or national origin. | Each federal agency which administers grants, loans, or contracts is responsible for the programs or activities funded through its assistance. |
| TITLE VII, CIVIL RIGHTS ACT of 1964 (Amended by Equal Employment Opportunity Act of 1972) | All institutions with 15 or more employees.  | Prohibits discrimination in all terms and conditions of employment based on race, color, religion, national origin, or sex, and harassment of employees who file complaints.                    | U.S. Equal Employment Opportunity Commission (EEOC).   |
| EQUAL PAY ACT of 1963 (Amended by Equal Employment Opportunity Act of 1972)               | All institutions including labor organizations.  | Prohibits discrimination in salaries (including almost all fringe benefits) based on sex.   | U.S. Equal Employment Opportunity Commission (EEOC).   |
| AGE DISCRIMINATION IN EMPLOYMENT ACT of 1967 (Amended in 1974)                            | All institutions including labor organizations.  | Prohibits discrimination in compensation, terms, conditions and privileges of employment, and status of employee, based on age (covers ages 40-70).   | U.S. Equal Employment Opportunity Commission (EEOC).   |
| PRESIDENT'S EXECUTIVE ORDER Number 79-13 Effective March 27, 1979                         | All institutions with federal contracts in excess of \$10,000.                           | Prohibits discrimination in all terms and conditions of employment based on race, color, religion, national origin, and sex.  | Office of Federal Contract Compliance Programs (OFCCP) of the U.S. Dept. of Labor.   |
| TITLE IX, EDUCATION AMENDMENTS of 1972 (Higher Education Act)                             | All educational institutions receiving federal funds through grants loans, or contracts. | Prohibits discrimination against students and employees on the basis of sex.  | HEW Office for Civil Rights, Higher Education Division.  |
| REHABILITATION ACT of 1973 Section 504  | All institutions receiving federal financial assistance.                                 | Prohibits discrimination based on handicap in employment, in provision of services and in operation of programs.  | HEW Office for Civil Rights. When fully promulgated, each federal agency will enforce own provisions.  |
| REHABILITATION ACT of 1973 Section 503  | All institutions with federal contracts in excess of \$2500.                             | Requires affirmative action for qualified handicapped individuals.  | Office of Federal Contract Compliance Programs (OFCCP) of the U.S. Dept. of Labor.   |
| GOVERNOR'S EXECUTIVE ORDER Number 79-15 Effective March 27, 1979.                         | All state agencies.  | Requires conduct of state business in barrier-free buildings as soon as feasible.   | Equal Opportunity Division of the Minnesota Department of Personnel and the Minnesota Department of Administration.                            |

EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

| <u>FILING THE COMPLAINT</u>  | <u>WHO CAN COMPLAIN</u>  | <u>TIME LIMIT</u>                           | <u>SANCTIONS/PENALTIES</u>  |
|--|--|---|---|
| Through agency Affirmative Action Officer.   | State employees  | Each agency establishes its own time limit. | Compliance reviews, reports to Governor and Legislature, disciplinary action.   |
| By a sworn complaint form obtainable from the Department of Human Rights.                | Any individual and/or organizations on own behalf or on behalf of aggrieved parties. | 6 months                                    | Injunction, back wages, costs, etc., and punitive damages up to \$500. Violation is a misdemeanor.  |
| By letter to the Chief Official of the administering agency.                             | Any individual, organization, or member of EEOC on behalf of aggrieved parties.      | Each agency establishes its own time limit. | Funds may be revoked, delayed or denied. Institutions may be declared ineligible for future awards.   |
| By sworn complaint form available from EEOC or the Minnesota Department of Human Rights. | Any individual, organization, or member of EEOC on behalf of aggrieved parties.      | 180 days                                    | EEOC, U.S. Dept. of Justice can file a suit. Injunction, back wages, salary increases with interest, etc.   |
| By letter, phone call, or in person to nearest EEOC office.                              | Any individual and/or organization on own behalf or on behalf of aggrieved parties.  | Varies. 180 day limit to initiate suit.     | Enforcing agency, or individuals after proper notice, may file suit. Injunction, back wages, salary increases with interest, etc.                                     |
| By letter, phone call, or in person to nearest EEOC office.                              | Any individual and/or organization on own behalf or on behalf of aggrieved parties.  | 180 days                                    | Enforcing agency, or individuals after proper notice, may file suit. Injunctive relief, unpaid compensation, restoration of status, etc.                              |
| By letter to OFCCP.  | Any individual and/or organization on own behalf of aggrieved parties.               | 180 days                                    | Normally, no private right of suit. Affirmative Action plans with numerical goals and timetables are required. Contracts may be delayed or revoked, back pay awarded. |
| By letter to the Secretary of HEW.   | Any individual and/or organization on own behalf or on behalf of aggrieved parties.  | 180 days                                    | HEW may authorize Justice Dept. to bring suit. Awards may be delayed or revoked. Institutions may be declared ineligible for future awards.                           |
| By letter to the Secretary of enforcing agency.  | Any individual and/or organization on own behalf or on behalf of aggrieved parties.  | 180 days                                    | Financial assistance may be delayed or revoked, institutions may be declared ineligible for assistance.   |
| By letter to OFCCP.  | Any handicapped individual.  | 180 days                                    | Restoration of status back pay, etc. Contracts may be delayed, suspended or revoked.  |
| By letter to the Equal Opportunity Division.   | Any individual and/or organization on own behalf or on behalf of aggrieved parties.  | None  | Leases may not be approved or renewed.  |





MINNESOTA STATUTES, 1978  
As Amended by Minn. Laws, 1979, Chapter 245  
and Minn. Laws, 1979, Chapter 332

Chapter 43

STATE CIVIL SERVICE

43.15 AFFIRMATIVE ACTION; DISCRIMINATION FORBIDDEN. Subdivision 1. Statewide affirmative action program. In order to assure that positions in the state civil service are equally accessible to all qualified persons, and in order to eliminate the underutilization of qualified members of protected groups, the Commissioner of the Department Of Employee Relations shall adopt and periodically revise as necessary a statewide affirmative action program covering all agencies in the executive branch. The commissioner shall designate a state director of equal employment opportunity to serve in the unclassified service and to who may be delegated the preparation, revision and implementation of the program. The statewide program and any revisions thereto shall be adopted as rules and individual agency affirmative action plans adopted pursuant to the statewide program shall be in accordance with adopted rules. As used in this section, "protected group" means a group consisting of females, handicapped persons, and until 1989 veterans who served in the military service of this country during the period July 1, 1964, to December 31, 1976, and separated under honorable conditions from any branch of the armed forces of the United States: (a) after having served on active duty for 181 consecutive days or permanent residents of the state of Minnesota, or members of the following minorities: Black, Hispanic, Asian or Pacific Islander, American Indian or Alaskan native.

Subd. 2. Content of statewide program. The statewide affirmative action program shall consist of at least the following:

- (a) a statement of general goals and policies to be followed in the state civil service in respect to affirmative action;
- (b) forms, procedures, standards and assumptions to be used by state agencies in the preparation of their agency affirmative action plans;
- (c) goals and timetables which the state civil service as a whole will be expected to meet;
- (d) periodic reporting requirements whereby the head of each agency will be required to report to the governor and the legislature on the implementation of this agency's plan.

Subd. 3. Agency affirmative action plans. The head of each agency in the executive branch shall prepare and implement an affirmative action plan consistent with subdivisions 1 and 2. Prior to implementation, the plan shall be submitted to the commissioner for approval or modification. Annually, or more often if necessary, the plan shall be updated and resubmitted to the commissioner.

Subd. 4. Affirmative action officers. Within each agency the agency head shall appoint an affirmative action officer who shall have primary responsibility for the administration of the agency's affirmative action plan. To the extent possible consistent with complement and budget restrictions, the affirmative action officer shall devote full time to affirmative action-related activities. The officer shall report directly to the agency head on affirmative action matters. The Commissioner of the Department Of Employee Relations shall implement periodic training programs for affirmative action officers and shall provide the officers with necessary technical assistance.

Subd. 5. Expansion of eligible lists to meet affirmative action goals. When the Commissioner of the Department Of Employee Relation determines that a disparity exists between the agency's work force and its approved affirmative action plan, the commissioner shall insure to the extent possible that members of the protected groups for which the disparity exists are included on that portion of the eligible list of persons to be considered for appointment, which list is hereinafter referred to as the "appointment list". Notwithstanding any contrary provision of this chapter, when a position is to be filled by open competitive examination and fewer than three individuals of all protected groups for which a disparity has been determined to exist appear on the appointment list, the commissioner shall certify, if possible, as many additional names in order from the eligible list as are necessary so that an aggregate total of three persons from all the protected groups for which a disparity has been determined to exist appear on the appointment list. Notwithstanding any contrary provision of this chapter, when a position is to be filled by examination other than open competitive examination and fewer than one-third of the individuals on an appointment list are members of the protected groups for which a disparity has been determined to exist, the commissioner shall certify, if possible, as many additional names in order from the eligible list as are necessary so that persons from all the protected groups for which a parity has been determined to exist comprise one-third of the appointment list or until an aggregate total of three persons from all the protected groups for which a disparity has been determined to exist appear on the appointment list, whichever comes first. However, the appointment list shall not be expanded when the position to be filled is covered by a collective bargaining agreement which provides for the filling of vacancies by seniority and the appointment list developed in accord with section 43.18 includes the names of one or more employees within the bargaining unit in which the vacancy exists. Notwithstanding any provision of this subdivision to the contrary, no person shall be added to an appointment list as a result of this subdivision if that person received a score of less than 70 on the applicable test.

Subd. 6. Discrimination prohibited. No discrimination shall be exercised, threatened, or promised by any person in the civil service against, or in favor of, any applicant, eligible, or employee in the civil service because of his political or

religious opinions or affiliations, or age, race, sex, or disability. Implementation of subdivisions 1 to 5 shall not be deemed a violation of this subdivision or a violation of any provisions of chapters 43 or 363, nor shall this section be construed to deny a veteran a credit afforded him pursuant to section 43.30.

## ABBREVIATIONS AND DEFINITIONS

he following terms and abbreviations mean:

AA - Affirmative Action

AAC - Affirmative Action Committee (See Appendix "E")

AAD - Affirmative Action Director

AAO - Affirmative Action Officer

AAP - Affirmative Action Plan

DOER - Minnesota Department Of Employee Relations

EEO - Equal Employment Opportunity

EOD - Equal Opportunity Diviison of the Minnesota Department Of Employee Relations

DNR - Department of Natural Resources

Affirmative Action - A management program designed to ensure equal employment opportunity by identifying and removing barriers throughout all components of a personnel system with specific emphasis placed on improving initial employment and advancement opportunities for handicapped persons, minorities, women and Vietnam era veterans.  
(See Appendices "C" and "D").

Affirmative Action Plan - The written document which describes an employer's or unit manager's program for achieving equal employment opportunity.

Affirmative Action Program - Action steps taken by management to achieve the goals as specified in the Department's Affirmative Action Plan.

Barrier - Any factor, intentional or unintentional, be it policy, practice, action, omission, examination, physical facilities, negative attitudes, which results in unequal treatment of protected group(s) and/or which has an adverse effect on the employment or advancement opportunities for such groups.

Commissioner - Chief Executive Officer of Department of Natural Resources.

Complainant - The person who files a complaint of discrimination.

Day - A working day, Monday through Friday.

Department - Department of Natural Resources (as defined in organizational chart).

Disability/Handicap - A functional limitation, condition or characteristic (mental, emotional or physical) which constitutes a barrier to employment. (See Appendix "C").

Director - Director of a Division, Bureau Administrator or Regional Administrator of DNR.

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

Disparity/Underutilization - The employment of fewer handicapped persons, minorities, women and Vietnam era veterans in the agency's work force than could reasonably be expected based on their availability in the labor area.

Employee - Any employee of a department using this Plan. This term shall include, but not be limited to, all classified and unclassified employees, regardless of whether they are seasonal, temporary, part-time, full-time, pre-service trainees, probationary, provisional, unlimited, student workers, or intermittent employees.

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

Goals - Good faith, quantitative objectives set by any agency head as the minimum requirement to be met within a certain time period.

Harassment - Any repeated behavior, or combination of behaviors, by one or more employees towards another employee or group of employees based on race, national origin, religion, sex, veteran's status or age and which the affected employee considers to be annoying, insulting, intimidating, which causes discomfort and/or which has a detrimental effect on such employee's work performance. (See Appendix "D").

Labor Area - The geographical area from which the agency or agency subdivision can reasonably expect to attract applicants.

Minorities - Persons of Black, Hispanic, Asian, American Indian, or Native Alaskan heritage. (See Appendix "B").

Organizational Unit - Any division, bureau, region, or any entity considered to be a subdivision of the department with reporting responsibility.

Parity - A condition where the work force is representative of all population groups in each job category, in proportion to their occurrence in the labor area work force.

Policies and Procedures - The detailed means and methods by which the AAP 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 "C" and "D").

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. (See Appendix "C").

Respondent - A person or an entity against whom a discrimination complaint has been filed.

"State Government " - Government of the State of Minnesota.

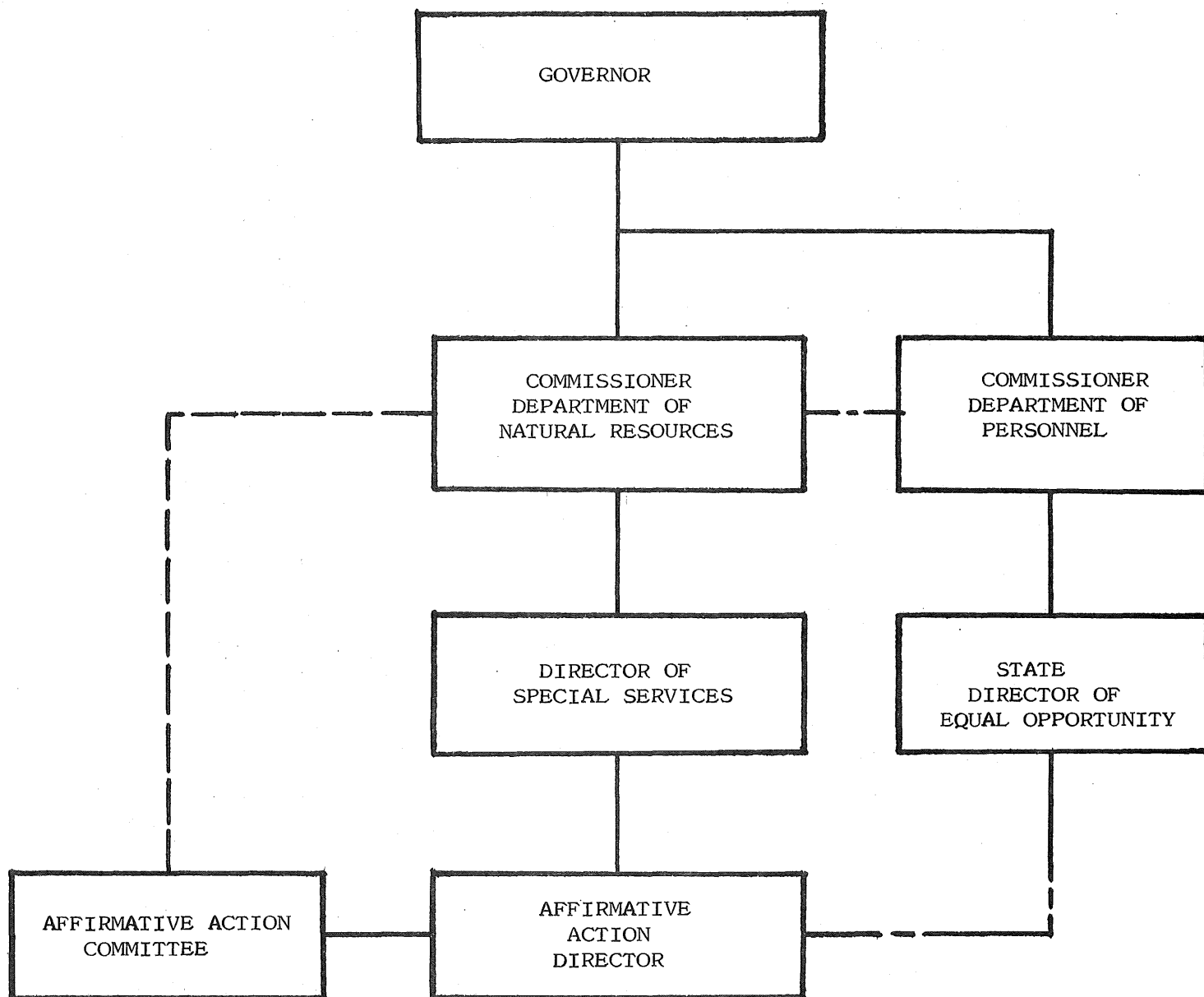
Timetables - Time periods during which the specific quantitative goals and other objectives are to be met.

Unit Administrator -- Persons designated as the administrative head of department subdivisions, e.g. Regional Administrator, Division Directors, Bureau Administrators.

Vietnam era Veterans - Those persons who served in the military service of this country during the period July 1, 1964 to December 31, 1976, under honorable conditions.

DELEGATION OF AUTHORITY AND RESPONSIBILITIES





———— DIRECT ACCOUNTABILITY  
- - - - - INDIRECT ACCOUNTABILITY  
- - - - - WORKING RELATIONSHIP

## OUTLINE OF RESPONSIBILITIES

### I. Governor

Responsibilities: The Governor of the State of Minnesota is ultimately responsible for ensuring the establishment, implementation, and success of the State's Equal Opportunity Policy and Affirmative Action Program.

Duties: The Governor, through Executive Order, shall designate those officials responsible for developing, administering, and implementing the State Affirmative Action Program. The Governor shall hold all department heads responsible for the Affirmative Action Programs within their departments.

Accountability: The Governor is directly accountable to the citizens of the State of Minnesota.

### II. Commissioner of the Department Of Employee Relations

Responsibilities: The Commissioner of the Department Of Employee Relations is responsible for the overall administration of the State's Affirmative Action Program.

Duties: The Commissioner has established and will maintain the Department Of Employee Relations' Equal Opportunity Division to develop and implement the Statewide Affirmative Action Program. The Commissioner will also take any action necessary and within the scope of his/her jurisdiction to remove all barriers to equal employment opportunity within the state service. The Commissioner shall appoint a Director of Equal Opportunity.

Accountability: The Commissioner of the Department Of Employee Relations is directly accountable to the Governor.

### III. Director of Equal Opportunity

Responsibilities: The Director of Equal Opportunity is responsible for the development, administration, implementation, and effectiveness of the State's Affirmative Action Program. He/she is also responsible for meeting the reporting requirements of the federal Equal Employment Opportunity Commission and for acting as the liaison between the State of Minnesota and the Federal government for all matters relating to equal employment opportunity and affirmative action.

Duties: The duties of the Director of Equal Opportunity, or his/her designated representative, shall include, but not be limited to, the following:

1. To approve and monitor the affirmative action plans of each department.

2. To inform each Department AAD of all applicable federal laws and regulations as they become known and to assist departments in meeting the requirements of same.
3. To act as liaison between state departments and agencies of the Federal government.
4. To conduct, or to assist in the conducting of, affirmative action-related training for AAD and other department personnel.
5. To establish and monitor statewide goals and timetables for the hiring and promotion of minorities, women, handicapped and Vietnam era veterans establishing its individual goals.
6. To assist each department in establishing its individual goals and timetables for the hiring and promotion of minorities, women, and to approve and monitor same.
7. To design, implement, and monitor the internal audit and reporting systems to measure the effectiveness of the Statewide Affirmative Action Program and to submit quarterly and annual progress reports to the Commissioner of the Department Of Employee Relations.
8. To review, or to assist in the reviewing of, all personnel policies, rules, and practices to ensure that they are free of barriers to equal employment opportunity.
9. To recommend to the Commissioner of the Department Of Employee Relations any action necessary to ensure the provision of equal employment opportunity throughout the state service and to ensure compliance with existing laws and regulations.
10. To issue, with the approval of the Commissioner of the Department Of Employee Relations, such policies and procedures relating to equal employment opportunity as are appropriate and in accordance with state and federal laws, regulations, and orders.
11. To ensure that the State's equal employment opportunity policy is communicated to all employees, all applicants for employment, all concerned organizations, and to all firms doing business with the State.
12. To engage in statewide recruitment of protected group members.

Accountability: The Director of Equal Opportunity is directly accountable to the Commissioner of the Department Of Employee Relations.

#### IV. Statewide Affirmative Action Committee

Responsibilities: The Statewide Affirmative Action Committee is responsible for assisting, as requested, and advising the Director of Equal Opportunity in his/her efforts to implement the Statewide Affirmative Action Program.

Duties: To advise and assist the Director of Equal Opportunity in the development of a statewide affirmative action program.

Accountability: The Statewide Affirmative Action Committee is accountable to the Director of Equal Opportunity.

V. Commissioner of the Department of Natural Resources

Responsibilities: The Commissioner is responsible for the establishment of the affirmative action program, including goals and timetables, within the department and for individual 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 designate or appoint a Affirmative Action Director.
2. To appoint the members of the 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 position description.
5. To take action on complaints of discrimination.
6. To issue a statement affirming his/her support of the State's equal opportunity policy for his/her own department and to ensure that such statement is disseminated to all employees.
7. To make such decisions, changes in policy or procedures or physical accomodation as may be needed to facilitate effective affirmative action in his/her department.
8. To report annually to the Governor and Legislature through the Commissioner of the Department Of Employee Relations, the departments progress in affirmative action.

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.

VI. Affirmative Action Director (AAD)

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

Duties: The duties of the Affirmative Action Director shall include, but not be limited to, the following:

1. To supervise all personnel assigned to the AA unit involved in the planning, coordinating and the implementation of DNR's affirmative action plan.
2. To coordinate and monitor the day to day affirmative action activities.
3. To investigate alleged discrimination complaints and submit findings to the affirmative action committee.
4. To direct and fulfill all affirmative action reporting requirements.
5. To serve as chairperson and a ex-officio member of the Affirmative Action Committee.
6. To ensure that the department's EEO policy and affirmative action program is disseminated to all department employees.
7. To offer all protected group employees the opportunity to receive an exit interview.
8. To act as the liaison between DNR and the Equal Opportunity Division of the Department Of Employee Relations.
9. To notify DNR management of the affirmative action responsibility of contracts and subcontracts doing business with DNR.
10. To determine the need for affirmative action training and initiate the development of appropriate training program.
11. To review policies, procedures, programs and physical accommodations and to recommend changes to the Commissioner.
12. To advise the Commissioner on all matters related to affirmative action and EEO.
13. To serve as a member of the Review Committee to review and approve the annual AAP for all organizational units.
14. To participate in the recruitment and selection of protected class persons for employment promotions and training opportunities.
15. To maintain contact with protected class sources for recruitment purposes.
16. To develop, revise and recommend to the Commissioner the department's AAP.

Accountability: The Affirmative Action Director is directly accountable administratively to the Director of Special Services, and directly accountable to the Commissioner on affirmative action matters. He/she shall have a working relationship with the Equal Opportunity Division of the Department Of Employee Relations.

## VII. Affirmative Action Officer

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

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

1. To work directly under the AAD in all matters related to EEO and affirmative action.
2. To assist the AAD in the planning, coordination, administration and implementation of the department's AAP.
3. To assist the AAD in the investigating of alleged discrimination complaints.
4. To direct and fulfill all affirmative action reporting requirements.
5. To participate as a member of the AAC, ex-officio.
6. To assist in the dissemination of the department's and organizational unit's affirmative action and EEO Plan, policies and procedures.
7. To monitor affirmative action provisions with department and organizational unit contractors and subcontractors.
8. To hold exit interviews with protected class employees.
9. To recommend to the AAD training needs, and to assist in the development and implementation of training programs.
10. To review and recommend changes in policies, procedures and programs to facilitate affirmative action and EEO compliance.
11. To support and participate in the recruitment and selection of protected class persons for employment, promotions and training opportunities.
12. 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.

## VIII. Affirmative Action Committee

Responsibilities: The Affirmative Action Committee shall be responsible for monitoring the department's progress in affirmative action.

Duties: The duties of the Affirmative Action Committee shall include, but not be limited to, the following:

1. To review and to recommend changes in their agency's Affirmative Action Plan and programs and make recommendations to the agency head.

2. To serve as a forum for transmitting employee concerns regarding affirmative action to management.
3. To make advisory recommendations on formal complaints of discrimination in accordance with their agency's internal discrimination complaint procedure.
4. To identify problem areas and to propose solutions.
5. To perform such other activities as may be outlined in the departmental Affirmative Action Plan.

Accountability: The Affirmative Action Committee is directly accountable to the Affirmative Action Director and indirectly to the Commissioner.

#### IX. Unit Administrators

Responsibilities: The Unit Administrators are responsible for the compliance of their organizational units with the Affirmative Action Plans of DNR and for developing individual Affirmative Action Plans for their organizational units, if required by the Commissioner.

Duties:

1. To assist the Affirmative Action Director in identifying and resolving problems and eliminating barriers which inhibit equal employment opportunity.
2. To hire and promote qualified protected class members where a disparity exists.
3. To communicate DNR's affirmative action policy to assigned staff.
4. To facilitate staff participation on DNR's Affirmative Action Committee.
5. To include responsibility statements for Affirmative Action/Equal Employment Opportunity in their position descriptions.
6. To perform such other specific duties as may be assigned in their agency's Affirmative Action Plan.

Accountability: The Unit Administrators are accountable directly to their immediate supervisors and indirectly to the Chief Executive Officers of their departments for their compliance with the departmental policies and plans relating to affirmative action.

AFFIRMATIVE ACTION POLICIES AND PROCEDURES



## AFFIRMATIVE ACTION POLICIES AND PROCEDURES

1. Each DNR Unit Administrator (region, division, bureau or section) is required to submit an Affirmative Action Plan for each fiscal year to the Deputy Commissioner, their respective Assistant Commissioner, or immediate superior, who will review each plan prior to submission to the Affirmative Action Director. These plans are due by July 15th of each year.

Each Plan should include: total work force by occupational category, ethnic classification and sex, existing and projected vacancies for both classified and unclassified positions, affirmative action goals and objectives, specified time frame, training and recruitment efforts. Affirmative Action goals and objectives must be clearly definable, measurable, and attainable within a specified time period.

Subsequently, each affirmative action plan will be reviewed with the Unit Administrator, by a Review Committee comprised of the; Affirmative Action Director, Deputy Commissioner, Assistant Commissioners, and the Director and members of the AAC's Employment and Personnel subcommittee.

The Review Committee will determine the acceptability or unacceptability of the affirmative action plan based on the hiring capability of the unit, and the affirmative action needs of the department. Failure to gain approval will require changes and/or modifications and resubmission to the Review Committee. Until such time as the affirmative action plan has been approved, unit administrators will be requested to refrain from all hiring. When approval has been received in writing, the unit administrator may proceed with hiring in accordance with his/her projected affirmative action goals and objectives, and general personnel hiring plans.

2. Each region, division, bureau and section administrator is required to prepare and submit to the Affirmative Action Director, through the Deputy Commissioner and their respective Assistant Commissioner, their own quarterly affirmative action report as a means of reviewing their own affirmative action progress. Submission and cutoff dates for the quarterly reports will be set by the Affirmative Action Director to concur with cutoff and submission dates set by Equal Opportunity Division of the Department Of Employee Relations.

3. Affirmative action has been incorporated into the existing Performance Appraisal System as one of the principal criterias for merit awards and promotion for managers and supervisors.
4. The Affirmative Action Director shall provide the Commissioner with a quarterly affirmative action status report on all DNR units. It shall be the prerogative of the Commissioner to take the appropriate action to ensure unit compliance.
5. Each unit administrator is expected to act affirmatively in the recruiting, hiring, training and promotion of protected classes of people. Additionally, the Affirmative Action Director, and the Bureau of Personnel will provide supportive services to the unit administrator in assisting him/her in attaining his/her projected affirmative action goals and objectives.
6. All hiring authorities are required to indicate the specific rationale for applicant selection. All hiring decisions must be directly related to the job criteria as set forth in the specifications and the position description. Additionally, they will be required to show evidence of minority and female recruitment efforts, and to specify their reasons for non-selection of protected class persons.
7. In order to enhance the effectiveness of affirmative action compliance, the Affirmative Action Director will be notified in writing of all unclassified and student worker positions ten (10) working days to filling or refilling these positions, so that he/she may assist in recruiting protected class applicants.
8. The Affirmative Action Director shall review the recommendations for achievement awards prior to and after the approvals of the Deputy Commissioner and Assistant Commissioners of Administration and Planning to insure that protected class employees are being considered and receiving achievement awards. The AAD shall also be a member of any Position Control Committee that may be established in the Department of Natural Resources.
9. Exit interviews for all full-time protected class persons, shall be conducted by the Affirmative Action Director, and Affirmative Action Committee members.
10. The Department of Natural Resources shall have an Affirmative Action Committee which shall consist of an appointed representative from each region, at least one representative from the Bureau of Field Services and ten persons from Central Office. The Affirmative Action Director, Director and/or Assistant Director of Personnel shall be ex-officio members. Upon accepting appointment to the Affirmative Action Committee, committee members must regard their Affirmative Action Committee duties as mandatory job responsibilities. The Affirmative Action Committee shall not exceed seventeen members, excluding ex-officio members.

11. Every conceivable effort shall be exerted to insure proportionate minority and female representation in Unclassified and Student Worker classification, seasonal employment, and special programs such as: YCC, YACC, Forestry YCC, and all other CETA and LCMR programs. An affirmative action plan for all special programs will be submitted by the respective authority to the Affirmative Action Director for review at least 30 calendar days prior to hiring at each program interval. Minimum hiring goals for protected class employees shall concur with the percentage of representation by job classification for each ethnic minority group and females, in accordance with two major geographical areas of the state, namely seven county metro and outstate.
12. A written notice of all job vacancies, both present and projected, classified and unclassified, shall be forwarded to the Affirmative Action Director at least ten working days prior to conducting interviews.
13. All non-promotional job vacancy information, both present and projected, classified and unclassified, shall be widely disseminated throughout the minority communities, places of public accommodation, and in periodicals and publications. Such resources shall be provided by the Affirmative Action Director, Bureau of Information and Education and the Equal Opportunity Division of the Department Of Employee Relations.
14. A specific schedule of dates and times shall be set for job interviews ten (10) days after notifying the Affirmative Action Director in writing of all clerical, technical, and professional job vacancies.
15. An interviewing panel shall be established for each job interview. This panel shall consist of five (5) persons, only two (2) of whom shall represent the discipline in which the job vacancy exists. One member of the Affirmative Action Committee will also serve on the panel as both a monitor and a member of the panel. The Affirmative Action Committee members will be assigned by the Affirmative Action Director. All requests for Affirmative Action Committee members to serve on the interviewing panel shall be made to the Affirmative Action Director at least five (5) days prior to the interviews. All interviews shall be recorded and the tapes shall be kept on file for at least six (6) months. It shall be the responsibility of the hiring authority to provide the tapes and recorders. The top three (3) candidates, based on a pre-established rating system, shall be recommended for hire to the authority by the interviewing panel.

16. The Affirmative Action Committee panel members shall, within ten (10) days following the interviews, submit to the Affirmative Action Director the following:

- a.) A copy of the questions;
- b.) Either a copy or a written explanation of the rating system used;
- c.) A brief report of the interviews, such as the number of candidates interviewed, the number of protected class interviewed along with an ethnic breakdown and a report of any unusual situations which may have occurred.

## SPECIFIC PROGRAM OBJECTIVES

## Specific Program Objectives

### Recruitment and Selection

- A. Objective: To increase the number of protected class persons in each job classification by expanding existing recruitment efforts.

| <u>Action Steps</u>   | <u>Assignment of Responsibility</u>                                | <u>Comp. Date</u> |
|---|--|-------------------|
| 1. Provide all appointing authorities with a current directory of Statewide Recruitment Resources.  | AAD  | May 1, 1980       |
| 2. Establish department contacts with colleges and universities with natural resources curriculum nationwide.                             | AAD & Unit Administrators  | Ongoing           |
| 3. Make maximum use of department and EOD resume banks.   | AAD & Unit Administrators  | Ongoing           |
| 4. Participate in career clinics, job fairs and other career activities to increase career awareness of protected class persons with DNR. | AAD, AAC Members, Discipline representatives & Bureau of Personnel | Ongoing           |
| 5. Periodic review of job specs, and E & T Ratings will be performed to insure that they are job related.                                 | AAC  | Ongoing           |

### Evaluation Procedures

1. Unit Administrators will indicate in writing their recruitment efforts and rationale for applicant selection. This information will be submitted and reviewed by the AAD.
2. Quarterly affirmative action reports will reflect recruitment and selection progress, and effectiveness of resume bank.

## Training

- B. Objective: To improve the employability of all protected class persons in the areas of hiring and promotions.

| <u>Action Steps</u>  | <u>Assignment of Responsibility</u>                         | <u>Comp. Date</u> |
|--|---|-------------------|
| 1. To establish pre-service, in-service and internship training for protected class persons.                   | AAD Staff, AAC Members, Training Director                   | Ongoing           |
| 2. To expand career options through training supervisors in their counseling and development responsibilities. | AAD, AAC Members, Training Director and Unit Administrators | Ongoing           |

## Evaluation Procedures

1. Quarterly and annual affirmative action reports will reflect the effectiveness of these programs through new entry-level hires and promotions of protected class persons.

## Managerial Responsibility

- Objective: To insure that affirmative action compliance will principally rest with department managers.

| <u>Action Steps</u>   | <u>Assignment of Responsibility</u>  | <u>Comp. Date</u> |
|---|--|-------------------|
| 1. Affirmative action responsibilities will be written into position descriptions.  | Unit Administrators  | Annually          |
| 2. Each unit administrator will be responsible for developing an annual affirmative action program for his/her unit and setting appropriate goals and objectives. | Unit Administrators  | Annually          |
| 3. Annual unit administrators action plans will be reviewed by a review committee for approval prior to execution.  | AAD, Deputy Commissioner, Assistant Commissioners, Personnel Director and Assistant Director | Annually          |

4. Each unit administrator will prepare and submit their quarterly affirmative action reports to the AAD. These reports shall reflect only the positions filled by the unit administrator.

Unit Administrators

Quarterly

5. The commissioner shall receive a quarterly affirmative action report showing the performance status of each unit.

AAD

Quarterly

6. Affirmative action performance is a principal criteria for performance appraisal and merit awards and promotions for managers and supervisors.

Commissioner

Ongoing

#### Evaluation Procedures

1. Quarterly and annual affirmative action reports shall be the principle means of evaluating the affirmative action performance of unit administrators.
2. Annual unit affirmative action plan reflects the sincerity, intent and commitment of unit administrators to affirmative action.
3. Performance appraisals should reflect the effectiveness of unit administrators in the area of affirmative action as well as other resource management activities.



## Recruitment and Selection

Recruitment of minorities and females presents a special problem in DNR due to the non-traditional occupational classifications, job locations, unfamiliarity with such career options, lack of work related experience and a general lack of knowledge about the department, and its functions.

Consequently, DNR will conduct an intensive and aggressive recruitment program for qualified minorities and females, both in and out-of-state. At least one out-of-state recruitment trip will be made each year to major colleges and universities throughout the country with large minority and female enrollments in natural resource related areas. Appointing authorities will be encouraged to make maximum use of the resume banks in Equal Opportunity Division of the Department Of Employee Relations.

The Affirmative Action Director along with appointing authorities will maintain a close working relationship with college and university faculties, department heads, counselors, community leaders and organizations for applicant referrals.

The Governor's Summer Youth, Internship and Pre-Service Training Programs will be utilized to introduce members of protected class groups to Department of Natural Resources job opportunities.

The Affirmative Action Director, members of the Affirmative Action Committee and other department personnel will participate in career clinics, job fairs and other career activities as a means of interesting, informing and recruiting future DNR applicants.

The principal criteria for making a hiring decision will be the job requirements as set forth in the job specifications and position description.

From time to time the Affirmative Action Committee will review job specifications, experience and training ratings, tests and other employment selection process to insure that each is job related, and free of sex and racial bias. As a further means of avoiding self perpetuating selection barriers, an applicant tracking system will be established. Such a system will specifically identify impediments which consistently eliminate protected class persons for hiring consideration.

## Training

Heavy emphasis will be placed on training protected class persons for entry level department jobs. Whenever and wherever possible above complement training positions will be established to provide them with the critically needed job related experience.

Heavy emphasis and stress will be placed on career counseling and development, in accordance with the state law and personnel rules.

DNR will endeavor to have a full-time staff person to provide career counseling and development on a one-to-one basis for all protected class people.

Protected class people will be encouraged to take full advantage of all training opportunities. The Affirmative Action Director and the Training Officer will work concertedly in assisting protected class persons in the development of their individualized training plans, and securing admission into colleges, universities, technical and vocational schools.

Pre-service training programs will be developed for each discipline to accomodate above complement training in each major technical and professional job classification.

#### Wage and Salary Structure

Every effort will be exerted to insure equality compensation for protected class employees commensurate with their qualifications and capabilities. Whenever sufficient justification exists, appointing authorities will be encouraged to set the compensation level above minimum, based solely on "exceptional qualifications".

#### Benefits and Conditions of Employment

Every effort will be exerted to insure that benefits accrue to protected class persons as merited. Careful scrutiny will be given to the marginal treatment of protected class persons in bargaining units which ultimately prevents them from gaining seniority.

All disciplinary action must be accurately and adequately recorded. Minorities and females will be singled out for preferential treatment either positively or negatively unless sufficiently merited. The same standards of performance, of attendance, punctuality, lunch and coffee breaks shall unbiasly be applied to minorities and females as with other employees.

Progressive discipline will be encouraged as a deterrent to poor work performance and conduct, and not a form of harassment to minority and female employees.

All employess will be made aware that harassment of any person in retaliation for filing a complaint, will not be tolerated and will be cause for disciplinary action. (See Appendix "D").

## COMMUNICATION/DISSEMINATION

Communication/Dissemination of Equal Employment Opportunity  
(EEO) and Affirmative Action Policies and Procedures

Internal

1. Annually, the Commissioner shall inform each employee of the department by cover letter, of his/her, and the department's commitment to EEO and affirmative action, accompanied by a copy of the approved Affirmative Action Policy and Plan. The Commissioner shall appeal to all employees of the department to fully comply with the Affirmative Action Policy and Plan.
2. The Affirmative Action Policy and Plan shall be posted on all DNR bulletin boards, and conspicuously displayed in all DNR offices.
3. The Affirmative Action Policy and Plan shall be reviewed with all department unit administrators semi-annually. All unit administrators and supervisors will receive immediate notice of changes in the Affirmative Action Policy and Plan, or any legislation or provision which affects affirmative action compliance and/or enforcement.
4. The Affirmative Action Policy and Plan shall be reviewed in all orientation sessions for new employees, and a copy distributed to each new employee.
5. Affirmative action news and information shall be distributed to each department employee through department publications.
6. Minutes of all Affirmative Action Committee meetings shall be posted on all DNR bulletin boards, with an invitation to all department employees to attend Affirmative Action Committee meetings. The names and telephone numbers of all Affirmative Action Committee members shall be posted with the Affirmative Action Policy and Plan on all DNR bulletin boards.
7. A copy of the Affirmative Action Policy and Plan shall be sent to unions and employee associations at least once a year.

External

1. All department letterhead and job information notices will carry the phrase "An Equal Opportunity Employer".

2. Copies of the Affirmative Action Policy and Plan shall be sent to all major community organizations with high minority, female, and handicapped interest, labor unions, employee associations, community leaders and recruitment resource agencies and organizations.
3. All persons doing business with the department should be informed of the Affirmative Action Policy and Plan with appropriate notice of strict adherence.
4. Job information shall be widely distributed throughout the minority communities, and female organizations and agencies.
5. The Affirmative Action Director shall be identified in the Department's section of the State Telephone Directory.

## INTERNAL AUDIT AND REPORTING SYSTEM

## Internal Audit and Reporting System

### Quarterly Reports

Periodic progress reviews shall be made through the quarterly affirmative action reporting system. Each department unit administrator is required to complete the standard Equal Opportunity Division quarterly report form including both narrative and statistical data, and submit to the Affirmative Action Director (AAD) through their respective Assistant Commissioner or immediate superior. The AAD will review each report, compile statistical data and narrative for the department's affirmative action report to the Equal Opportunity Division, and prepare a summary report for the Commissioner and unit administrators. Quarterly reports will reflect adherence to unit goals and objectives. If sufficient progress is not being made in meeting unit affirmative action goals and objectives within a reasonable time, the AAD shall make a written inquiry to the unit manager, through his/her immediate superior, as to the cause for failure to comply. If assistance is needed, the AAD will provide whatever support services possible to assist the unit administrator in complying. Units consistently failing to comply with their goals and objectives, or, to put forth their best effort will be reported to the Commissioner for disciplinary action.

Department affirmative action goals shall be set in accordance with the expanded certification requirement set forth in M.S. 43.15 as amended by Minnesota Laws 1978, Chapter 708, and other requirements of Equal Employment Opportunity and Affirmative Action regulatory agencies. Department goals and objectives will be reviewed each quarter in concurrence with the quarterly affirmative action report. Compliance, or failure to comply will be reported to the Commissioner by the AAD with appropriate recommendations.

## Annual Affirmative Action Report

An annual affirmative action report shall be prepared at the end of each fiscal year by the AAD reflecting department-wide affirmative action progress. This information shall be reported to the Commissioner, the Equal Opportunity Division and all department personnel.

This report will consist of a narrative, statistics and charts as necessary to describe the department's progress in meeting established goals and objectives.



**AFFIRMATIVE ACTION COMMITTEE**

### Affirmative Action Committee Meetings

Affirmative Action Committee meetings shall be regularly held either monthly or bi-monthly. The meeting place shall be rotated alternately between the central office and the regions. Meeting dates shall be the second Wednesday in each month, unless otherwise changed by the Affirmative Action Director in advance of the meeting date. Each member will be informed of all meeting changes. Attendance is mandatory unless advance excuse given by AAD.

All Affirmative Action Committee meetings are opened to all DNR employees. Minutes of every meeting will be circulated to every department unit, and conspicuously posted on all department bulletin boards.

### Affirmative Action Subcommittees

The Affirmative Action Committee shall consist of four (4) major subcommittees, namely: 1) Employment and Training, Personnel Policies and Practices; 2) Politics and Legislation, Labor Relations; 3) Information and Education; 4) Complaints and Greivances. Every member of the Affirmative Action Committee shall serve on at least one subcommittee.

### Member Selection

Regional representative shall be recommended by the regional authority with final selection made by the Commissioner. Any department person may recommend to the Affirmative Action Committee other persons from the central office, however the final selection will be made by the Commissioner.

### Terms of Office

Affirmative Action Committee mmebers shall serve on a rotation basis with a minimum appointment of four (4) years. Unless a member was appointed to complete the term of a past member, the term of office shall be four years. Affirmative Action Committee members may be reappointed at the expiration of their term. Members who fail to fulfill their expected duties and responsibilities, or who are chronically absent will be replaced.

## AFFIRMATIVE ACTION COMMITTEE

### DUTIES AND RESPONSIBILITIES

1. The general duties of the Affirmative Action Committee is to function in an advisory capacity to the DNR Commissioner, Affirmative Action Director, and subordinate level managers, in carrying out an effective department-wide affirmative action program. It shall, as often as possible, refrain from reacting to crisis issues, but shall endeavor to eliminate discrimination in hiring, promotions and training through the recommendation of affirmative action, and EEO policies and policy changes.
2. It shall be the duty of this committee to annually establish goals and timetables by which it plans to monitor the affirmative action activities of the Department of Natural Resources as set forth in this Affirmative Action Plan.
3. It shall be the duty of this committee to recommend changes, and/or modifications in the Affirmative Action Policy and Plan for the department, to insure effective compliance with all statutory EEO and Affirmative Action laws for all legally protected classes of people.
4. It shall be the duty of this committee to provide support services to the DNR Commissioner, Regional Managers, Business Managers and all subordinate level managers in personnel recruitment, training, hiring and promotions.
5. It shall be the duty of this committee to develop acceptable grievance procedures, to conduct hearings relative to EEO and Affirmative Action violations on behalf of aggrieved protected classes of people, and to endeavor to the maximum of their capacity to resolve such grievance without litigation.
6. It shall be the duty of this committee to recommend to management, immediate, intermediate, and long-range affirmative action goals for the department within specified time frames.
7. It shall be the duty of this committee to apprise management and department personnel of its functions and activities through written communication.
8. It shall be the duty of this committee to investigate and evaluate all personnel practices and policies to insure the elimination of racial and sex bias, such will include testing, job specifications, experience and training ratings.

9. It shall be the duty of this committee to evaluate and to recommend to management and the Training Officer human relations, career development and EEO and affirmative action training programs to insure the development and perpetuation of a positive sex and racial climate throughout the department and to expose minorities and females to potential career opportunities.
10. It shall be the duty of this committee to recommend to persons in bargaining units, contract provisions which will insure equal employment opportunities for all legally protected classes of people, and to use its influence in whatever way legally possible to improve the working conditions and status of the same.
11. It shall be the duty of this committee to participate in training sessions and conferences relative to EEO and Affirmative Action, and to keep itself apprised of all current changes in laws, policies and procedures affecting affirmative action and EEO.
12. It shall be the duty of this committee to insure department representation on all EEO and Affirmative Action boards, committees and organizations which recommends EEO and affirmative action policies, and influence changes in these areas.
13. The Affirmative Action Director shall be responsible for convening meetings, presiding over meetings, and communicating with management, matters which directly concern the functions and responsibilities of this committee.
14. The Affirmative Action Committee shall consist of a representative from each region, as near as possible, a representative from each major job classifications, females and minorities. Ex-Officio representatives will be: the AAD, the Director or Assistant Director of Personnel, and AA Officer.
15. The Affirmative Action Committee shall serve as a forum for transmitting employee concerns regarding affirmative action to management.

## AFFIRMATIVE ACTION SUBCOMMITTEE

### DUTIES AND RESPONSIBILITIES

#### Employment and Training, Personnel Policies and Practices

It shall be the duty of this subcommittee to:

1. Evaluate and investigate all personnel hiring and promotion policies and practices of DNR to insure elimination of any and all discriminatory practices and job biases, written or otherwise, which might affect equal employment opportunity for legally protected classes of people.
2. To review job specifications, experience and training ratings to insure their job relatedness.
3. To recommend changes in personnel policies, practices and rules that heretofore adversely affected equal employment opportunities for legally protected classes of people.
4. To evaluate the existing Affirmative Action Policy and Plan and to recommend changes to insure effective affirmative action and EEO compliance.
5. To evaluate and investigate training needs of legally protected classes of people and to recommend to the Training Officer training programs which will enhance their positive growth and development.
6. To familiarize itself with EEO and affirmative action laws and regulations and personnel rules and regulations.
7. To recommend to the Training Officer human relations training for DNR staff to enhance a positive working relationship between protected and non-protected classes of people.
8. To recommend to the Commissioner and EEO Officer adequate appropriations for training programs for protected class people.

## Politics, Legislation and Labor Relations

It shall be the duty of this subcommittee:

1. To evaluate legislation relative to personnel practices, policies, rules and procedures to insure that any language that might result in racial or sex bias is eliminated.
2. To recommend legislative changes and new legislation which shall insure equal employment opportunities for all protected classes of people.
3. To review bargaining contracts to insure that the negotiated rights of some do not infringe upon the rights of protected classes of people.
4. To use its influence to include provisions in labor contracts that will work in the best interest of all legally protected classes of people.
5. To meet with representatives of the labor unions to discuss policies, practices and procedures which adversely affect protected classes of people and to recommend changes which will work conversely.

## Information and Education

It shall be the duty of this subcommittee:

1. To act as an advocate of minorities, women, Vietnam era veterans, and the handicapped.
2. To conduct Protected Class Awareness Programs.
3. To design and conduct sensitivity training programs.
4. To evaluate disparities in hiring, testing and promoting of minorities, females and the handicapped.
5. To check physical facilities to insure safety and adequate accommodations for the handicapped.

### Complaints and Grievances

It shall be the duty of this subcommittee:

1. To develop and/or modify existing grievance procedures.
2. To serve on and chair the "hearing team" which shall hear all filed complaints of protected class discrimination.
3. To serve on and chair the "hearing team" to investigate such complaints to insure that all relevant facts have been disclosed.
4. To serve on and chair the "hearing team" to make recommendations as to resolutions of complaints and redress of grievances.

## GOALS AND TIMETABLES



## Goals and Timetables

1. The Department of Natural Resources shall endeavor to comply to the maximum of its capability, with the minimum requirement of 4% for each ethnic minority by job classification for the metro area, and 2% for each ethnic minority (Black, Hispanic, Asian, Indian) by job classification for outstate. 5.62% female representation in the managerial classification, 22% supervisory and 29% professional for both metro and outstate regions.

Affirmative Action effort shall not end with the minimum requirements, but shall extend to the maximum utilization of human resources without regard to race, color, creed, sex or national origin, as department personnel needs dictate. Adherence to minimum goals shall be met by the end of each quarter and shall remain consistent throughout each fiscal year.

2. It shall be our objective to firmly establish affirmative action policies and procedures which shall be incorporated into the standard operating procedures for the department.
3. It shall be our objective to use flexible, creative and innovative training as a principal tool for recruitment of females and minorities into entry level, professional, technical and sub-professional positions in each job classification throughout the department.
4. It shall be our objective to use career counseling, training and development as a principal tool to encourage upward mobility for all protected class persons.
5. It shall be our objective to fully comply with the state's set aside requirements for contract compliance with minority contractors and vendors and wherever and whenever possible to exceed the minimum requirement.
6. It shall be our objective to create a positive, wholesome and productive working environment for all DNR employees irrespective of race, creed, color, sex or national origin, through human relations training.
7. It shall be our objective to insure that all DNR employees receive equal treatment, employment opportunity, promotional opportunity, training and respect, irrespective of race, creed, color, sex or national origin.

8. It shall be our objective to provide equal employment opportunities for handicapped persons commensurate with their employment capability.
9. It shall be our objective to increase participation and continue a harmonious recruitment relationship with colleges and universities with high minority and female enrollment in natural resources related course areas.
10. It shall be our objective to influence the addition, and/or expansion of natural resource curriculum in state colleges and universities, and the encouragement and motivation of minorities and females by college and university counselors, instructors and advisors, to choose natural resources as a career option.
11. It shall be our objective to participate in career clinics, job fairs and other career oriented programs, as a means of exposing minorities and females to the career options of DNR.
12. It shall be our objective to provide as much career exposure as possible to minority youth and females through part-time, seasonal, training and other innovative employment programs.

## DISCRIMINATION COMPLAINT PROCEDURE

MINNESOTA DEPARTMENT OF NATURAL RESOURCES  
EMPLOYEE DISCRIMINATION COMPLAINT PROCEDURE

November, 1979

To ensure equality of opportunity in the state service, the Department of Natural Resources has established this discrimination complaint procedure as part of their Affirmative Action Program. It has been adopted from the Equal Opportunity Division (EOD) of the Department Of Employee Relations State Plan. This procedure is designed to attempt to resolve problems internally before seeking redress from an outside authority. While all employees have the right to file their complaints with the Minnesota Department of Human Rights or other enforcement agencies at any time, we urge them to use this internal procedure before doing so. Anyone filing a complaint under this procedure shall do so without fear of coercion, reprisal, or intimidation.

RESPONSIBILITY OF DEPARTMENT EMPLOYEES

All employees shall respond promptly to any and all requests by the Affirmative Action Director (AAD) for information and for access to data and records for the purpose of enabling the AAD to carry out his/her responsibilities under this complaint procedure. The failure of any employee to comply with the request of the AAD shall be reported in writing to his/her immediate supervisor, Director and the Commissioner.

WHO MAY FILE

Any employee of the Department who believe that he/she has been discriminated against by reason of his/her race, creed, color, sex, age, national origin, religion, reliance on public assistance, marital status, handicap, Vietnam era veteran status or political opinion or affiliation, may file a complaint. Employees who are terminated should file their complaint within 10 days after separation from the Department.

## THE COMPLAINT PROCEDURE

The discrimination complaint procedure consists of two parts: an informal procedure and a formal procedure. The informal procedure is similar to the grievance procedure of the Personnel Rules, 2 MCAR Section 2.177 (A). The formal procedure differs from in 2 MCAR Section 2.177 (B) while still allowing the complaint to revert to the formal step in that rule, or to applicable collective bargaining provisions if the Affirmative Action Director or the AAC, subcommittee should determine that the complaint is not an equal opportunity complaint, but rather a personal concern. Therefore, the discrimination complaint procedure shall be as follows:

### Informal

A grievance shall be presented by the employee to the immediate supervisor and AAD when applicable within 5 days after the occurrence of the event giving rise to the grievance. The supervisor must give an oral or written answer within 5 days to attempt to resolve the grievance by mutual agreement.

### Formal

If the complaint is not satisfactorily resolved through the informal procedure, and the complainant wishes to enter into the formal step of the procedure, the complaint must be filed, within 7 days of the receipt of an answer from the supervisor, with the Affirmative Action Director (AAD). In the event that the respondent is the AAD or the Personnel Officer, the complaint may be filed with EOD.

1. The complaint is filed by completing the "Complaint of Discrimination Form" to be provided by the AAD. The AAD will provide assistance in filling out the form, if needed.
2. The AAD will determine at the time the complaint is filed whether or not it falls within the area of equal employment opportunity, i.e., the complainant is alleging a violation of his/her right to equal employment on the basis of race, creed, color, etc.
  - a. If it is determined that the complaint is not related to equal employment opportunity but rather to general personnel concerns, the AAD will immediately so inform the complainant so that he/she may pursue the formal step of the grievance procedure outlined in 2 MCAR Section 2.177 (B) or in any applicable union contract within the time limit specified.

- b. In the situation described in (a) and in other situations in which it is determined that the complaint is not related to equal employment opportunity, the AAD shall verbally inform the complainant and shall follow it up by sending him/her a certified letter stating that the complaint has been dismissed, including the reasons for the dismissal, and referring him/her to the proper authority, if any, to handle the grievance. The letter should be sent within 2 days of the receipt of the complaint.
  - c. If the complaint is related to equal employment opportunity, the AAD will, within 2 days of the receipt of the complaint, send a copy of the complaint by certified mail to all parties named as respondents. The copy shall be accompanied by a letter outlining the basic facts of the complaint and requesting a response to the allegations from the respondent(s) within a specified period of time.
- 3. The respondent(s) shall, within the time period specified by the notification letter, provide the AAD with a written answer setting forth his/her understanding of the situation of causes giving rise to the complaint. If the respondent(s) fail to provide the answer within the specified time period, the allegations contained in the complaint will be considered to be denied by the respondent(s) and the AAD shall proceed to investigate the case.
- 4. Keeping in mind that all data collected may at some point become evidence in civil or criminal legal proceedings against the respondent pursuant to Minnesota Statutes Chapter 363 or the appropriate federal statutes, a thorough investigation may include, but not be limited to, the following types of data:
  - a. Interviews or written interrogations with all parties involved in the complaint: complainant, respondent, their respective witnesses, official having pertinent records or files, etc.
  - b. All records pertaining to the case whether they be written, recorded, filmed, or any other form.

5. At the conclusion of his/her investigation, the AAD shall appoint, subject to individual approval by a majority vote by the AAC, a hearing team of three people from the AAC, one shall be a member of the subcommittee on complaint and grievances and will serve as chairperson. The AAD will review the findings with the team and shall submit copies of all documents gathered in his/her investigation to the hearing team. At this time, the AAD shall submit a summary of the complaint and the persons involved to the Division Director and the Commissioner.
6. The AAC hearing team shall review the documents provided by the AAD and shall make a determination on the complaint or shall do so after interviewing the complainant, respondent(s) or witness. (Note: any member of the AAC who is involved in the complaint as the complainant, as a respondent, or as a witness or either shall not be present during the review or the discussion of the case by the AAC).
7. If the AAC hearing team believes that there is sufficient evidence supporting the complaint, it shall prepare a recommendation for corrective action along with a timetable for such action and present it to the entire AAC for final review and approval.
  - a. The AAC shall send through the AAD its determination and recommendations to the Commissioner who will in turn notify the complainant and the respondent(s) and the Director of the decision by certified mail.
  - b. The AAD shall hold a meeting between the complainant and the respondent(s) in an attempt to settle the complaint through conciliation.
  - c. If the conciliation attempt is unsuccessful, the AAD will so notify the AAC in writing. The AAC will send a letter to the Commissioner of the Department which shall include the AAD's notice that the conciliation attempt was unsuccessful. The letter will request that the necessary action be taken to carry out their recommendations. The Commissioner shall accept, reject or modify the Affirmative Action Committee's recommendations and shall take such actions as deemed appropriate and notify all parties (e.g.: complainant, respondent(s), AAD, AAC, and the Director) by certified mail.
  - d. If the conciliation attempt is successful, a conciliation agreement shall be prepared and signed by the complainant, the respondent(s), and the AAD. The AAC, Commissioner, and the Director, as well as each signatory, shall receive a copy of the agreement.

8. If the AAC believes that there is insufficient evidence to support the complaint, it shall prepare a letter to that effect to the Commissioner. The Commissioner shall notify, by certified mail, the complainant, respondent(s) and Director of the AAC's decision.
9. The AAD shall maintain records of all complaints and any information or data pertaining to them.
10. The entire complaint procedure should be completed within 60 days of the filing of complaint.



COMPLAINT OF DISCRIMINATION

Information on the Complainant (You)

Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Home Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Work Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Department: \_\_\_\_\_ Division: \_\_\_\_\_ Supervisor: \_\_\_\_\_

Information on the Respondent (Person who discriminated against you)

Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Work Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Department: \_\_\_\_\_ Division: \_\_\_\_\_ Supervisor: \_\_\_\_\_

Others who discriminated against you: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Information on the Complaint

Check One: Race \_\_\_\_\_ Sex \_\_\_\_\_ Color \_\_\_\_\_ Creed \_\_\_\_\_ Religion \_\_\_\_\_ Age \_\_\_\_\_

Handicap \_\_\_\_\_ Marital Status \_\_\_\_\_ National Origin \_\_\_\_\_

Reliance on Public Assistance \_\_\_\_\_

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.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

This complaint is being filed based on my honest belief that the State of Minnesota has discriminated against me. I hereby certify that the information I have provided in this complaint is true, correct, and complete to the best of my knowledge and belief.

Received by: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

Additional information on your complaint: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Information On Witnesses Who Can Support Your Case

| <u>Names</u> | <u>Addresses</u> | <u>Phone Numbers</u> |
|--------------|------------------|----------------------|
| 1. _____     | _____            | _____                |
| 2. _____     | _____            | _____                |
| 3. _____     | _____            | _____                |
| 5. _____     | _____            | _____                |
| 6. _____     | _____            | _____                |

## REVISED RACE/ETHNIC CATEGORIES

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

1. White, not of Hispanic Origin. -- Persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
2. Black, not of Hispanic Origin. -- Persons having origins in any of the Black racial groups of Africa.
3. Hispanic. -- Persons of Mexican, Puerto Rican, Cuban, Central or South 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 having origins in any of the original peoples of the Far east, Southeast Asia, the Indian Sub-continent, or the Pacific Islands. This area includes for example, China, Japan, the Philippine Islands and Samoa.

With regard to the Statewide Affirmative Action Plan, the term "minority" includes all of the aforementioned categories except the first, "White". Agencies must use these categories when preparing employment status by race or ethnic origin.

DEFINITION RELATING TO DISABILITY AND HANDICAP

DEFINITIONS RELATING TO DISABILITY AND HANDICAP

- A. Functional Disability - same as "Disability"
- B. Disabled (Handicapped) Person - any person who:
  - 1. has a physical or mental impairment which substantially limits one or more major life activities, or
  - 2. has a record of such an impairment, or
  - 3. is regarded as having such an impairment.
- C. Physical or Mental Impairment
  - 1. any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological; musculoskeletal; special sense organs, respiratory, including speech organs, cardiovascular; reproductive, digestive; genito 'urinary' hemic and lymphatic; skin and endocrine; or
  - 2. any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.
- D. Major life activity: functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and working.
- E. Has a record of such impairment: has a history of, or has been misclassified as having a mental or physical impairment that substantially limits one or more major life activities.
- F. Is regarded as having an impairment:
  - 1. has a physical or mental impairment that does not substantially limit major life activities but that is treated as constituting such a limitation; or
  - 2. has a physical or mental impairment that substantially limits major life activities only as a result of the attitudes of others toward such impairments; or
  - 3. has none of the impairments defined in C, above, but is treated as having such an impairment.
- G. Qualified disabled persons: with respect to employment, a disabled person who, with reasonable accommodation, can perform the essential functions of the job in question.

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

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

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

## HARASSMENT

Under Title VII of the Civil Rights Act of 1964, employers are responsible for maintaining a working atmosphere free of discrimination including, but not limited to, discriminatory insult, intimidation and other forms of harassment. Employers are obligated to take reasonable measures to rid the work setting of expressions of bias. They may be liable for failure to investigate allegations of harassment, or for failure to take prompt and appropriate remedial action against workers or supervisors who harass or otherwise discriminate against employees.

### Responsibilities

The responsibility for eliminating harassment in the workplace rests with the employer. However, acts of harassment are often informal and unofficial. Therefore, persons who find themselves the target of harassment should notify their employer in order to protect their rights. The following procedures are recommended:

1. Harassed employee:
  - a. Clearly explain to the person(s) harassing you what behavior you find objectionable and ask that it cease.
  - b. Keep a written record of the instances of harassment and the names of any witnesses.
  - c. If the harassment continues, follow the discrimination procedures in your agency's Affirmative Action Plan.
2. Employers:
  - a. Process and investigate each complaint of harassment.
  - b. Take prompt and appropriate action to eliminate harassment. Such action may include, but need not be limited to, reprimand, warning, and other disciplinary action up to and including discharge.

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