

MINNESOTA VETERANS HOMES

AFFIRMATIVE ACTION PLAN

(2006-2008)

MINNESOTA VETERANS HOMES BOARD

AFFIRMATIVE ACTION PLAN

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I. TRANSMITTAL SHEET

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II. STATEMENT OF COMMITMENT



STATE OF MINNESOTA
VETERANS HOMES BOARD
VETERANS SERVICE BUILDING
20 WEST 12TH STREET, ROOM 122
ST. PAUL, MINNESOTA 55155
(651) 296-2073

STATEMENT OF COMMITMENT

Jeff L. Johnson
Chairman
Alpha

I am committed to and support a work environment that is free of discrimination and which supports quality resident care, continued improvements in productivity, personal and professional growth, and employee job satisfaction.

Dan Williams
Vice Chairman
Vadnais Heights

Discrimination in any employment matter based upon race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local commission, disability, sexual orientation, or age, is illegal and is prohibited. Further, retaliation is prohibited against employees who have acted in good faith in reporting discrimination within the agency.

Dean Ascheman
Rosemount

Robert Erickson
Bloomington

This Agency is committed to a discrimination-free work environment which includes:

Lawrence Greenberg
St. Louis Park

- Aggressive and continuous commitment to support the State's Affirmative Action efforts and implementation of the Agency Affirmative Action Plan.
- Commitment to hiring, promoting, and retraining protected group individuals as provided in the Agency Affirmative Action Plan.
- Respect for differences among employees, which encourages the consideration and use of different perspectives within daily work.
- A dedication of resources to retention, training, and development programs which will result in strengthening of the entire agency by nurturing the talents of individual employees.

Byron C. Opstad
Bloomington

William H. Tendle, Jr.
Plymouth

Violet M. Wagoner
Oak Park Heights

William A. Wroolie, Jr.
Brainerd

Each facility shall continue to enhance its programs of affirmative action, to ensure that equal opportunity is provided on the basis of individual qualifications, to encourage all persons to strive for advancement, and to proactively support a work environment free of discrimination.

Ex-Officio Members

Jim Vickerman
Senator
Tracy

The leadership for the Agency in these matters will come from me, the Executive Director, the Administrators of each Minnesota Veterans Home and Nancy Dahl, the Personnel Services Manager. Questions regarding this Plan may be addressed to Nancy Dahl at 651-297-5252 (TTY: 651-297-5353 or 1-877-MVBOARD).

Kathy Tingelstad
Representative
Andover

Clark Dyrud
DVA Commissioner

Stephen Musser, Executive Director

MINNESOTA VETERANS HOMES

FERGUS FALLS VETERANS HOME

1821 N. Park Street
Fergus Falls, MN 56537
Jon Skillingstad, Administrator
218-736-0400

HASTINGS VETERANS HOME

1200 E.18th Street
Hastings, MN 550033
Charles Cox, Administrator
651-438-8500

LUVERNE VETERANS HOME

1300 North Kniss
Luverne, MN 56156
Pamela Barrows, Administrator
507-283-1100

MINNEAPOLIS VETERANS HOME

5101 Minnehaha Avenue South
Minneapolis, MN 55417
Robert Wikan, Administrator
612-721-0600

SILVER BAY VETERANS HOME

45 Banks Boulevard
Silver Bay, MN 55614
Michael Bond, Administrator
218-226-6300

III. AFFIRMATIVE ACTION PLAN DUTIES

1. ORGANIZATION: RESPONSIBILITIES, DUTIES, AND ACCOUNTABILITY; DISSEMINATION OF PLAN

A. ORGANIZATION

The Minnesota Veterans Homes are governed by a Board of Directors appointed by the Governor. The Executive Director reports directly to the Board of Directors, and is responsible for overseeing, on behalf of the Board of Directors, the activities of the Agency. The Executive Director and board office staff are located in the Veterans Services Building on the Capitol Complex in St. Paul. The Executive Director is responsible for the administration of the Affirmative Action Plan and does so through delegated function to the Personnel Services Manager of the Board Office staff.

There are five Minnesota Veterans Homes located throughout the state, each managed by an Administrator who reports directly to the Executive Director. The Administrator of each of the facilities is responsible for implementing the Affirmative Action Plan ,and does so by designating an Affirmative Action Officer at their respective facility.

The Personnel Services Manager is responsible for administration of the Affirmative Action Plan agency wide and serves as the Affirmative Action Officer for the Board of Director's staff.

The Affirmative Action Officers are responsible for implementing the Affirmative Action Plan at their respective locations, as well as, being the designees responsible for Americans with Disabilities Act(ADA) Compliance.

DESIGNATED AFFIRMATIVE ACTION OFFICERS

VETERANS HOMES BOARD OFFICE

20 West 12th Street, Room 122
ST Paul, MN 55155
Nancy Dahl, Personnel Services Manager
651-297-5252

FERGUS FALLS VETERANS HOME

1821 N Park Street
Fergus Falls, MN 56537
Janine Conner, Human Resource Director
218- 736-0408

HASTING VETERANS HOME

1200E.18th Street
Hastings, MN 55033
Nancy Delmore, Human Resource Director
651-438-8521

LUVERNE VETERANS HOME

1300 North Kniss
Luverne, MN 56156
Sandy Keim, Human Resource Director
507-283-1111

MINNEAPOLIS VETERANS HOME

5101 Minnehaha Avenue, South
Minneapolis, MN 55417
David Tabert, Human Resources Representative
612-721-0614

SILVER BAY VETERANS HOME

45 Banks Boulevard
Silver Bay, MN 55614
Gena Thompson, Human Resources Director
218-226-6325

B. RESPONSIBILITIES, DUTIES AND ACCOUNTABILITY

1) BOARD OF DIRECTORS

RESPONSIBILITIES: To oversee and ensure implementation of the Agency's Affirmative Action Plan in compliance with all Federal and State laws, rules, regulations, and policies.

DUTIES:

- To appoint an individual to oversee the implementation of the Affirmative Action Plan throughout the Agency.

ACCOUNTABILITY: To the Governor

2) EXECUTIVE DIRECTOR

RESPONSIBILITIES: To carry out the Board of Director's Affirmative Action Plan and ensure implementation throughout the Agency in compliance with all Federal and State laws, rules, regulations, and policies.

DUTIES:

- To appoint or designate an employee to be responsible for overseeing the activities of the Affirmative Action Officers at each of the five facilities.
- To issue a written statement to all employees affirming support for equal opportunity, diversity, and the agency's Affirmative Action Plan.
- To include responsibility statements for the Affirmative Action Plan in the position description of the designee.
- To require Administrator's to include responsibility statements in the position descriptions of Affirmative Action Officers, Managers, and Supervisors at each of the facilities.
- To take action on complaints of discrimination as outlined in Affirmative Action Plan complaint procedure.

ACCOUNTABILITY: To the Minnesota Veterans Home Board of Directors

3) AGENCY AFFIRMATIVE ACTION DESIGNEE

RESPONSIBILITIES: To implement the agency's Affirmative Action Plan at the Board Office and to oversee the administration of the Affirmative Action Plan at each of the five residential facilities.

DUTIES:

- To administer the agency's Affirmative Action Plan.
- To advise the Executive Director on all matters related to affirmative action and equal employment opportunities.
- To provide leadership and guidance to the facility Administrators and Affirmative Action Officers in carrying out the Affirmative Action Plan and in adhering to affirmative action principles in the decision-making process of all personnel functions(i.e. hiring, promotion, disciplinary actions, reallocations, transfers /separations, department/division classification studies).
- To assist agency staff in the recruitment of members of protected classes for consideration in filling vacancies.
- To oversee and provide guidance for investigations of complaints of discrimination as outlined in the Affirmative Action complaint procedure.
- To oversee the agency's pre-hire review process as it applies to the Affirmative Action Plan.
- To act as the agency liaison with DOER ACCESS.
- To revise the agency's Affirmative Action Plan biennially.

ACCOUNTABILITY: To the Executive Director

4) ADMINISTRATORS

RESPONSIBILITIES: To administer the Affirmative Action Plan at each of their respective facilities, in compliance with Federal and State law, rules, regulations and policies.

DUTIES:

- To appoint an Affirmative Action Officer who shall be responsible for overseeing affirmative action activities at the facility.
- To ensure the Affirmative Action Plan and policies and procedures are adhered to during the course of business at the facility.
- To forward the Executive Director's written statement of

commitment to all staff members.

- To require managers and supervisors to include responsibility statements for affirmative action in their annual objectives.
- To periodically report to the Executive Director the facility's progress in implementing and administering the Affirmative Action Plan.
- To make decisions and changes in policy, procedures, or accommodations as may be needed to facilitate effective affirmative action at the facilities, unless to do so would impose an undue hardship on the facility.

ACCOUNTABILITY: To the Executive Director

5) AFFIRMATIVE ACTION OFFICERS

RESPONSIBILITIES: To administer the agency's Affirmative Action Plan at the facilities.

DUTIES:

- To monitor the Affirmative Action Plan's objectives at the facilities.
- To assist managers and supervisors in understanding and meeting their affirmative action responsibilities.
- To ensure alleged discrimination complaints are investigated and written summaries of the issues and findings are maintained within the agency.
- To ensure that the Affirmative Action Plan is communicated to all facility staff through formal orientation and orientation.
- To determine the need for affirmative action and diversity training and to initiate the development of appropriate training programs.
- To review facility policies, procedures, programs and reasonable accommodations for people with disabilities and to oversee the agency's administration of the Americans with Disabilities Act.

ACCOUNTABILITY: To the facility Administrator and facility Human Resources Director directly; indirectly, to the Agency Affirmative Action Designee.

6) MANAGERS AND SUPERVISORS

RESPONSIBILITIES: To ensure compliance with the Agency's Affirmative Action Plan and to ensure equal treatment of all employees.

DUTIES:

- To strive for a hostile-free work environment for all employees and take appropriate steps to correct conflict situations in the work unit.
- To work with Affirmative Action Officer in identifying and resolving problems and eliminating barriers which inhibit equal employment opportunities.
- To hire and promote qualified protected class members where a disparity exists and to ensure equal treatment in all aspects of employment for each protected group.
- To communicate and demonstrate a personal commitment to the agency's affirmative action plan to all employees in their area of responsibility.
- To discuss and document training needs and discuss career planning goals with each employee during scheduled performance evaluations.
- To ensure the agency's Affirmative Action Plan is accessible or communicated to their staff on an ongoing basis.

ACCOUNTABILITY: Board Office staff supervisors directly to Executive Director of Board; all others to the facility Administrators directly and to the Affirmative Action facilitator indirectly.

7) ALL EMPLOYEES

RESPONSIBILITIES: All employees shall be responsible for conducting themselves in accordance with the policies and procedures of this plan. Employees will refrain from any actions which would adversely affect the performance of a co-worker with respect to their race, color, creed, religion, national origin, sex, marital status, and status with regard to public assistance, membership or activity in a local commission, disability, sexual orientation, or age.

ACCOUNTABILITY: Directly to co-workers, immediate supervisors and Administrator; indirectly to the Affirmative Action facilitator.

IV. DISSEMINATION

1. DISSEMINATION OF AFFIRMATIVE ACTION PLAN

The following steps will be undertaken to ensure that all employees are advised of, and understand the Minnesota Veterans Homes Board policy of nondiscrimination and the Board's interest in actively and affirmatively providing equal opportunity in all employment practices.

A. INTERNAL

- Copies of the Affirmative Action Plan will be furnished to the Executive Director, and to the Administrators, Directors, Managers, and Supervisors at each facility. It will be the responsibility of management to communicate the Affirmative Action Plan to all employees under their supervision. Additionally, the Affirmative Action Plan and related policies will be made part of the agency operating policies.
- The Affirmative Action Plan and the name and telephone number of the Affirmative Action Officer will be prominently displayed at each of the facilities on the bulletin board in the Human Resources Office and on the employee bulletin board at the Board of Director's Office. The Affirmative Action Plan may be posted in additional places at each facility at the discretion of the Administrator.
- New employees will be informed of the Affirmative Action Plan, the name of the Affirmative Action officer, and the availability of the actual plan during the orientation period.
- Affirmative action, diversity and sexual harassment training sessions will be conducted for managers and supervisors. Such training will be coordinated between the Affirmative Action Facilitator, the Affirmative Action Officers and Staff Development personnel.
- Individual copies of the Affirmative Action Plan will be provided to employees upon request.

B. EXTERNAL

- A copy of the Affirmative Action Plan will be furnished to all employee bargaining representatives.
- Job application materials, advertisements and agency stationery shall bear the masthead, "An Equal Opportunity/Affirmative Action Employer."
- A copy of the Affirmative Action Plan will be provided to individuals upon request.
- The agency will inform all persons and organizations with which it does business of the applicable non-discrimination and Americans with Disabilities Act compliance requirements.

V. COMPLAINT PROCEDURE

(See Addendum A)

INDIVIDUALS RESPONSIBLE FOR DISCRIMINATION COMPLAINTS

Veterans Home Board

Nancy Dahl, Affirmative Action Facilitator
651-297-5252

Fergus Falls Veterans Home

Janine Connor, Human Resources Department
218-736-0408

Hastings Veterans Home

Nancy Delmore, Human Resources Department
651-438-8521

Luverne Veterans Home

Sandy Kelm, Human Resources Department
507—283-1111

Minneapolis Veterans Home

David Tabert, Human Resources Department
612-721-0614

Silver Bay Veterans Home

Gina Thompson, Human Resources Department
218—226 -6325

VI. GOALS

GOALS

The Minnesota Veterans Homes were very satisfied with the overall results of its analyses of numbers of women and minorities within the various EEO Job Groups. Efforts will be made in the next two years to correct the very minor deficiencies that exist in areas of women in the Officials and Administrators category and the skilled crafts category. Goals and timetables listed in this section include all facilities. Efforts will also be made in the next two years to correct the very minor deficiency in the area of minorities in the Skilled Craft category.

The large deficiencies in the area of people with disabilities is more likely a function of employees being unwilling to self-report a disability in addition to employees being unfamiliar with what constitutes a disability under EEOC guidelines. An effort will be made during the next two years to develop a system in which employees are educated about what constitutes a disability under EEOC guidelines and then have employees self-report.

EEO Job Group	Women			Minorities			People with a Disability		
	Number Under-utilized	Goal	Timetable	Number Under-utilized	Goal	Timetable	Number Under-utilized	Goal	Timetable
Officials and Administrators	1	1	2006-08	0			1	1	2006-08
Professionals	0			0			20	3	2006-08
Technicians	0			0			7	1	2006-08
Protective Services									
Paraprofessionals									
Office/Clerical	0			0			5	1	2006-08
Skilled Craft	1	1	2006-08	1	1	2006-08	2	1	2006-08
Service Maintenance	0			0			85	20	2006-08

VII. PROGRAMS AND OBJECTIVES

PROGRAMS AND OBJECTIVES

The Minnesota Veterans Homes Affirmative Action Plan is designed to be consistent with and support the agency mission statement which states:

The mission of the Minnesota Veterans Homes is serving those who have served by providing them with quality health care in an environment and community of trust, dignity, and caring.

The objectives of the program are as follows:

Career Development – Facilities are directed to engage in career development activities, pursuant to the agency’s operating policy on Career Development and the Affirmative Action Plan. All employees are strongly encouraged to prepare Individual Career Development Plans (ICDP). New employees shall be advised of ICDP during orientation, managers and supervisors shall periodically remind staff of this opportunity.

Cultural Diversity – Managers and Supervisors will attend training sessions on cultural diversity in which they will learn methods by which they can increase their skills in dealing with a diverse workforce.

Internship Program – Each facility shall work towards beginning or continuing an internship program, following the agency operating policies set forth in the agency “Internship” policy.

VIII. METHODS OF AUDITING, EVALUATING, REPORTING

(See Addendum B)

METHODS OF AUDITING, EVALUATING, AND REPORTING

The objective of the Minnesota Veterans Home Affirmative Action Plan is to eliminate any employment practices that may have a discriminatory effect on our employees, job applicants, residents, visitors or vendors. The Veterans Home Affirmative Action Plan is designed to remove and eliminate barriers to equal employment opportunity and to provide a format that will continue to develop new methods and specific action steps to further that goal.

- Measures of Success – The Annual Goals report for hiring protected group members is included in the Affirmative Action Plan, as well as the statistical availability form supporting the determination of those goals. These measures will be used to judge the success of the agency's recruitment efforts.
- Pre-hire review – During the selection process for vacancies in disparate goal units, each location shall comply with the Pre-Hire Review Procedure incorporated into this Plan. Progress Reports shall be sent to the Office of Diversity and Equal Opportunity.
- Pre-review of Layoffs – Each potential layoff will be carefully reviewed to determine the possible effect of layoffs on protected class employees. Human Resources will endeavor to place individuals who are laid off in other positions in the organization.
- Recordkeeping and Evaluation – The Affirmative Action Officer at each facility will maintain evaluation documentation which includes:
 1. Affirmative Action Plan and any related written comments.
 2. Affirmative Action Complaints.
 3. ADA Complaints

The Affirmative Action Director will do a yearly Retention Analysis for the Executive Director in order to evaluate retention of protected group employees.

IX. WEATHER EMERGENCIES AND EVACUATION

(See Addendum C)

X. REASONABLE ACCOMODATION

(See Addendum D)

INDIVIDUALS RESPONSIBLE FOR COMPLIANCE WITH AMERICAN FOR DISABILITIES ACT

Veterans Home Board

Nancy Dahl, Affirmative Action Facilitator
651-297-5252

Fergus Falls Veterans Home

Janine Connor, Human Resources Department
218-736-0408

Hastings Veterans Home

Nancy Delmore, Human Resources Department
651-438-8521

Luverne Veterans Home

Sandy Kelm, Human Resources Department
507-283-1111

Minneapolis Veterans Home

David Tabert, Human Resources Department
612-721-0614

Silver Bay Veterans Home

Gina Thompson, Human Resources Department
218-226 -6325

XI. RECRUITMENT PLAN

(See Addendum E)

XII. RETENTION PLAN

RETENTION/WORKFORCE ANALYSIS

The Board of Directors reviews actual and projected annualized turnover rates of each facility and the agency as a whole on a quarterly basis. These figures are then compared to state and national industry standards. The Minnesota Veterans Home typically have lower turnover rates than the rest of the long-term care industry of Minnesota and nationwide. The Board has attributed this factor to competitive wages and benefits for both full and part time employees.

When data is reviewed based on protected classes, the Agency generally reflects well primarily due to healthcare being female dominated field. The Agency has taken advantage of developing strong relationships with community agencies such as the International Institute and community programs such as Welfare to Work and have successfully recruited protected class members into our facilities.

The Agency has supported career development for all personnel and has successfully developed a program of career advancement from para-professional and technical positions into professional positions.

Separation data demonstrates a higher percentage of individuals from ethnic backgrounds leave the organization than those on non-ethnic backgrounds. When this data is compared to the number of hires of ethnic origin the separation figure no longer reflects a disparity. This situation particularly exists of the Minneapolis Veterans Home campus. This is an outcome expected reflecting the high percentage of immigrant population in the metropolitan community as opposed to outstate.

INDIVIDUALS RESPONSIBLE FOR RETENTION PLANS

Veterans Home Board

Stephen Musser
651/284-3915

Fergus Falls Veterans Home

Jon Skillingstad
218/736-0404

Hastings Veterans Home

Charles Cox
651/438-8547

Luverne Veterans Home

Pamela Barrows
507/283-1105

Minneapolis Veterans Home

Robert Wikan
612/721-0635

Silver Bay Veterans Home

Michael Bond
218/226-6302