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State of Minnesota

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# **Department of Transportation**

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## **Affirmative Action Plan**

**2010 - 2012**

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St. Paul, MN 55155-1800

This document can be made available in alternative formats upon request by calling Lynnette Geschwind at 651/366-4717.

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**Department of Transportation**  
**2010 - 2012 Affirmative Action Plan**

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## Statement of Commitment

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The Department of Transportation is committed to Minnesota's statewide affirmative action efforts and equal employment opportunity policies. I affirm my personal and official support of these policies which provide that:

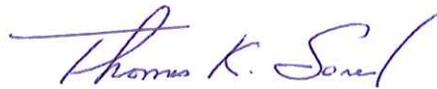
- Discrimination against employees or applicants on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age will not be tolerated;
- The Department of Transportation is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan;
- The Department of Transportation will continue to actively promote a program of affirmative action, wherever minorities, women, and persons with disabilities are underrepresented in the workforce;
- The Department of Transportation is committed to the retention of all qualified, talented employees, including protected group employees.

Lynnette Geschwind is the Department of Transportation's Affirmative Action Officer/designee and ADA Coordinator. She is responsible for monitoring the day-to-day activities of the program.

The Minnesota Department of Transportation's affirmative action plan is available on Mn/DOT's Intranet site at <http://ihub.dot.state.mn.us> so that every employee is aware of the Minnesota Department of Transportation's commitments in affirmative action for the year. The plan will also be posted on Mn/DOT's Internet site at <http://www.dot.state.mn.us>. Concerns about affirmative action or equal opportunity issues can be addressed by contacting Lynnette Geschwind at 651/366-4717.

It is the policy of the Department of Transportation to provide an employment environment free of any form of discrimination as prohibited by federal, state, and local human rights laws. I strongly encourage suggestions as to how we may improve the Department of Transportation. We strive to provide equal employment opportunities and the best possible service to the citizens of Minnesota.

4/13/11  
Date



Commissioner of Transportation

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## **Affirmative Action Officer/Designee and Duties**

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The Director of the Affirmative Action Office for the Minnesota Department of Transportation is Lynnette M. Geschwind. Ms. Geschwind reports directly to the Commissioner of Transportation, and confers regularly with the Deputy Commissioner and the Chief Financial Officer/Director of the Finance and Administration Division.

Her duties include, but are not limited to the following:

- Provide expert counsel and advice on EEO laws, affirmative action principles and diversity issues to managers statewide to ensure Mn/DOT's long and short range plans, programs and policies reflect the Department's commitment to workforce diversity, affirmative action, equal employment opportunity, and non-discriminatory practices.
- Manage the development, implementation, and administration of the Department's diversity strategic plan and affirmative action plan statewide.
- Act as expert resource to Divisions, Districts, and Offices to ensure local diversity plan outcomes are consistent with the overall Department plan.
- Work in partnership with the Office of Workforce Development in the development and implementation of Department/District/Office education, recruitment, awareness, training activities, and performance measures to increase the individual and organizational awareness, acceptance and effectiveness of diversity programs within the agency and for the diverse public we serve.
- Work in partnership with the Office of Human Resources on issues of selection, promotion and other procedures to ensure that such processes are free of bias and adverse impact on protected group employees.
- Work in partnership with the Office of Communications and Public Relations to ensure diversity is integrated into communications initiatives as appropriate.
- Coordinate the Missed Opportunity process for the Office of Human Resources as well as advise managers and supervisors regarding selection of a non-protected class candidate in job units where disparities exist.
- Analyze and interpret federal and state EEO laws and trends, and case law and recommend, and oversee changes in personnel policy and practice.
- Monitor agency programs, practices, and plans to ensure agency is meeting its strategic goals and is complying with AA/EEO laws and policies.
- Direct the gathering and analysis of statewide agency data in order to develop and submit state, ADA, Affirmative Action and Federal Highway Administration reports on behalf of the Commissioner.

- Confer with federal and state authorities on a regular basis to discuss Affirmative Action goals, strategies to address deficiencies, and develop affirmative action/diversity plan.
- Manage the Department's ADA responsibilities to ensure reasonable accommodations are addressed fairly, equitably, and within the intent of the Americans with Disabilities Act and applicable related state laws.

### **Communication of Affirmative Action Plan**

All Mn/DOT employees are notified via e-mail upon approval of each Affirmative Action Plan and its location. The Affirmative Action Plan is available on Mn/DOT's Intranet site at <http://ihub.dot.state.mn.us> so that every employee is aware of the Minnesota Department of Transportation's commitments in affirmative action for the year. The plan is also posted on Mn/DOT's Internet site at <http://www.dot.state.mn.us>.

This plan will be made available in alternative formats upon request by calling Lynnette Geschwind at 651/366-4717.

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## **Policy on Discriminatory Harassment**

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### **Statement of Policy**

It is the policy of the Department of Transportation to prohibit harassment of its employees based on race, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age. This prohibition with respect to harassment includes both overt acts of harassment and those acts that create a negative work environment. Any employee subjected to such harassment may file a complaint internally with the Department of Transportation's Affirmative Action Officer. If the employee chooses, s/he may file a complaint externally with the Minnesota Department of Human Rights, the U.S. Equal Employment Opportunity Commission, or through other legal channels. These agencies have time limits for filing complaints, so individuals should contact the agencies for more information. In extenuating circumstances, the employee should contact the Office of Diversity and Equal Opportunity at the Minnesota Department of Employee Relations for information regarding the filing of a complaint. Any unintentional or deliberate violation of this policy by an employee will be cause for appropriate disciplinary action.

Each employee is responsible for the application of this policy. This includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment, and compliance within the framework of this policy. All employees must be informed that harassment is unacceptable behavior. The Affirmative Action Officer will be expected to keep the Department of Transportation and its employees apprised of any changes in the law or its interpretation regarding this form of discrimination. The Affirmative Action Officer designee is also responsible for:

1. Notifying all employees including each new employee who is hired, of this policy; and
2. Informing all employees of the complaint procedure and ensuring that all complaints will be investigated promptly and carefully.

### **Definitions**

Discriminatory harassment is any behavior based on protected class status including which is not welcome, which is personally offensive, which, therefore, may affect morale and interfere with the employee's ability to perform. For example, harassment based on national origin has been defined by the U.S. Equal Employment Opportunity Commission as "Ethnic slurs and other verbal or physical conduct relating to an individual's national origin."

Sexual harassment has also been specifically defined by the Minnesota Human Rights Act, which states with regard to employment, that:

“Sexual harassment” includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct or communication of a sexual nature when: (1) submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of obtaining employment; (2) submission to or rejection of that conduct or communication by an individual is used as a factor in decision affecting that individual’s employment; or (3) that conduct or communication has the purpose or effect of substantially interfering with an individual’s employment, and in the case of employment, the employer knows or should know of the existence of the harassment and fails to take timely and appropriate action.”

It is possible for discriminatory harassment to occur: 1) among peers or coworkers, 2) between managers and subordinates, or 3) between employees and members of the public. Employees who experience discriminatory harassment should bring the matter to the attention of the Department of Transportation’s Affirmative Action Officer. In fulfilling our obligation to maintain a positive and productive work environment, the Affirmative Action Officer and all employees are expected to address or report any suspected harassment or retaliation.

Varying degrees of discriminatory harassment violations can occur and require varying levels of progressive discipline. Individuals who instigate harassment are subject to serious disciplinary actions up to and including suspension, demotion, transfer, or termination. Additionally, inappropriate behaviors that do not rise to the level of discriminatory harassment, but are none the less disruptive, should be corrected early and firmly in the interests of maintaining a barrier-free work place. Individuals who participate in inappropriate behaviors at work are also subject to disciplinary actions.

## **Procedure**

Any employee or applicant of the Department of Transportation who believes that she/he has experienced discrimination or harassment based on his/her race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age may file a complaint of discrimination.

Complaints of discrimination or harassment can be filed using the internal discrimination complaint procedure included in the Department of Transportation’s affirmative action plan.

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## **Discrimination Complaint Procedure**

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The Department of Transportation has established the following discrimination complaint procedure to be used by all employees or applicants. Coercion, reprisal, or intimidation against anyone filing a complaint or serving as a witness under this procedure is prohibited.

### **Responsibility of Employees**

All employees shall respond promptly to any and all requests by the Affirmative Action Officer for information and for access to data and records for the purpose of enabling the Affirmative Action Officer to carry out responsibilities under this complaint procedure.

### **Who May File**

Any employee or applicant of the Department of Transportation who believes that s/he has been discriminated against by reason of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age may file a complaint. Employees who are terminated are encouraged to file their internal complaint prior to their actual separation; however, complaints will be taken for a reasonable period of time subsequent to the actual separation date.

### **The Complaint Procedure**

The internal complaint procedure provides a method for resolving complaints involving violations of the Department of Transportation's nondiscrimination policy within the agency. Employees or applicants are encouraged to use this internal complaint process. Retaliation against a person who has filed a complaint either internally or through an outside enforcement agency or other legal channels is prohibited. Any employee or applicant may contact the Affirmative Action Office if s/he wants information about this process.

### **Filing Procedures**

1. The employee or applicant should contact the Affirmative Action Officer within a reasonable period of time after the individual becomes aware that a situation may involve discrimination. The Affirmative Action Officer will provide other options available such as referral, assistance and information as appropriate.
2. The Affirmative Action Officer determines if the complaint falls under the purview of Equal Employment Opportunity law, i.e., the complainant is alleging discrimination on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public

assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age; or if the complaint is of a general personnel concern. The Affirmative Action Officer shall also discuss other options for resolution, such as Mediation.

- A. If it is determined that the complaint is not related to discrimination but rather to general personnel concerns, the Affirmative Action Officer will inform the complainant, in writing, within ten (10) working days, and will provide information on other resources.
  - B. If the complaint is related to discrimination, the Affirmative Action Officer will, within 10 working days, contact all parties named as respondents and outline the basic facts of the complaint. The respondents will be asked to provide a response to the allegations within a specific period of time.
3. The Affirmative Action Officer shall then mediate or investigate the complaint. At the conclusion of the investigation, the Affirmative Action Officer shall notify the complainants and respondents that s/he has completed the investigation. The Affirmative Action Officer designee shall then review the findings of the investigation.
- A. If there is sufficient evidence to substantiate the complaint, appropriate action will be taken.
  - B. If insufficient evidence exists to support the complaint, a letter will be sent to the complainants and the respondents dismissing the complaint.
4. A determination will be provided to the parties within sixty (60) days after the complaint is filed. The parties will be notified should extenuating circumstances prevent completion of the investigation within sixty (60) days.
5. The Commissioner of Minnesota Management & Budget (MMB) shall be provided a report within thirty (30) days of final determination.
6. All documentation associated with a complaint shall be considered investigative data under the Minnesota Government Data Practices Act. The status of the complaint will be shared with the complainants and respondents. All documentation is subject to the provisions of the Minnesota Government Data Practices Act.
7. All data collected may at some point become evidence in civil or criminal legal proceedings pursuant to state or federal statutes. An investigation may include, but is not limited to, the following types of data:
- A. Interviews or written interrogatories with all parties involved in the complaint, e.g., complainants, respondents, and their respective witnesses; officials having pertinent records or files, etc.
  - B. All records pertaining to the case, i.e., written, recorded, filmed, or in any other form.
8. The Affirmative Action Officer shall maintain records of all complaints and any pertinent information or data for no less than three (3) years after the case is closed.

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## **Reasonable Accommodation Policy**

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### **Policy**

The Department of Transportation is committed to the fair and equal employment of people with disabilities. The Director of AA, Lynnette Geschwind, and Bruce Lattu, Coordinator of Disability Programs will advise on all matters of reasonable accommodation. Reasonable accommodation is a key component of this non-discrimination policy. While many individuals with disabilities can work without accommodation, other qualified applicants and employees face barriers to employment without the accommodation process. It is the policy of the Department of Transportation to reasonably accommodate qualified individuals with disabilities unless the accommodation would impose an undue hardship. In accordance with the Minnesota Human Rights Act and the Americans with Disabilities Act, accommodations will be provided to qualified individuals with disabilities when such accommodations are directly related to performing the essential functions of a job, competing for a job, or to enjoy equal benefits and privileges of employment. This policy applies to all applicants, employees, and employees seeking promotional opportunities.

### **Definitions**

#### **Disability:**

For purposes of determining eligibility for a reasonable accommodation, a person with a disability is one who has a physical or mental impairment that materially or substantially limits one or more major life activities.

#### **Reasonable Accommodation:**

A reasonable accommodation is a modification or adjustment to a job, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to enjoy an equal employment opportunity.

Examples of accommodations may include acquiring or modifying equipment or devices; modifying training materials; making facilities readily accessible; modifying work schedules; and reassignment to a vacant position.

Reasonable accommodation applies to three aspects of employment:

- a. To assure equal opportunity in the employment process;
- b. To enable a qualified individual with a disability to perform the essential functions of a job; and
- c. To enable an employee with a disability to enjoy equal benefits and privileges of employment.

## **Procedure – Current Employees and Employees Seeking Promotion**

1. The Affirmative Action Office will inform all employees that this accommodation policy can be made available in accessible formats.
2. The employee shall inform their supervisor or the Disability Programs Coordinator of the need for an accommodation.
3. The Disability Programs Coordinator may request documentation of the individual's functional limitations to support the request. Any medical documentation must be collected and maintained on separate forms and in separate, secure files. No one will be told or have access to medical information unless the disability might require emergency treatment.
4. When a qualified individual with a disability has requested an accommodation, the employer shall, in consultation with the individual and the Disability Programs Coordinator:
  - a. Discuss the purpose and essential functions of the particular job involved. Completion of a step-by-step job analysis may be necessary.
  - b. Determine the precise job-related limitation.
  - c. Identify the potential accommodations and assess the effectiveness each would have in allowing the individual to perform the essential functions of the job.
  - d. Select and implement the accommodation that is the most appropriate for both the individual and the employer. While an individual's preference will be given consideration, the Department of Transportation is free to choose among equally effective accommodations and may choose the one that is less expensive or easier to provide.
5. The Disability Programs Coordinator will work with the employee to obtain technical assistance, as needed.
6. The Disability Programs Coordinator will provide a decision to the employee within a reasonable amount of time.
7. If an accommodation cannot overcome the existing barriers or if the accommodation would cause an undue hardship on the operation of the business, the employee and the Disability Programs Coordinator shall work together to determine whether reassignment may be an appropriate accommodation.

## **Procedure – Job Applicants**

1. The job applicant shall inform the Disability Programs Coordinator of the need for an accommodation. The Disability Programs Coordinator will discuss the needed accommodation and possible alternatives with the applicant.

2. The Disability Programs Coordinator will make a decision regarding the request for accommodation and, if approved, take the necessary steps to see that the accommodation is provided.

## **Policy for Funding Accommodations**

Funding must be approved by the Department of Transportation, Finance & Administration Division for accommodations that do not cause an undue hardship (M.S. 43A.191(c)).

### **Definition**

**Undue Hardship:** An undue hardship is an action that is unduly costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the Department of Transportation.

### **Procedure for Determining Undue Hardship**

1. The Disability Programs Coordinator or designee will review undue hardships by considering:
  - a. The nature and cost of the accommodation in relation to the size, the financial resources, and the nature and structure of the operation; and
  - b. The impact of the accommodation on the nature or operation of the Department of Transportation.
2. The Disability Programs Coordinator in consultation with the Director of Affirmative Action will notify the employee of the decision.

### **Appeals**

Employees or applicants who are dissatisfied with the decisions pertaining to his/her accommodation request may appeal to the Commissioner of Transportation within a reasonable period of time, for consideration for the decision.

If the individual believes the decision is based on discriminatory reasons, then they may file a complaint internally through the agency's complaint procedure as outlined in this plan.

### **Supported Work**

The Minnesota Department of Transportation will review vacant positions and assess the current workload and needs of the office, to determine if job tasks might be performed by a

supported employment worker(s). If appropriate, a list of supported worker candidates will be requested from DOER. The Department of Transportation will work with the State ADA/Disability Coordinator to recruit and hire individuals for supported employment if such a position is created.

## Workforce Analysis Statistics Women – 2010

	A	B	C	D	E	F
EEO Job Group	Total Number in Group	Total Number of Women in Group	% of Women in Group	Availability % (from Census Tables)	Availability Number (based on Census)	Number Underutilized
Office/Clerical	246	221	89.84%	75.12%	184.8	0
Officials and Administrators	155	48	30.97%	26.84%	41.6	0
ParaProfessionals	70	31	44.29%	26.86%	18.8	0
Professionals	1,323	460	34.77%	31.91%	422.2	0
Service Maintenance	1,385	103	7.44%	4.48%	62	0
Skilled Craft	211	2	0.95%	8.72%	18.4	16.4
Technicians	1,391	178	12.80%	14.74%	205.1	27.1
Total Employees	4,781	1,043	21.82%	19.93%	952.9	43.5

This is a calculation of availability using one external factor analysis; however, Mn/DOT has figured the data using a second factor analysis (external and internal).

## Workforce Analysis Statistics Minorities - 2010

	A	B	C	D	E	F
EEO Job Group	Total Number in Group	Total Number of Minorities in Group	% of Minorities in Group	Availability % (from Census Tables)	Availability Number (based on Census)	Number Underutilized
Office/Clerical	246	42	17.07%	10.00%	24.6	0
Officials/Admin	155	6	3.87%	7.55%	11.7	5.7
ParaProfessionals	70	31	44.29%	7.29%	5.1	0
Professionals	1,323	135	10.20%	8.60%	113.8	0
Service Maint	1,385	91	6.57%	6.28%	87.0	0
Skilled Craft	211	2	0.95%	6.40%	13.5	11.5
Technicians	1,391	66	4.74%	8.91%	123.9	57.9
Total Employees	4,781	373	7.80%	7.94%	379.64	75.1

This is a calculation of availability using one external factor analysis; however, Mn/DOT has figured the data using a second factor analysis (external and internal).

**Hiring Time Table Based on 2010 Workforce Analysis:**

EEO Job Group	Women			Minority		
	Number Underutilized	Goal	Timetable	Number Underutilized	Goal	Timetable
Officials/Admin	0	--	--	5.7	2	Annually
Professional	0	--	--	0	--	--
Technicians	27.1	6	Annually	57.9	6	Annually
ParaProfessionals	0	--	--	0	--	--
Office/Clerical	0	--	--	0	--	--
Skilled Craft	16.4	2	Annually	11.5	2	Annually
Service Maint	0	--	--	0	--	--

According to the utilization analysis, our agency's workforce is underutilized in the categories highlighted above. Based on the analysis of the conditions in the agency, we expect these job groups to grow in the next two years; however, we do not anticipate growth that would allow us to set a goal to include all that we are underutilized in all job groups. As openings occur, we will make a good faith effort to recruit and hire to fulfill our goals set above. We will use the recruitment plan cited in our Affirmative Action Plan to accomplish this.

## **Program Objectives**

The Minnesota Department of Transportation is committed to expanding its intercultural competence and diversifying its workforce in order to be:

1. Recognized and trusted by the communities we serve;
2. Optimally efficient and innovative in a changing technical environment;
3. Competitive for an expert workforce.

**Mn/DOT's Mission:** Provide the highest quality, dependable multi-modal transportation system through ingenuity, integrity, alliance and accountability.

**Mn/DOT's Vision:** Global leaders in transportation are committed to upholding public need and collaboration with internal and external partners to create a safe, efficient and sustainable transportation system for the future.

### **Mn/DOT's Strategic Direction:**

- **Safety** – promote and maintain a safe, reliable and modern transportation system
- **Mobility** – improve access and enhance the movement of people and freight
- **Innovation** – promote a culture of innovation in the organization
- **Leadership** – become the transportation leaders and employer of choice for Minnesota's diverse population
- **Transparency** – build public trust in Mn/DOT

**Mn/DOT's Diversity Council Purpose:** To assist the organization in progressing to the next level of diversity and inclusion management resulting in an environment that promotes and encourages a diverse workforce to contribute their full potential towards achieving Mn/DOT's strategic vision and delivering a high level of service to the public.

**Diversity Council Focus Areas:** Leadership Commitment and Involvement; Inclusive Culture and Values; Education and Training; Employee Involvement and Communication; Community Involvement.

## **Methods of Auditing, Evaluating, Reporting Program Success**

### **Pre-Employment Review Process**

The rules governing statewide affirmative action programs require that methods of auditing, evaluating and reporting program success be established. This includes the establishment of the pre-employment review process for all hiring decisions in EE)4 categories in which a disparity exists.

The AAO will generate AA data reports indicating current disparities and will distribute them to members of the department management and the HR staff. The pre-employment review process will include the following:

1. When a manager submits the vacancy builder request, a copy of the request will be sent to the AAO.
2. The AA Officer will inform the Office of Human Resources (OHR) to report if there is a disparity in the EEO category. The AAO and OHR will work with the hiring supervisor to determine if there are any special requirements for filling the position.
3. After each of these issues has been explored and resolved, the AAO and the OHR will work with the hiring supervisor to develop recruitment efforts for qualified candidates of the protected group for which there is a disparity. The AAO and OHR will monitor the hiring process to ensure that the process is inclusive and job-related.
4. After these steps are taken, if the selection process is completed and
  - A disparity exists;
  - Protected group candidates are available in the pool;
  - The person selected for the job is not a protected group member;
  - The hire is "unjustified" according to 43A guidelines; and
  - The AAO has ensured that the selection process was not discriminatory and that the hiring decision was based on job-related non-discriminatory considerations;the AAO will report to the Deputy Commissioner that the recommended selection will result in a non-affirmative, non-justified hire ("missed opportunity") for the agency.
5. The AAO will review the process and resolve the hiring issues, if necessary. If resolution cannot be reached, the Deputy Commissioner will approve or deny the selection. All decisions will be made in writing and will be maintained on file in the Affirmative Action Office.

## **Recruitment**

### **Objective:**

To ensure a significant pool of highly qualified and diverse candidates, both external and internal (current diverse Mn/DOT employees), to compete for Mn/DOT jobs creating processes that are effective and respectful in reaching and attracting diverse populations.

**Strategy:**

The Recruitment Unit (Seeds, Grad Engineer/Land Surveyor, Phoenix, Seeds Pathways, Summer Seeds and DHS Partnership programs) has developed a department-wide recruitment plan in consultation with the Office of Human Resources, Business and Support Services, the Affirmative Action Officer, Mn Diversity Council and our partners in the various districts/offices. The plan addresses the following strategic objectives:

- Department Vision and Mission for recruitment;
- Summary of past department-wide recruitment efforts and statistics on Recruitment and Hiring success in the past five years;
- A detailed external and internal strategy to achieve the above objective;
- A comprehensive department-wide recruitment calendar;
- A diverse pool of volunteer recruiters representing: major recruited classes (Grad engineers, Seeds, student workers, TSS, etc.); graduates from targeted schools/colleges and universities; and targeted communities;
- A recruiter training plan/strategy;
- Recruitment resource database including industry best practices; important affiliations/memberships; researched advertising resources – print, radio & web media; targeted sources for traditional and non-traditional recruitment, etc.;
- Recruitment evaluation tool;
- A strategy that ties recruitment to the other diversity strategic plan objectives, especially retention at Mn/DOT.

**Responsibilities:****Office of Human Resources**

- Department-Wide Recruitment Plan
- Coordinated a state-wide recruiter pool
- Completed Recruiter Training

**Offices/Districts (ongoing efforts)**

- Districts/offices assign a recruitment contact and contribute local information, resources, statistics and feedback to the Office of Human Resources in its preparation of the department-wide recruitment plan and calendar.
- Inform recruiters/OHR regularly about your open positions; avail of the opportunity to advertise your positions at recruitment events that are posted on the recruitment calendar and will be attended by Mn/DOT recruiters.
- Support your employees' participation in recruitment efforts – encourage them to volunteer for the recruiter pool; serve as mentors for new employees/Seeds workers; participate as campus recruiters and speakers for early recruitment efforts.
- Promote and support the central concept of the department-wide recruitment plan – 'Every employee is a recruiter'.
- Support recruitment initiatives focusing on diversity like Seeds. If you are considering a student worker – consider Seeds.

### Diversity Council

- Support attendance at diverse community events; training opportunities; diverse association memberships/affiliations.
- Support 'Every employee is a recruiter'; consider volunteering for the recruiter pool and being a mentor.

### Outcome Measurement

- OHR will evaluate past data on hiring successes and will develop an evaluation tool to regularly assess and report our hiring statistics.
- Appropriate measures will be developed to measure success.

### Communication Strategy

- Communicate the elements of the plan to the various offices/districts – emphasizing their roles and responsibilities.
- Post and regularly update the online recruitment calendar on the Mn/DOT careers web page with links on the Graduate Engineer program, Seeds program and Diversity Council web pages.

## Summary of Mn/DOT's Special Recruitment Programs – July 2010

As a leader in the transportation industry, Mn/DOT looks for dynamic employees from all walks of life. The following specialty programs are designed to help Mn/DOT find and develop strong candidates to meet our strategic goals:

- **Graduate Engineer & Land Surveyor Programs** – Program designed to recruit and retain civil engineers and land surveyors. The Graduate Engineer and Land Surveyor Programs are two-year rotation programs that allow you to gain firsthand knowledge of the various transportation fields and to grow as an engineer or land surveyor. <http://www.dot.state.mn.us/hr/careers/graduate.html>
- **Seeds Program** – Seeds is a career track program providing student-worker job opportunities for minority and/or economically disadvantaged students. It serves as a feeder program for the Graduate Engineer/Land Surveyor programs and other entry level positions. 71% placement rate of Seeds graduates into full time Mn/DOT positions. <http://www.dot.state.mn.us/hr/seeds>
- **Phoenix Program** – Partnership with area *Project Lead The Way* schools ([www.beta.pltw.org](http://www.beta.pltw.org)) providing internship opportunities for high school Seniors enrolled in pre-engineering classes. Phoenix serves as a feeder program for Seeds.
- **Seeds-Pathways Program** – A collaborative effort between two state programs – Seeds and Pathways to Employment ([www.deed.state.mn.us/pte](http://www.deed.state.mn.us/pte)) providing jobs for students with disabilities.
- **Summer Seeds Program** – A collaborative youth education and employment effort between Mn/DOT Seeds, City of Minneapolis, MN Internship Center and Emerge StreetWerks program.

## **MnCARRS (Minnesota Community Advisors on Recruitment and Retention Solutions)**

Minnesota Department of Transportation (Mn/DOT) developed Minnesota Community Advisors on Recruitment and Retention Solutions (MnCARRS) to build lasting relationships within the various underrepresented communities that Mn/DOT serves. With only 20% female and barely 7% minority employees, Mn/DOT was facing challenges in recruiting and retaining a qualified and diverse workforce. Mn/DOT was not accomplishing its goals through solely attending job fairs and realized it needed to get more involved in the minority communities and engage more community members in their recruitment processes. Thus, the desire to establish a community partnership through the implementation of MnCARRS stemmed from Mn/DOT's goal to intensify its diversity-focused recruiting efforts.

MnCARRS represents all minority communities, including women, veterans and people with disabilities. The partnership includes approximately 18 local, predominantly minority or women-managed organizations. Mn/DOT made an intentional effort to work with organizations and employees who had leverage and credibility in those minority communities. Members of MnCARRS from these organizations sponsor community information meetings to discuss various job openings. Job postings sent to the MnCARRS members are in turn disseminated to their individual networks of minority individuals in the community. Mn/DOT launched the MnCARRS program with a short-term one year objective to recruit and hire a qualified diverse group of candidates for 50-60 open technician positions tasked with winter snow-plowing. Currently, MnCARRS has resulted in a total of 30 minority hires in the past year.

Mn/DOT conducted information sessions in the community to educate their partners about the agency. The agency also put together a PowerPoint presentation that covered state jobs and methods of interviewing and applying for state jobs. The presentation provided tutoring in math for prospective applicants. MnCARRS members have provided Mn/DOT with greater visibility in minority communities, as well as an opportunity for these populations to learn more about the agency. Several Mn/CARRS members are serving as community mentors for the temporary Transportation Associate (TA) candidates hired at Mn/DOT. Another Mn/CARRS team member is now formally assisting Mn/DOT Human Resources (HR) with integrating diversity into the competency-based interview training for Mn/DOT supervisors. Finally, MnCARRS serves as a positive voice within a larger diverse community about Mn/DOT and its efforts to diversify its workforce and partner with their communities. MnCARRS has helped alleviate several workforce issues, specifically recruiting and maintaining a diverse employees by broadening Mn/DOT's recruiting opportunities and avenues for reaching a large diverse audience. MnCARRS has helped Mn/DOT get the news out that the agency is interested in hiring minorities for jobs with current vacancies. MnCARRS also prompted Mn/DOT to review the agency's hiring process and utilize trial programs to supplement the normal qualification and interview process.

Implementing MnCARRS in the agency was accomplished with minimal costs, primarily time and resources. Mn/DOT's HR staff did all the work and the partners that MnCARRS uses are volunteers. Mn/DOT maintains specific reports related to the implementation, maintenance, and success of its MnCARRS group. The agency also developed a best practices document that is being shared with Minnesota's State HR and Finance Office. This document highlights the "Do's" and "Don'ts" about recruiting and retaining a diverse workforce."

If you are aware of a recruitment / community outreach opportunity that is not on our [Recruitment Calendar](#), please contact Jolene Forman with the details.

### **Mn/DOT RECRUITMENT CONTACTS:**

**Graduate Engineer/Land Surveyor Program Manager:** [jessica.etukudo@state.mn.us](mailto:jessica.etukudo@state.mn.us)

**Recruitment Programs Manager:** [jolene.forman@state.mn.us](mailto:jolene.forman@state.mn.us)

**Seeds Program Manager:** [denise.hals@state.mn.us](mailto:denise.hals@state.mn.us)

**District 1** Duluth/Virginia: [sue.fagan@state.mn.us](mailto:sue.fagan@state.mn.us)  
**District 2** Bemidji/Crookston: [christine.johnson@state.mn.us](mailto:christine.johnson@state.mn.us)  
**District 3** Baxter/Saint Cloud: [karen.bowman@state.mn.us](mailto:karen.bowman@state.mn.us)  
**District 4** Detroit Lakes/Morris: [teresa.elkin@state.mn.us](mailto:teresa.elkin@state.mn.us)  
**Metro** St Paul/Minneapolis: [janelle.loye@state.mn.us](mailto:janelle.loye@state.mn.us)  
**District 6** Rochester/Owatonna: [patty.eckdahl@dot.state.mn.us](mailto:patty.eckdahl@dot.state.mn.us)  
**District 7** Mankato/Winom: [cindy.wagner@state.mn.us](mailto:cindy.wagner@state.mn.us)  
**District 8** Willmar/Marshall: [nancy.kulseth@state.mn.us](mailto:nancy.kulseth@state.mn.us)

MnDOT's recruitment efforts include college campus career fairs, early recruitment initiatives and various community & academic outreach efforts.

### **Hiring Practices for Goal Achievement**

#### **Objective**

To ensure hiring processes at Mn/DOT predict successful job performance and creates a representative workforce that reflects the diversity of the communities we serve.

#### **Strategy**

The following process will be used when filling vacancies at Mn/DOT:

- The Office of Human Resources (OHR) will develop job-relevant exam criteria for positions or job classifications.
- Permanent and temporary unclassified positions will be posted for interest and competition. Courtesy posting of temporary unclassified positions may be waived if sufficient rationale exists and is approved by the appropriate Division Director.
- OHR will work with the hiring authority to provide a roster of qualified candidates for potential interview.
- When hiring authorities expect to make a hire that results in a missed opportunity, they will submit the information listed below (Goal Achievement Checklist) to the Affirmative Action Officer (AAO) for review.
- The AAO will provide regular reports on hiring activities to Commissioner's staff, the Human Resources Director, the Diversity Council and the hiring authorities.

## **Goal Achievement Checklist**

When bypassing a protected group candidate, and prior to making a job offer, the hiring authority will provide the following information to the AAO:

1. Was the position posted? If so, provide a copy of the posting.
2. If position was not filled via a contractual posting, were reasonable recruitment methods implemented to ensure a diverse candidate pool? If so, outline the recruitment sources.
3. Were competency-based interview questions used during the interview process? If so, provide a copy of the interview questions.
4. Were the competency-based interview questions reviewed by the Office of Human Resources (OHR)?
5. Was a diverse interview panel used? If so, provide names of staff on interview panel.
6. Was the DOER Missed Opportunities form completed? If so, attach a copy of the form.

## **Responsibilities**

- Hiring Authority as needed
- AAO as noted in strategy
- OHR as noted in strategy

## **Outcome Measurement**

- The strategy will withstand the scrutiny of an annual review to determine its effectiveness.
- Goal Achievement will be incorporated into the performance management tools of any employee who has the authority to hire. Hiring authorities' performance in Goal Achievement will be measured by their direct supervisor/manager.
- The AAO will provide regular reports to all management level employees to assist management in decision-making.
- Appropriate measures will be developed to measure success.

## **Communication Strategy**

- The communication strategy will include regular updates by the AAO to the Diversity Council and semi-annual updates to Commissioner's staff, along with periodic pieces in News Line for all employees.

## **Potential Training Needs**

- Conducting Unbiased Competency-Based Interviews

## **Retention Plan**

### **Objective**

Ensure principles of a fair and respectful workplace with emphasis on cross-cultural awareness / understanding to promote appreciation of an increasingly diverse workforce. Encourage retention and success for all employees and solicit feedback on employee career experience.

## **Strategy**

Seek feedback from employees on issues of concern. Establish agency-supported employee networks and encourage employees from diverse backgrounds to get involved. Such affinity groups provide a forum for minority employees and help prevent feelings of isolation. Encourage mobility within the agency.

Promote mentoring to provide employees with diverse backgrounds with information on organizational norms and career opportunities, as well as access to networks – formal and informal – they might be excluded from under normal circumstances.

Periodically survey employee satisfaction and conduct entrance and exit surveys to help identify trends and establish a baseline for measuring change.

## **Responsibilities**

### **Office of Workforce Development / Human Resources**

- Incorporate an entrance survey into the New Employee Orientation framework.
- Monitor the retention and eventual hiring of diverse candidates through student worker feeder systems and/or affirmative efforts at on-the-job training (i.e. Seeds program).
- Centrally collect and analyze exit interview data.
- Report semi-annually on exit interview data and trends. Provide reports to agency's AAO.
- Develop and by request, consult with offices/districts on methods/resources they can employ encourage employees to provide feedback. (May consist of 360 degree feedback tool, focus groups, surveys, etc.).
- By request, assist offices/districts in addressing potential retention and/or employee satisfaction issues that detract from successful work performance or principles of a fair and respectful workplace.
- Collaborate with the agency's AAO, offices and districts to develop strategies that address any unfavorable trends in turnover, particularly where employees cite race, gender or disability discrimination, harassment, mis-treatment or related reasons as their primary motivation for leaving Mn/DOT. Identify areas that have specific needs and address those needs.

### **AAO**

- Report results of baseline exit interview report to executive team.
- Work with HR to develop strategies that reduce turnover rate when reasons are discrimination, harassment, not treated well, etc. Identify areas that have specific needs and address those needs.
- Provide bi-annual report to executive team that conveys overall turnover rate, reasons employees leave agency, strategy to reduce rate for reasons such as harassment, discrimination and poor treatment, changes in turnover and whether those changes can be attributed to strategies implemented.

**Senior Management (Office Directors and Above)**

- Address areas within your jurisdiction that have identified discrimination, harassment, maltreatment as an issue.
- Add measures to direct reports performance management tool when necessary.
- Convey a strong message to employees and direct reports about your position of intolerance for discriminatory, harassment and maltreatment of employees and your expectation that managers and supervisors will manage their work areas appropriately and seek assistance from HR when needed.

**Outcome Measurement**

- Outcomes will include increased insight into how voluntary employee turnover may be minimized and how the needs of both the organization and its employees might be best met. Satisfied employees deliver superior service.
- Appropriate measures will be developed to measure success.

## Appendix: Recruitment Events

Organization	Event	Location
U of M	Annual Transportation Career Expo. 2009	U of M
U of M	U of M Job and Internship Fair 2009	Minneapolis Convention Center
MN Private Colleges	MN Private Colleges Jobs and Internship Fair 2009	Minneapolis Convention Center
MN State Universities	MNSU Job Fair 2009	Minneapolis Convention Center
Science Museum	17 <sup>th</sup> Annual Afric Americans in Science 2009	Science Museum
St. Cloud State	SCSU Summer Job and Internship Fair 2009	St. Cloud University
St. Cloud Tech. College	21 <sup>st</sup> Annual Technical Job Fair 2009	St. Cloud Technical College
Lake Superior College	Job Fair 2009	LSC
Summit Academy OIC	Job Fair 2009	Summit Academy OIC
American Indian OIC	13 <sup>th</sup> Annual American Indian OIC Career Fair 2009	American Indian OIC
DEED	MN Veteran's Career Fair 2009	Earle Brown Heritage Center
St. Cloud	Diversity Job Fair 2010	St. Cloud University
U of M	Transportation Career Expo 2010	U of M
U of M	Science and Engineering Day 2010	U of M
U of M	ASCE Career Fair 2010	Rapson Hall

## Appendix: Recruitment Events

Organization	Event	Location
DEED	MN Veteran's Career Fair 2010	Earle Brown Heritage Center
University of St. Thomas	Multicultural Forum on Workplace Diversity 2010	Minneapolis Convention Center
DEED	Get the Jobs Job Fair 2010	Eagan Civic Arena
Hennepin County	NW Hennepin Career and Community Resource Fair 2010	Hennepin Technical Community College
Sabathani Community Center	Classroom Presentation 2010	Sabathani Community Center
St. Paul College	Classroom Presentation 2010	St. Paul College
Achieve Minneapolis	High School Career Fair 2010	South High School
Eastside Neighborhood Services	Material Handler Classroom Presentation 2010	Eastside Neighborhood Services
Achieve Minneapolis	High School Career Fair 2010	Washburn High School
St. Paul College	Girls in Engineering Presentation 2010	St. Paul College
City of St. Paul	Invest in St. Paul Community Days 2010	Rice Street Recreation Center