
STATE OF MINNESOTA

OFFICE OF HIGHER EDUCATION

Affirmative Action Plan

August 2014 – August 2016

1450 Energy Park Drive, Suite 350

St. Paul, MN 55108

This document can be made available upon request in alternative formats by contacting Lynne Richárd at lynne.richard@state.mn.us or 651/259-3941.

Contents

I. EXECUTIVE SUMMARY.....	2
II. STATEMENT OF COMMITMENT	3
III. INDIVIDUALS RESPONSIBLE FOR DIRECTING/IMPLEMENTING THE AFFIRMATIVE ACTION PLAN.....	4
A. Commissioner or Agency Head.....	4
B. Affirmative Action Officer or Designee.....	4
C. Americans with Disabilities Act Coordinator or Designee	5
D. Human Resources Director or Designee.....	6
E. Directors, Managers, and Supervisors.....	7
F. All Employees.....	8
IV. COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN.....	8
A. Internal Methods of Communication	8
B. External Methods of Communication.....	9
V. POLICY PROHIBITING DISCRIMINATION AND HARASSEMENT	9
VI. COMPLAINT PROCEDURE FOR PROCESSING COMPLAINTS FOR ALLEGED DISCRIMINATION/HARASSMENT.....	11
VII. REASONABLE ACCOMMODATION POLICY	13
VIII. EVACUATION PROCEDURES FOR INDIVIDUALS WITH DISABILITIES.....	16
IX. GOALS AND TIMETABLES.....	18
X. AFFIRMATIVE ACTION PROGRAM OBJECTIVES	23
XI. METHODS OF AUDITING, EVALUATING, AND REPORTING PROGRAM SUCCESS.....	24
A. Pre-Employment Review Procedure/Monitoring the Hiring Process.....	24
B. Pre-Review Procedure for Layoff Decisions.....	25
C. Other Methods of Program Evaluation	25
XII. RECRUITMENT PLAN.....	26
A. Advertising Sources.....	26
B. Job and Community Fairs.....	27
C. College and University Recruitment Events	27
D. Recruitment for Individuals with Disabilities.....	27
E. Relationship Building and Outreach	28
F. Internships.....	28
G. Supported Employment (M.S. 43A.191, Subd. 2(d))	28
H. Additional Recruitment Activities.....	28

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

XIII. RETENTION PLAN..... 28

- A. Individual(s) Responsible for the Agency’s Retention Program/Activities..... 28
- B. Separation Analysis by Protected Groups 29
- C. Methods of Retention of Protected Groups..... 29

APPENDIX..... 32

- A. Complaint of Discrimination/Harassment Form..... 32
- B. Employee/Applicant Request for ADA Reasonable Accommodation Form..... 39
- C. Agency Profile and Organizational Chart..... 42
- D. Underutilization Analysis Worksheets..... 42
- E. Separation Analysis by Protected Groups Worksheets 42
- F. Other Relevant Agency Information, Policies, or Documents..... 42

I. EXECUTIVE SUMMARY

OFFICE OF HIGHER EDUCATION
Affirmative Action Plan 2014-2016

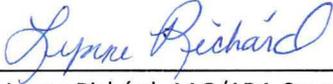
Review revealed underutilization of the following protected group(s) in the following job categories:

Table 1. Underutilization Analysis of Protected Groups

PROTECTED GROUPS			
Job Categories	Women	Racial/Ethnic Minorities	Individuals with Disabilities
Officials/Administrators	--	--	XX
Professionals	--	--	--
Office/Clerical	--	--	XX

Once approved, information about how to obtain or view a copy of this plan will be provided to every employee of the agency. Our intention is that every employee to is aware of Office of Higher Education's commitments to affirmative action and equal employment opportunity. The plan will also be posted on the agency's website and maintained in the Human Resources Office.

This Affirmative Action Plan meets the requirements as set forth by Minnesota Management and Budget, and contains affirmative action goals and timetables, as well as reasonable and sufficiently assertive hiring and retention methods for achieving these goals.

Affirmative Action Officer Signature:  Date: June 4, 2015
Lynne Richárd, AAO/ADA Coordinator/ HR

HR Director/Designee Signature:  Date: 6/4/15
Diane O'Connor, Deputy Commissioner

Commissioner/Agency Head Signature:  Date: 6/4/15
Lawrence J. Pogemiller, Commissioner

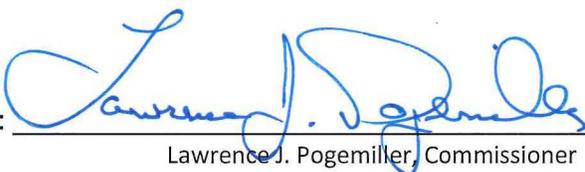
II. STATEMENT OF COMMITMENT

This statement reaffirms Office of Higher Education is committed to Minnesota’s statewide affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

I affirm my personal and official support of these policies which provide that:

- No individual shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in programs, services, and activities with regard to race, sex, color, creed, religion, age, national origin, sexual orientation, disability, marital status, familial status, status with regard to public assistance, or membership or activity in a local human rights commission.
- This agency is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include, but are not limited to the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to employees and applicants with disabilities.
- This agency will continue to actively promote a program of affirmative action, wherever minorities, women, and individuals with disabilities are underrepresented in the workforce, and work to retain all qualified, talented employees, including protected group employees.
- This agency will evaluate its efforts, including those of its directors, managers, and supervisors, in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, this agency will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.

It is the agency’s policy to provide an employment environment free of any form of discriminatory harassment as prohibited by federal, state, and local human rights laws. I strongly encourage suggestions as to how we may improve. We strive to provide equal employment opportunities and the best possible service to all Minnesotans.

Commissioner/Agency Head Signature:  _____
Lawrence J. Pogemiller, Commissioner

Date: 6/4/15

III. INDIVIDUALS RESPONSIBLE FOR DIRECTING/IMPLEMENTING THE AFFIRMATIVE ACTION PLAN

A. Commissioner

Lawrence J. Pogemiller, Commissioner

Responsibilities:

The Commissioner is responsible for the establishment of an Affirmative Action Plan that complies with all federal and state laws and regulations.

Duties:

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

- Appoint the Affirmative Action Officer or designee and include accountability for the administration of the agency's Affirmative Action Plan in his or her position description;
- Take action, if needed, on complaints of discrimination and harassment;
- Ensure the Affirmative Action Plan is effectively communicated to all employees on an annual basis;
- Make decisions and changes in policy, procedures, or accommodations as needed to facilitate effective affirmative action and equal employment opportunity;
- Actively promote equal opportunity employment; and
- Require all agency directors, managers, and supervisors include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in their position descriptions and annual objectives.

Accountability:

The Commissioner is accountable directly to Governor and indirectly to the Minnesota Management and Budget Commissioner on matters pertaining to equal opportunity and affirmative action.

B. Affirmative Action Officer or Designee

Lynne Richárd, Affirmative Action Officer/ HR Representative

Responsibilities:

The Affirmative Action Officer is responsible for implementation of the agency's affirmative action and equal opportunity program, and oversight of the agency's compliance with equal opportunity and affirmative action laws.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

Duties:

The duties of the Affirmative Action Officer shall include, but are not limited to the following:

- Prepare and oversee the Affirmative Action Plan, including development and setting of agency-wide goals;
- Monitor the compliance and fulfill all affirmative action reporting requirements;
- Inform the agency's Commissioner and Deputy Commissioner of progress in affirmative action and equal opportunity and report potential concerns;
- Review the Affirmative Action Plan at least annually and provide updates as appropriate;
- Provide an agency-wide perspective on issues relating to affirmative action and equal opportunity and assist in the identification and development of effective solutions in problem areas related to affirmative action and equal opportunity;
- Identify opportunities for infusing affirmative action and equal opportunity into the agency's considerations, policies, and practices;
- Participate in and/or develop strategies to recruit individuals in protected groups for employment, promotion, and training opportunities;
- Stay current on changes to equal opportunity and affirmative action laws and interpretation of the laws;
- Provide consultation, technical guidance, and/or training to directors, managers, supervisors, and staff regarding best practices in recruitment, selection, and retention, progress on hiring goals, reasonable accommodations, and other opportunities for improvement; and
- Serve as the agency liaison with Minnesota Management and Budget's Office of Equal Opportunity and Diversity and enforcement agencies.

Accountability:

The Affirmative Action Officer is accountable directly to Deputy Commissioner and indirectly to the Commissioner on matters pertaining to affirmative action and equal opportunity.

C. Americans with Disabilities Act Coordinator or Designee

Lynne Richárd, Americans with Disabilities Act Coordinator / HR Representative

Responsibilities:

The Americans with Disabilities Act Coordinator is responsible for the oversight of the agency's compliance with the Americans with Disabilities Act Title I – Employment and Title II – Public

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

Services, in accordance with the Americans with Disabilities Act - as amended, the Minnesota Human Rights Act, and Executive Order 96-09.

Duties:

The duties of the Americans with Disabilities Act Coordinator shall include, but not limited to the following:

- Provide guidance, coordination, and direction to agency management with regard to the Americans with Disabilities Act in the development and implementation of the agency's policy, procedures, practices, and programs to ensure they are accessible and nondiscriminatory;
- Provide consultation, technical guidance, and/or training to directors, managers, supervisors, and staff regarding best practices in recruitment, selection, and retention of individuals with disabilities, provisions of reasonable accommodations for employees and applicants, and other opportunities for improvement; and
- Track and facilitate requests for reasonable accommodations for employees and applicants, as well as members of the public accessing the agency's services, and reports reasonable accommodations annually to Minnesota Management and Budget.

Accountability:

The Americans with Disabilities Act Coordinator reports directly to the Deputy Commissioner.

D. Human Resources Director or Designee

Diane O'Connor, Deputy Commissioner / Human Resources Director

Responsibilities:

The Human Resources Director is responsible for ensuring equitable and uniform administration of all personnel policies including taking action to remove barriers to equal employment opportunity with the agency.

Duties:

The duties of the Human Resources Director include, but are not limited to the following:

- Provide leadership to human resources staff and others to ensure personnel decision-making processes adhere to equal opportunity and affirmative action principles;
- Ensure, to the extent possible, development and utilization of selection criteria that is objective, uniform, and job-related;
- Initiate and report on specific program objectives contained in the Affirmative Action Plan;

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

- Ensure pre-hire review process is implemented and receives support from directors, managers, and supervisors;
- Include the Affirmative Action Officer in the decision-making process regarding personnel actions involving protected group members, including hiring, promotion, disciplinary actions, reallocation, transfer, termination, and department and division-wide classification studies;
- Include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in position descriptions and annual objectives;
- Assist in recruitment and retention of individuals in protected groups, and notify directors, managers, and supervisors of existing disparities;
- Make available to the Affirmative Action Officer and Americans with Disabilities Act Coordinator or designee all necessary records and data necessary to perform duties related to equal opportunity and affirmative action.

Accountability:

The Human Resources Director is directly accountable to the Commissioner.

E. Directors, Managers, and Supervisors

Responsibilities:

Directors, Managers, and Supervisors are responsible for implementation of equal opportunity and affirmative action within their respective areas of supervision and compliance with the agency's affirmative action programs and policies to ensure fair and equal treatment of all employees and applicants.

Duties:

The duties of directors, managers, and supervisors include, but are not limited to the following:

- Assist the Affirmative Action Officer in identifying and resolving problems and eliminating barriers which inhibit equal employment opportunity;
- Communicate the agency's affirmative action policy to assigned staff;
- Carry out supervisory responsibilities in accordance with the equal employment opportunity and affirmative action policies embodied in this plan;
- Maintain a consistent standard within the workforce so that employees are evaluated, recognized, developed, and rewarded on a fair and equitable basis;

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

- Include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in staff position descriptions and annual objectives;
- To provide a positive and inclusive work environment; and
- To refer complaints of discrimination and harassment to the appropriate parties.

Accountability:

Directors, managers, and supervisors are accountable directly to their designated supervisor and indirectly to the agency's Commissioner.

F. All Employees

Responsibilities:

All employees are responsible for conducting themselves in accordance with the agency's equal opportunity and Affirmative Action Plan and policies.

Duties:

The duties of all employees shall include, but are not limited to the following:

- Exhibit an attitude of respect, courtesy, and cooperation towards fellow employees and the public; and
- Refrain from any actions that would adversely affect the performance of a coworker with respect to their race, sex, color, creed, religion, age, national origin, disability, marital status, familial status, status with regard to public assistance, sexual orientation, gender identity, gender expression, or membership or activity in a local human rights commission.

Accountability:

Employees are accountable to their designated supervisor and indirectly to the agency's Commissioner.

IV. COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN

The following information describes the methods that the agency takes to communicate the Affirmative Action Plan to employees and the general public:

A. Internal Methods of Communication

- A memorandum detailing the location of the Affirmative Action Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or alternatively, the Affirmative Action Officer, to all staff on an annual basis.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

- The agency's Affirmative Action Plan is available to all employees on the agency's internal website at <http://intranet.ohe.state.mn.us> or in print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

B. External Methods of Communication

- The agency's Affirmative Action Plan is available on the agency's external website at www.ohe.state.mn.us or in print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- The agency's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer."

Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of posters displayed include: Equal Employment Opportunity is the law, Employee Rights under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.

V. POLICY PROHIBITING DISCRIMINATION AND HARASSMENT

It is the policy of the of the State of Minnesota to prohibit harassment of its employees based on race, color, creed, religion, national origin, sex, marital status, familial status, status with regard to public assistance, membership or activity in a local human rights, 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 should file a complaint internally with the agency's Affirmative Action Officer or designee. If the employee chooses, a complaint can be filed externally with the Minnesota Department of Human Rights, the 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 State Affirmative Action Program Coordinator in the Office of Equal Opportunity and Diversity at Minnesota Management and Budget 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

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

behavior. The Affirmative Action Officer or designee will be expected to keep the (agency name) and its employees apprised of any changes in the law or its interpretation regarding this form of discrimination. The Affirmative Action Officer or designee is also responsible for:

Notifying all employees and applicants of this policy; and

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 which is not welcome, which is personally offensive, which, therefore, may effect 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 in 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:

- Submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of obtaining employment;
- 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
- 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:

- Among peers or coworkers;
- Between managers and subordinates; or
- Between employees and members of the public.

Employees who experience discrimination or harassment should bring the matter to the attention of the Office of Higher Education's Affirmative Action Officer or designee. In fulfilling our obligation to maintain a positive and productive work environment, the Affirmative Action Officer or designee and all employees are expected to address or report any suspected harassment or retaliation.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

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.

Any employee or applicant who believes that they have experienced discrimination or harassment based on race, color, creed, religion, national origin, sex, marital status, familial 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 complaint procedure included in this Affirmative Action Plan.

VI. COMPLAINT PROCEDURE FOR PROCESSING COMPLAINTS FOR ALLEGED DISCRIMINATION/HARASSMENT

The Office of Higher Education has established the following discrimination/harassment complaint procedure to be used by all employees and 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 or designee for information and for access to data and records for the purpose of enabling the Affirmative Action Officer or designee to carry out responsibilities under this complaint procedure.

Who May File:

Any employees or applicants who believes that they have been discriminated against or harassed by reason of race, color, creed, religion, national origin, sex, marital status, familial 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.

Complaint Procedure:

The internal complaint procedure provides a method for resolving complaints involving violations of this agency's policy prohibiting discrimination and harassment within the agency. Employees and 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. The Affirmative Action Officer or designee may contact the Office of Diversity and Equal Opportunity if more information is needed about filing a complaint.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

Filing Procedures:

1. The employee or applicant completes the "Complaint of Discrimination/Harassment Form" provided by the Affirmative Action Officer or designee. Employees are encouraged to file a complaint within a reasonable period of time after the individual becomes aware that a situation may involve discrimination or harassment. The Affirmative Action Officer or designee will, if requested, provide assistance in filling out the form.
2. The Affirmative Action Officer or designee determines if the complaint falls under the purview of Equal Employment Opportunity law, i.e., the complainant is alleging discrimination or harassment on the basis of race, color, creed, religion, national origin, sex, marital status, familial 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 or designee shall also discuss other options for resolution, such as the workplace mediation.
 - If it is determined that the complaint is not related to discrimination but rather to general personnel concerns, the Affirmative Action Officer designee will inform the complainant, in writing, within ten (10) working days.
 - If the complaint is related to discrimination, the Affirmative Action Officer or designee will, within ten (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 or designee shall then investigate the complaint. At the conclusion of the investigation, the Affirmative Action Officer or designee shall notify the complainants and respondents that the investigation is completed. The Affirmative Action Officer or designee shall then review the findings of the investigation.
 - If there is sufficient evidence to substantiate the complaint, appropriate action will be taken.
 - If insufficient evidence exists to support the complaint, a letter will be sent to the complainants and the respondents dismissing the complaint.
4. A written answer will be provided to the parties within sixty (60) days after the complaint is filed. The complainants will be notified should extenuating circumstances prevent completion of the investigation within sixty (60) days.
5. Disposition of the complaint will be filed with the Commissioner of the Minnesota Management and Budget within thirty (30) days after the 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

OFFICE OF HIGHER EDUCATION

AFFIRMATIVE ACTION PLAN 2014-2016

complainants and respondents. After an investigation is completed and all appeals are exhausted, 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:
 - Interviews or written interrogatories with all parties involved in the complaint, i.e., complainants, respondents, and their respective witnesses; officials having pertinent records or files, etc.; and
 - All records pertaining to the case i.e., written, recorded, filmed, or in any other form.
8. The Affirmative Action Officer or designee shall maintain records of all complaints and any pertinent information or data for three (3) years after the case is closed.

VII. REASONABLE ACCOMMODATION POLICY

The Office of Higher Education is committed to the fair and equal employment of individuals with disabilities. Reasonable accommodation is the key to this nondiscrimination policy. While many individuals with disabilities can work without accommodation, other qualified employees and applicants face barriers to employment without the accommodation process. It is the policy of the (agency name) 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, as amended, 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, an individual with a disability is one who has a physical or mental impairment that substantially limits one or more major life activities; or a record of such an impairment; or being regarded as having such an impairment.

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.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

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 (3) aspects of employment:

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

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 this agency.

Procedure for Current Employees and Employees Seeking Accommodation:

1. This agency will inform all employees that this accommodation policy can be made available in accessible formats.
2. The employee shall inform their supervisor or the ADA Coordinator or designee of the need for an accommodation.
3. The ADA Coordinator or designee 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, locked 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:
 - Discuss the purpose and essential functions of the particular job involved. Completion of a step-by-step job analysis may be necessary;
 - Determine the precise job-related limitation;
 - Identify the potential accommodations and assess the effectiveness each would have in allowing the individual to perform the essential functions of the job; and
 - 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 agency is free to choose among equally effective accommodations and may choose the one that is less expensive or easier to provide.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

5. The ADA Coordinator or designee will work with the employee to obtain technical assistance, as needed.
6. The ADA Coordinator or designee 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 ADA Coordinator or designee shall work together to determine whether reassignment may be an appropriate accommodation.

Procedure for Job Applicants:

1. The job applicant shall inform the ADA Coordinator or designee of the need for an accommodation. The ADA Coordinator or designee will discuss the needed accommodation and possible alternatives with the applicant.
2. The ADA Coordinator or designee 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 this agency for accommodations that do not cause an undue hardship.

Procedure for Determining Undue Hardship:

In determining whether or not providing a reasonable accommodation would impose an undue hardship, the agency will consider at least the following factors:

- Overall size of the program (i.e., number and type of facilities, size of budget);
- Type of the operation including the composition and structure of the work force;
- Nature and cost of the accommodation needed;
- Reasonable ability to finance the accommodation; and
- Documented good-faith efforts to explore less restrictive or less expensive alternatives including consultation with the individual with the disability or with knowledgeable individuals with disabilities or organizations.

The ADA Coordinator or designee will provide a decision to the employee.

Appeals:

Employees or applicants who are dissatisfied with the decisions pertaining to an accommodation request may file an appeal with the Commissioner or agency head, within a reasonable period of time, for a final 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:

This agency 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, the agency will work with the ADA Coordinator or designee and organizations that provide employment services to individuals with disabilities to recruit and hire individuals for supported employment if such a position is created.

VIII. EVACUATION PROCEDURES FOR INDIVIDUALS WITH DISABILITIES

A copy of the agency's weather and emergency evacuation plans can be found at the bulletin board in the kitchen (next to the microwave) and on the Exchange at <http://intranet.ohe.state.mn.us>

Knowledge and preparation by both individuals needing assistance and those who don't is key to reducing the impact of emergencies. When developing a plan, safety needs should be determined on a case-by-case basis because it varies with each individual and building.

Everyone has a responsibility to develop their own personal emergency evacuation plan; this includes individuals with disabilities or individuals who will need assistance during evacuation. The Americans with Disabilities Act Coordinator or designee in each agency will work to develop a plan and consult the appropriate building and safety personnel.

Directors, managers, and supervisors should review the emergency evacuation procedures with staff, including informing all staff that if additional assistance may be needed, and individuals with disabilities should contact the HR Representative of below to request the type of assistance they may need.

Lynne Richárd, Affirmative Action Officer / HR Representative
Work #: 651-259-3941 or email: lynne.richard@state.mn.us

Evacuation Options:

Individuals with disabilities have four basic, possibly five, evacuation options:

- Horizontal evacuation: Using building exits to the outside ground level;
- Stairway evacuation: Using steps to reach ground level exits from building;

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

- Shelter in place: Unless danger is imminent, remain in a room with an exterior window, a telephone, and a solid or fire resistant door. If the individual requiring special evacuation assistance remains in place, they should dial 911 immediately and report their location to emergency services, who will in turn relay that information to on-site responders. The shelter in place approach may be more appropriate for sprinkler protected buildings where an area of refuge is not nearby or available. It may be more appropriate for an individual who is alone when the alarm sounds;
- Area of rescue assistance: Identified areas that can be used as a means of egress for individuals with disabilities. These areas, located on floors above or below the building's exits, can be used by individuals with disabilities until rescue can be facilitated by emergency responders. For example, taking shelter in the publication room near the North elevator.

Evacuation Procedures for Individuals with Mobility, Hearing, and Visual Disabilities:

Individuals with disabilities should follow the following procedures:

- Mobility disabilities (individuals who use wheelchairs or other personal mobility devices ("PMDs")): Individuals using wheelchairs should be accompanied to an area of rescue assistance by an employee or shelter in place when the alarm sounds. The safety and security staff will respond to each of the areas of rescue assistance every time a building evacuation is initiated to identify the individuals in these areas and notify to emergency responders how many individuals need assistance to safely evacuate.
- Mobility disabilities (individuals who do not use wheelchairs): Individuals with mobility disabilities, who are able to walk independently, may be able to negotiate stairs in an emergency with minor assistance. If danger is imminent, the individual should wait until the heavy traffic has cleared before attempting the stairs. If there is no immediate danger (detectable smoke, fire, or unusual odor), the individual with a disability may choose to wait at the area of rescue assistance until emergency responders arrive to assist them.
- Hearing disabilities: The agency's buildings are equipped with fire alarm horns/strobes that sound the alarm and flash strobe lights. The strobe lights are for individuals with who are deaf and/or hard of hearing. Individuals with hearing disabilities may not notice or hear emergency alarms and will need to be alerted of emergency situations.
- Visual disabilities: The agency's buildings are equipped with fire alarm horn/strobes that sound the alarm and flash strobe lights. The horn will alert individuals who are blind or have visual disabilities of the need to evacuate. Most individuals with visual disabilities will be familiar with their immediate surroundings and frequently traveled routes. Since the emergency evacuation route is likely different from the common traveled route, individuals with visual disabilities may need assistance in evacuating. The assistant should offer assistance, and if accepted, guide the individual with a visual disability through the evacuation route.

Severe Weather Evacuation Options: (Note: Refer to Memo dated 04-21-15)

Individuals with disabilities or who are in need of assistance during an evacuation have three evacuation options based on their location in their building:

- Horizontal evacuation: If located on the ground or basement floor, severe weather shelter areas are located throughout each floor;
- Elevator evacuation: If there are no safe areas above the ground floor, the elevator may be used to evacuate to the ground or basement levels; and/or
- Shelter in Place: Seeking shelter in a designated severe weather shelter and remaining there until the all clear is used.

Best Practice Tips:

- A buddy system is often utilized in emergencies and can be very helpful to individuals with disabilities.
- Agencies should ask directors, managers, and supervisors to review information in this section with staff, inform staff of their responsibilities to learn and understand evacuation plan and procedures, and inform staff how to request additional assistance or accommodation if needed.

IX. GOALS AND TIMETABLES

Through the utilization analysis, the agency has determined which job categories are underutilized for women, minorities, and individuals with disabilities within the agency and has set the following hiring goals for the next two years (Reference Table 2).

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

Table 2. Underutilization Analysis and Hiring Goals for 2014-2016

Job Categories	UNDERUTILIZATION – # OF INDIVIDUALS			HIRING GOALS FOR 2014-2016		
	Women	Racial/ Ethnic Minorities	Individuals With Disabilities	Women	Racial/ Ethnic Minorities	Individuals With Disabilities
Officials/Administrators	0	0	2	0	0	1
Professionals	0	0	1	0	0	0
Office/Clerical	0	0	1	0	0	1

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

Availability:

The agency determined the recruitment area to be statewide for all job categories by using the statewide availability as a recruitment area and for each job category listed in the table below. In conducting its underutilization analysis, the agency determined it was best to use the two-factor analysis. The two-factor analysis included the availability of women, minorities and people with disability in the internal "feeder" group.

Women:

An underutilization of women is not noted in any of the EEO Job Groups at the agency.

Minorities:

At the agency, the population of minorities has improved and we have more than met the state goals for minorities in the Officials/Administrators and Professionals EEO Job Groups. OHE is underutilized by one (1) position in the Office/Clerical Job Group.

When a hiring opportunity becomes available, the agency will make a good faith effort to recruit and hire one (1) qualified individual from the minority population for the Office/Clerical Job Groups.

Individuals with Disabilities:

At the agency, the population of individuals with disabilities has improved in the Professional job category and has not improved in the Officials and Administrator and Office/Clerical job categories. However due to self-disclosure, we have met our goals for the Professional job group. We will continue to work on creating a comfortable and safe environment so that self-disclosure of disabilities can continue to occur.

Based on our low turnover and our past experience of not receiving applications from qualified individuals with disabilities, we will make a good faith effort to recruit and hire one (1) qualified individual with a disability in the Officials and Administrator or Office/Clerical Job Groups. Since the hiring of the Executive Recruiter, we anticipate greater success locating qualified candidates in the Officials and Administrators job group for our executive management positions.

Historically, the Office of Higher Education (OHE) has had a relatively low turnover rate of its staff. Many employees have been with the agency for 10 years or more. There is a work unit within the agency that is funded primarily from a federal grant. Some positions within that work unit are entry level professional positions with limited opportunities for advancement within the agency. Subsequently, there has been some turnover in such entry level professional positions over the past several years. In determining the goals for 2014-2016, these factors have been taken into consideration along with the aging of the workforce and the underutilization in the three protected groups – women, persons of color and those with disabilities.

The OHE staff is represented under the following bargaining units/compensation plans:

- OHE Unclassified Compensation Plan
- Managerial Plan
- Middle Management Association (MMA) / Supervisors

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

MAPE/General Professional
 AFSCME/Clerical
 Commissioner's Plan

For purposes of this Affirmative Action Plan, OHE employees have been separated as follows into the following three EEO Job Groups:

- Officials and Administrators: Goals & Timetables**
 Executive Management Group – (EEO Job Code: Officials and Administrators). This group is comprised of middle management level staff, senior level staff, division directors and the agency head. There are nineteen (19) individuals in the OHE Unclassified Plan and (1) employee in the Managerial Plan.
- Professionals: Goals & Timetables**
 For purposes of this Affirmative Action Plan, there are a total of thirty (30) in this EEO Job Code: Professionals. There are five (5) MAPE employees [one (1) buyer, two (2) state program administrator - seniors, one (1) accounting officer; and one (1) state program administrator – principle]; one (1) MMA employee [auditor principal supervisor]; one (1) Commissioner's Plan employee [human resources specialist 1]; and twenty-two (22) employees covered under the OHE Unclassified Compensation Plan who have various professional job responsibilities related to higher education policy, research, program oversight, and educational delivery.
- Office/Clerical: Goals & Timetables**
 This EEO job group includes eleven (11) AFSCME administrative support staff.

When determining what our goals should be for the 2014-2016 Affirmative Action Plan, the following two factor analysis was done to determine our new underutilized goals.

PROTECTED GROUP: WOMEN									2014-2016
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2014-2016 Number Underutilized	AAP 2012-2014 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators	20	14	70.00%	40.20%	8	-6	0	Same	0
Professionals	30	18	60.00%	55.70%	17	-1	1	Improved	1
Office/Clerical	11	9	81.82%	63.40%	7	-2	0	Same	0

The above chart indicates that OHE is not underutilized for women in the Officials and Administrators, or Office/Clerical Job Groups. An underutilization is not noted in any of the EEO Job Groups.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

PROTECTED GROUP: MINORITIES									2014-2016
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of MINORITIES in Group	% MINORITIES in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2014-2016 Number Underutilized	AAP 2012-2014 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators	20	4	20.00%	7.60%	2	-2	0	Same	0
Professionals	30	11	36.67%	10.60%	3	-8	0	Same	0
Office/Clerical	11	1	9.09%	10.50%	1	0	1	Improved	1

The above shows OHE is not underutilized for minorities in Officials and Administrators, or Office/Clerical Job Groups. An underutilization is not noted in any of the EEO Job Groups.

PROTECTED GROUP: PERSONS with a DISABILITY									2014-2016
A	B	C	D	E	F	G	H	I	J
EEO JOB GROUP	Total Number in Group	Total Number of DISABILITY in Group	% DISABILITY in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2014-2016 Number Underutilized	AAP 2012-2014 Number Underutilized	Improved, Not Improved, Same	Numerical Difference
Officials and Administrators	20	0	0%	7%	1	1	1	Not Improved	0
Professionals	30	≤10	6.67%	7%	2	0	1	Improved	2
Office/Clerical	11	0	0%	7%	1	1	1	Not Improved	0

The above chart indicates that OHE is underutilized by one (1) position in the Officials and Administrators Job Group and one (1) position in the Office/Clerical Job Group. OHE is not underutilized for persons with a disability in the Professionals Job Group.

The following table is the OHE’s Affirmative Action Goals and Timetables Chart which identifies OHE’s underutilization and our recruitment /hire goals will be in the 2014-2016 Affirmative Action Plan.

GOALS AND TIMETABLES CHART

EEO Job Group	Women			Minorities			People with a Disability		
	Number Underutilized	Goal	Timetable	Number Underutilized	Goal	Timetable	Number Underutilized	Goal	Timetable

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

Officials & Administrators	0	0	---	0	0	---	1	1	2014-2016
Professionals	0	0	---	0	0	---	0	0	2014-2016
Office/Clerical	0	0	---	0	0	---	1	1	2014-2016

X. AFFIRMATIVE ACTION PROGRAM OBJECTIVES

In pursuing the agency’s commitment to affirmative action, the agency will take the following actions during 2014-2016:

Objective 1: Affirmative Action Education

Objective: To encourage division directors, managers, supervisors, and employees to learn more about affirmative action issues including: prevention of various learn more about types of harassment and discrimination, cultural diversity, and other issues relating to affirmative action.

Responsibility: Affirmative Action Officer, other Human Resources staff, Deputy Commissioner

Action Steps:

1. Work with Minnesota Management & Budget (MMB), The Office of the Attorney General and the Human Resource Directors Partnership (HRDP) to identify educational opportunities and resources that agency staff can access to learn more about topics and issues related to affirmative action.
2. Work with MMB and the Office of the Attorney General to facilitate on-going opportunities to learn about diversity related topics and issues.
3. Emphasize to supervisors and managers their role in implementing the Affirmative Action Plan, fostering diversity and respect in the workplace, and creating an atmosphere that contributes to retention of members of a protected class.
4. Include coverage of the agency Affirmative Action Plan as part of the agency orientation / information session with newly hired staff.

Completion Date: Ongoing

Evaluation: Deputy Commissioner is using our agency staff meetings to discuss items in the Affirmative Action plan such as evacuation plan, diversity/inclusion topics, etc.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

Objective #2: Affirmative Action Hiring

Objective: To continue to include Affirmative Action considerations in the hiring process.

Responsibility: Affirmative Action Officer and Human Resources staff

Action Steps:

1. The Human Resources Manager will collect, maintain and provide current information regarding disparities to division directors, managers, and supervisors.
2. Prior to assisting supervisors and managers with the hiring process, the Human Resources Manager will check Affirmative Action data; identify disparities that exist with the agency.
3. When a disparity exists, the Human Resources Manager will remind supervisors and managers that the pre-employment review procedure must be used prior to the interview activities. The Pre-employment Review Procedure is followed for recruitment and all hiring decisions especially for goal units with unmet affirmative action goals.
4. OHE Human Resources Manager will maintain files on hiring situations where a protected group candidate was not hired and disparity existed.

Completion Date: Ongoing

Evaluation: This objective was last set in our previous Affirmative Action Plan. The agency has made progress in our recruiting efforts in recruiting minorities and persons with a disability.

XI. METHODS OF AUDITING, EVALUATING, AND REPORTING PROGRAM SUCCESS

A. Pre-Employment Review Procedure/Monitoring the Hiring Process

The agency will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of women, minorities, individuals with disabilities, or veterans. The agency will use the monitoring the hiring process form for every hire to track the number of women, minorities, individuals with disabilities, and veterans in each stage of the selection process. Directors, managers, and supervisors will work closely with human resources and the Affirmative Action Officer in reviewing the requirements for the position, posting the position, and interviewing and selection to ensure that equal opportunity and affirmative action is carried out. Directors, managers, and supervisors will be asked to document their hiring decisions and equal opportunity professionals will review for bias.

Any time the agency cannot justify a hire, the agency takes a missed opportunity. Agency leadership will be asked to authorize the missed opportunity. The agency will report the

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

number of affirmative and non-affirmative hires as well as missed opportunities to Minnesota Management and Budget on a quarterly basis.

When candidates are offered interviews, employees scheduling interviews will describe the interview format to the candidate and provide an invitation to request a reasonable accommodation for individuals with disabilities to allow the candidate equal opportunity to participate in the interview process. For example, describe if interview questions are offered ahead of time or what technology may be used during the interview process. This allows for an individual with a disability to determine if they may need a reasonable accommodation in advance of the interview.

All personnel involved in the selection process will be trained and accountable for the agency's commitment to equal opportunity and the affirmative action program and its implementation.

B. Pre-Review Procedure for Layoff Decisions

An Appointing Authority may "layoff" an employee by reason of abolition of the position, shortage of work or funds, or other reasons outside the employee's control, which do not reflect discredit on the service of the employee. The OHE will follow the layoff procedures specified in the bargaining unit agreements under which OHE employees serve. The impact on agency affirmative action goals and timetables, due to layoffs, will be documented in writing by Human Resources staff. The Affirmative Action Officer, in conjunction with the OHE Commissioner, will determine how the agency's affirmative action goals and timetables could be addressed under the current employment situation.

C. Other Methods of Program Evaluation

The agency submits the following compliance reports to Minnesota Management and Budget as part of the efforts to evaluate the agency's affirmative action program:

- Quarterly Monitoring the Hiring Process Reports;
- Biannual Affirmative Action Plan;
- Annual Americans with Disabilities Act Report;
- Annual Internal Complaint Report; and
- Disposition of Internal Complaint (within 30 days of final disposition).

The agency also evaluates the Affirmative Action Plan biannually in the following ways:

- Monitors progress toward stated goals by job category;

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

- Analyzes employment activity (hires, promotions, and terminations) by job category to determine if there is adverse impact;
- Analyzes compensation program to determine if there are patterns of discrimination;
- Reviews the accessibility of online systems, websites, and ensures that reasonable accommodations can be easily requested; and
- Discusses progress with agency leadership on a periodic basis and makes recommendations for improvement.
- Evaluation documentation is maintained in the central files located in the OHE Human Resources work unit, including:
 - Affirmative Action Plan and any related materials
 - OHE Employment Form
 - Records for recruitment fees paid and documentation on specific recruitment activities
 - Affirmative Action complaints
 - ADA complaints

XII. PLAN

The objective of this recruitment plan is to ensure the agency's recruitment programs are publicly marketed, attract, and obtain qualified applicants, enhance the image of state employment, and to assist in meeting the affirmative action goals to achieve a diverse workforce.

Recruitment costs incurred during the 2012-2014 plan year totals: \$13,297.60

Below are various recruitment methods or strategies utilized by the agency during the past year and plans for the upcoming plan years 2014-2016.

A. Advertising Sources

- Employment ads are handled by *Graystone Group Advertising* which places the ads in *Star Tribune* and minority newspapers and websites.
- The agency advertised using the State of Minnesota employment website, MN Job Bank, Startribune.com and our agency's *Jobs* web page. We also used MMB's Diversity Listserv to recruit for job openings.
- The agency recruits candidates using referrals from agency employees, e-mail or e-mail listserv.
- We ensure that all recruitment activities are in compliance with the Americans with Disabilities Act by making materials available in alternative formats (when requested) and meeting locations that are accessible.

B. Job and Community Fairs

The agency does not participate in job and/or community fairs.

C. College and University Recruitment Events

The agency does not participate in college and university recruitment events.

D. Recruitment for Individuals with Disabilities

- 1) Review of job postings for physical and sensory requirements and ensure that qualifications in job postings are inclusive and do not pose any unnecessary barriers.
 - a. Our agency will review all job postings for physical and sensory requirements and determine if the qualifications for the position are job-related and consistent with business necessity. Additionally, our agency will edit language pertaining to physical and sensory requirements and change this language to reflect more inclusive language for job qualifications.
- 2) Self-Identification
 - a. At the time of application, our agency will communicate to our employees that we collect summary data related to the number of individuals who have applied for positions and who are in our workforce. We will inform employees that we collect this summary data to make determinations about where we need to improve in terms of recruitment, selection, or retention of individuals with disabilities.
- 3) Supported Employment (M.S. 43A.191, Subd. 2(d))
 - a. The agency supports the employment of individuals with disabilities and will review vacant positions to determine if job tasks can be performed by a supported employment workers. We will work with community organizations that provide employment services to individuals with disabilities to recruit for these positions.
 - b. Implement and ensure that reviews of positions are taking place. We will work with VRS or the MMB State ADA Coordinator to assist us in our efforts.
- 4) Accessibility Matters Campaign
 - a. Our agency will distribute marketing material and resources to our staff to remind them to create accessible electronic documents and systems, so that employees with disabilities coming into the workforce can contribute to the workforce and will be able to access similar information and resources as other employees.
- 5) Reasonable Accommodations
 - a. We will prominently display on our career site that we will provide reasonable accommodation to qualified individuals with a disability who apply for our positions where needed. Once hired, we will educate employees, supervisors, and managers on accommodating employees in the workplace.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

6) Strategic Partnerships

- a. Our agency will build strategic partnerships with DEED - Vocational Rehabilitation Services ("VRS"), DEED - State Services for the Blind ("SSB"), and to assist in recruitment or referral of candidates to open positions. Our agency will work to inform VRS or SSB when a position is posted or prior to a posting, if possible, about the positions. Additionally, we will post positions for at least 7 days to ensure equal opportunity to apply for the position.

E. Relationship Building and Outreach

- The agency has arranged a formal Internship agreement with the University of Minnesota to provided qualified diverse candidates for one year Internships. Interns gain work experience while earning class credit.
- The agency provides work-study opportunities for students attending St. Thomas and Hamline University in St. Paul, MN.

F. Internships

- The agency has arranged a formal Internship agreement with the Organizational Leadership, Policy and Development department at the University of Minnesota. They provide qualified diverse candidate for one year Internships in our research division.

G. Supported Employment (M.S. 43A.191, Subd. 2(d))

The agency supports the employment of individuals with disabilities and will review vacant positions to determine if job tasks can be performed by a supported employment workers. We will work with community organizations that provide employment services to individuals with disabilities to recruit for these positions.

H. Additional Recruitment Activities

No additional recruitment activities to report at this time.

XIII. RETENTION PLAN

The agency is committed to not just the recruitment of women, minorities, individuals with disabilities, and veterans, but also to the retention of these protected groups.

A. Individual(s) Responsible for the Agency's Retention Program/Activities

The Affirmative Action Officer/ Human Resource Manager, Lynne Richárd, is responsible for overseeing the retention activities for the Office of Higher Education.

The Human Resources Manager/Affirmative Action Officer will continue to conduct exit interviews of all staff leaving the agency. Information from the exit interviews, along with statistical data from SEMA4 system regarding turnover and retention will be compiled and analyzed to determine the impact on the protected group members.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

B. Separation Analysis by Protected Groups

The OHE Human Resource Manager, Lynne Richard, in conjunction with Minnesota Management & Budget through the use of SEMA4 system, will monitor and analyze separation and layoff patterns of all employees at the agency to determine the impact on protected group members.

Analysis of Separation Patterns:

The following is an analysis of separation and layoff patterns for impact on protected class members for FY2012 and FY2013:

Note: There was a layoff on July 1, 2011 when the state shut down at midnight on July 1, and ended after a budget bill was passed and signed on July 20. There were no layoffs during FY2013.

Separations – Fiscal Year 2012

Type of Separation – FY 2012	Number	Percentage
Death	0	0
Dismissal or non-certification	0	0
Layoff	0	0
Resignation	8	72.7%
Retirement	1	9.1%
Termination	2	18.2%
Total Separations	11	100%

Separations – Fiscal Year 2013

Type of Separation – FY 2013	Number	Percentage
Death	0	0
Dismissal or non-certification	0	0
Layoff	0	0
Resignation	3	37.50%
Retirement	4	50.00%
Termination	1	12.50%
Total Separations	8	100%

C. Methods of Retention of Protected Groups

(Submitted electronically)

Methods and Activities to Retain OHE Employees: both protected and non-protected

1. Document the reasons behind turnover among protected and non-protected employee to identify and understand relevant issues for further analysis.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

- Eight (8) separated in FY2013
 - Six (6) of these employees resigned for other employment opportunities; four (4) employees retired, and one (1) employee was terminated.

OHE's retirement rate was higher in fiscal year 2013 than fiscal year 2012. Retirements are anticipated to increase. In fiscal year 2011, resignations are the largest group of separations and primarily came from our Get Ready work unit which is federally funded. The federal grant was ending and several staff found new positions before the reinstatement of the six year Federal Gear87/Up Grant was announced.

Mobility and Career Advancement

Employees receive information regarding mobility and career advancement through the regular posting of vacancies and training opportunities (state and non-state programs), and ability to access the state opportunities via the Minnesota Management and Budget's website, and email posting career opportunities with other governmental and non-governmental entities.

C. Methods of Retention of Protected Groups

Methods and Activities to Retain OHE Employees: both protected and non-protected

1. Document the reasons behind turnover among protected and non-protected employee to identify and understand relevant issues for further analysis.

Responsibility: Affirmative Action Officer / Human Resources Manager

2. Continue to create and maintain a respectful working environment for all OHE employees.
 - Encourage employees to assist in identifying opportunities for increasing staff knowledge and participation in events which celebrate the diversity of both internal and external customers.
 - Facilitate opportunities for managers and supervisors to learn more about their role and responsibilities in creating and maintaining a respectful work environment for all staff, and also to learn more about how their actions and behaviors contribute toward the retention of protected group members.
 - Inform and facilitate training/learning opportunities for staff to fulfill their training/development goals, and support such opportunities with a work-related training budget.

Responsibility: All OHE employees

OFFICE OF HIGHER EDUCATION

AFFIRMATIVE ACTION PLAN 2014-2016

3. Analyze separation and layoff patterns to determine the impact on protected group members.

- Collect available separation and layoff data.
- Determine impact on protected groups.
- Ascertain whether any action is necessary and if so, develop recommendations.

Responsibility: Affirmative Action Officer / Human Resources Manager

4. Continue the agency's diversity education training opportunities for staff.

- Work with agency Deputy Director and Agency Director in identifying, supporting and actively engaging in diversity training opportunities.
- Work with Minnesota Management & Budget, the Office of the Attorney General, and outside consultants/organizations to address diversity related issues within the agency.
- Communicate information about workshops, training, and events.

Responsibility: Affirmative Action Officer / Human Resources Manager

APPENDIX

A. Complaint of Discrimination/Harassment Form

**Minnesota Office of Higher Education
 Complaint of Harassment/Discriminatory Harassment**

Information about the Complainant:

Name: _____

Job Title: _____

Work Address: _____ Work Phone: _____

Home Address: _____ Home Phone: _____

Supervisor: _____

Information on the Respondent [i.e., Person(s) Who Sexually Harassed or Discriminated Against You]

Name: _____

Work Address: _____ Work Phone: _____

Division/Work Unit: _____

Supervisor: _____

** If more than one individual discriminated against or sexually harassed you, please attach additional sheet(s) with above information for those individuals also.

Basis on which complaint is being filed (check all that apply):

Race ____	Sex ____	Color ____	Creed ____	Age ____
Disability ____	Religion ____	Marital Status ____	National Origin ____	Political Affiliations ____
				(continue on next page)

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

Status with regard to Public Assistance _____	Sexual Orientation _____	Membership or Activity in a Local Commission _____		
-----------------------------------------------	--------------------------	----------------------------------------------------	--	--

Date most recent act of discrimination took place: _____ mo./day/yr.

If you filed this complaint with another agency, please give the name of that agency or agencies and the date(s) filed. Use additional paper if necessary.

Agency Name: _____ Date Filed: _____
mo./day/yr.

Describe incidents (starting with the most recent) you feel supports your complaint giving specific names, places, dates, times, and the actions or events of harassment or discrimination you believe you experienced. (Attach additional sheets, if necessary.)

This complaint is being filed based on my honest belief that I was harassed or discriminated against. 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.

Complainant Signature: _____ Date: _____

Received By: _____ Date: _____

Additional information related to your complaint:

Names, addresses, and telephone numbers of witnesses who may have knowledge about this complaint (attach additional sheets, as necessary):

Name: _____

Street Address: _____

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

City, State, Zip Code: _____

Telephone Number (include area code): (____) _____

Name: _____

Street Address: _____

City, State, Zip Code: _____

Telephone Number (include area code): (____) _____

Name: _____

Street Address: _____

City, State, Zip Code: _____

Telephone Number (include area code): (____) _____

Name: _____

Street Address: _____

City, State, Zip Code: _____

Telephone Number (include area code): (____) _____

Name: _____

Street Address: _____

City, State, Zip Code: _____

Telephone Number (include area code): (____) _____

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

Recommended content for an agency Complaint Form and Complaint Acknowledgment Form are included below.

I. SAMPLE COMPLAINT FORM

Name:

Date:

Summary of Concerns:

Summary of any Documentation Related to Allegations (please include with complaint):

Witnesses (please describe what they might know re: allegations.):

II. COMPLAINT ACKNOWLEDGMENT FORM

This form acknowledges receipt of a complaint made under the Respectful Workplace policy on (date). Responsible authorities will review the complaint to determine whether an investigation is warranted. If an investigation proceeds, it will be conducted in a timely, fair, and objective manner.

Investigations and other actions taken in response to this complaint are subject to any applicable processes under applicable collective bargaining agreements and plans, including applicable review and/or appeal procedures.

All data associated with this complaint, including any investigation and any outcome, are government data. The release or non-release of this data is governed by the Minnesota Government Data Practices Act (MGDPA).

FORMS AND INSTRUCTIONS

MMB Labor Relations and MMB enterprise Human Resources are available to consult and offer guidance on implantation of this policy and procedure. As provided by relevant collective bargaining agreements, union representatives may also be available to assist.

Contacts

Deputy Commissioner Diane O'Connor and Lynne Richárd, AAO

References

Minnesota Office of Higher Education
1450 Energy Park Drive, Suite 350
St. Paul, MN 55108
(651) 642-0533

PLEASE READ BEFORE COMPLETION OF FORM

Any complaint of discrimination/harassment is considered confidential data under Minnesota Statute 13.39, Subd. 1 and 2. This information is being collected for the purpose of determining whether discrimination/harassment has occurred. You are not legally required to provide this information, but without it, an investigation cannot be conducted. This information may only be released to the Affirmative Action Officer or designee, the complainant, the respondent and appropriate personnel.

Complainant (You)		
Name	Job Title	
Work Address	City, State, Zip Code	Telephone
Agency	Division	Manager/Supervisor's Name

Respondent (Individual Who Discriminated Against/Harassed You)		
Name	Job Title	
Work Address	City, State, Zip Code	Telephone
Agency	Division	Manager/Supervisor's Name

The Complaint		
Basis of Complaint (Place an "X" in the box for all that apply):		
<input type="checkbox"/> Race	<input type="checkbox"/> Disability	<input type="checkbox"/> Sexual Orientation
<input type="checkbox"/> Sex (Gender)	<input type="checkbox"/> Marital Status	<input type="checkbox"/> Status with Regard to Public Assistance
<input type="checkbox"/> Age	<input type="checkbox"/> Familial Status	<input type="checkbox"/> Membership or Activity in a Local Human Rights Commission
<input type="checkbox"/> Color	<input type="checkbox"/> National Origin	<input type="checkbox"/> Religion
<input type="checkbox"/> Creed		

Date most recent act of discrimination or harassment took place:

If you filed this complaint with another agency, give the name of that agency:

Describe how you believe that you have been discriminated or harassed against (names, dates, places, etc.). Use a separate sheet of paper if needed and attach to this form.

Information on Witnesses Who Can Support Your Case		
Name	Work Address	Work Telephone
1.		
2.		
3.		

Additional witnesses may be listed in "Additional Information" or on a separate sheet attached to this form.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

This complaint is being filed on my honest believe that the State of Minnesota has discriminated against or harassed 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.

Signatures	
Complainant Signature	Date
Affirmative Action Officer Signature	Date

B. Employee/Applicant Request for ADA Reasonable Accommodation Form



STATE OF MINNESOTA – OFFICE OF HIGHER EDUCATION

EMPLOYEE/APPLICANT REQUEST FOR ADA REASONABLE ACCOMMODATION FORM

The State of Minnesota is committed to complying with the Americans with Disabilities Act (“ADA”) and the Minnesota Human Rights Act (“MHRA”). To be eligible for an ADA accommodation, you must be 1) qualified to perform the essential functions of your position and 2) have a disability that limits a major life activity or function. The ADA Coordinator/Designee will review each request on an individualized case-by-case basis to determine whether or not an accommodation can be made.

Employee/Applicant Name:	Job Title:
Work Location:	Phone Number:

Data Privacy Statement: This information may be used by your agency human resources representative, ADA Coordinator or designee, your agency legal counsel, or any other individual who is authorized by your agency to receive medical information for purposes of providing reasonable accommodations under the ADA and MHRA. This information is necessary to determine whether you have a disability as defined by the ADA or MHRA, and to determine whether any reasonable accommodation can be made. The provision of this information is strictly voluntary; however, if you refuse to provide it, your agency may refuse to provide a reasonable accommodation.

Questions to clarify accommodation requested.

1. What specific accommodation are you requesting?
2. If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore.
 - a. If yes, please explain.

Questions to document the reason for the accommodation request *(please attach additional pages if necessary).*

What, if any job function are you having difficulty performing?

State of Minnesota – Office of Higher Education
Reasonable Accommodation Request Form, Page 2

1. What, if any employment benefit are you having difficulty accessing?

2. What limitation as result of your physical or mental impairment is interfering with your ability to perform your job or access an employment benefit?

3. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job?

Information Pertaining to Medical Documentation

In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee has a disability covered by the ADA and to assist in identifying an effective accommodation.

The ADA Coordinator or designee in each agency is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee will be provided with the appropriate forms to submit to their medical provider. The employee has the responsibility to ensure that the medical provider follows through on requests for medical information.

This authorization does not cover, and the information to be disclosed should not contain, genetic information. "Genetic Information" includes: Information about an individual's genetic tests; information about genetic tests of an individual's family members; information about the manifestation of a disease or disorder in an individual's family members (family medical history); an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual; and genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.

OFFICE OF HIGHER EDUCATION
AFFIRMATIVE ACTION PLAN 2014-2016

Employee/Applicant Signature:	Date:
--------------------------------------	--------------

C. Agency Profile and Organizational Chart (page 43 - 44)
(Submitted electronically)

D. Underutilization Analysis Worksheets (page 45 – 48)
(Submitted electronically)

E. Separation Analysis by Protected Groups Worksheets (pages 49 – 52)
(Submitted electronically)

F. Other Relevant Agency Information, Policies, or Documents
(No other documents have been attached.)

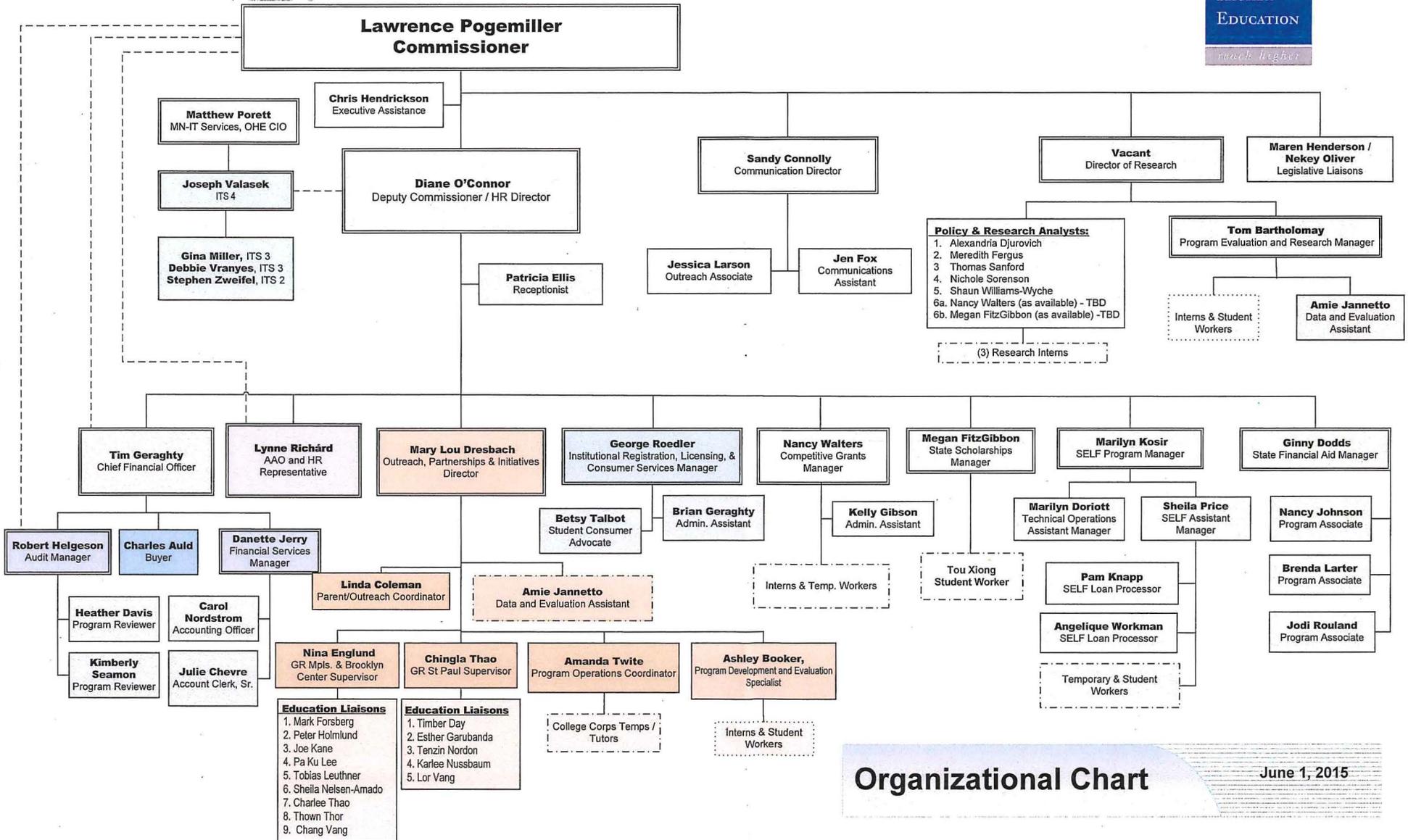
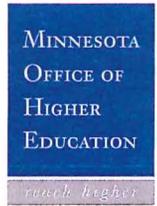
APPENDIX C

Agency Profile and Organizational Chart

Agency Profile:

The Minnesota Office of Higher Education is a cabinet-level state agency providing students with financial aid programs and information to help them gain access to postsecondary education. The agency also serves as the state's clearinghouse for data, research and analysis on postsecondary enrollment, financial aid, finance and trends.

The Minnesota State Grant Program is the largest financial aid program administered by the Office of Higher Education, awarding up to \$180 million in need-based grants to Minnesota residents attending eligible colleges, universities and career schools in Minnesota. The agency oversees other state scholarship programs, tuition reciprocity programs, a student loan program, Minnesota's 529 College Savings Plan, licensing and registration for private non-profit and career colleges, and an early college awareness program and initiatives for youth.



Organizational Chart June 1, 2015

APPENDIX D
Underutilization Analysis Worksheets

Minnesota Office of Higher Education

JOB CATEGORY AVAILABILITY/UTILIZATION/UNDERUTILIZATION ANALYSIS & ANNUAL GOALS

Worksheet for comparing incumbency to availability and setting goals to correct underutilization.

2014-2016

WOMEN									
Job Categories	Total Employees in Job Group	Total Number of Women in Group	% of Women in the Group	Availability %	Availability Number	AAP 2014-2016 Number Underutilized	AAP 2012-2014 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	20	14	70.00%	40.20%	8	-6	0	Same	0
Professionals	30	18	60.00%	55.70%	17	-1	1	Improved	1
Office/Clerical	11	9	81.82%	63.40%	7	-2	0	Same	0
Totals	61	41	67.21%						

MINORITIES									
Job Categories	Total Employees in Job Group	Total Number of Minorities in Group	% of Minorities in the Group	Availability %	Availability Number	AAP 2014-2016 Number Underutilized	AAP 2012-2014 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	20	4	20.00%	7.60%	2	-2	0	Same	0
Professionals	30	11	36.67%	10.60%	3	-8	0	Same	0
Office/Clerical	11	1	9.09%	10.50%	1	0	1	Improved	1
Totals	61	16	26.23%						

INDIVIDUALS WITH DISABILITIES									
Job Categories	Total Employees in Job Group	Total Number of Individ./ with Disabilities in Group	% of Individ. w/ Disabilities in the Group	Availability %	Availability Number	AAP 2014-2016 Number Underutilized	AAP 2012-2014 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	20	0	0.00%	7.00%	1	1	1	Improved	1
Professionals	30	2	6.67%	7.00%	2	0	1	Improved	2
Office/Clerical	11	0	0.00%	7.00%	1	1	1	Not Improved	0
Totals	61	2	3.28%						

Source: American Fact Finder, operated by the U.S. Census Bureau. Labor Statistics for women and minorities compiled from the American Community Survey (2006-2010), released in March of 2013. Statistics for individuals with disabilities are taken from OFCCP (Office of Federal Contract Compliance Programs) and are based upon data derived from the American Community Surveys (2006-2010).

6/3/2015

Minnesota Office of Higher Education

TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category: Professionals Job Group

A		ASSIGNED WEIGHT (%)
Internal Availability		9.09%
External Availability		90.91%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	9.09%	0.83%
External Availability	C	55.70%	50.64%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
	D	0.00%	0.00%
	E	10.60%	9.64%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
	F	0.00%	0.00%
	G	7.00%	6.36%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
51.46%	9.64%	6.36%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		Professional Job Group is considered a feeder group
External Availability		Minnesota Statewide census data

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Minnesota Office of Higher Education

TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category: Office and Clerical Job Group

A	ASSIGNED WEIGHT (%)
Internal Availability	0.00%
External Availability	100.00%
Total Assigned Weight (must equal 100%)	100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	0.00%	0.00%
External Availability	C	63.40%	63.40%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
	D	0.00%	0.00%
	E	10.50%	10.50%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
	F	0.00%	0.00%
	G	7.00%	7.00%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
63.40%	10.50%	7.00%

J	SOURCE OF INITIAL STATISTICS
Internal Availability	No feeder group for this job group.
External Availability	Minnesota Statewide census data

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

TOTAL SEPARATIONS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	8	72.73%	6	75.00%	5	62.50%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	1	9.09%	2	200.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	2	18.18%	2	100.00%	0	0.00%	0	0.00%
Total Separations	11	100.00%	10	90.91%	5	45.45%	0	0.00%

OFFICIALS/ADMINISTRATORS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	1	50.00%	1	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	1	50.00%	1	100.00%	1	100.00%	0	0.00%
Total Separations	2	100.00%	2	100.00%	1	50.00%	0	0.00%

Office of Higher Education

SEPARATION ANALYSIS for FY2012

Worksheet for conducting separation analysis of protected group members as total separations and in each job category.

PROFESSIONALS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	8	80.00%	5	62.50%	4	50.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	1	10.00%	1	100.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	1	10.00%	1	100.00%	0	0.00%	0	0.00%
Total Separations	10	100.00%	7	70.00%	4	40.00%	0	0.00%

OFFICE/CLERICAL								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	0	0.00%	0	0.00%	0	0.00%	0	0.00%

APPENDIX E

Separation Analysis by Protected Group Worksheets

Office of Higher Education

SEPARATION ANALYSIS for FY2013

Worksheet for conducting separation analysis of protected group members as total separations and in each job category.

TOTAL SEPARATIONS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	3	37.50%	1	33.33%	1	33.33%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	4	50.00%	2	50.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	1	12.50%	1	100.00%	0	0.00%	0	0.00%
Total Separations	8	100.00%	4	50.00%	1	12.50%	0	0.00%

OFFICIALS/ADMINISTRATORS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	1	100.00%	1	100.00%	0	0.00%	0	0.00%
Total Separations	1	100.00%	1	100.00%	0	0.00%	0	0.00%

Office of Higher Education

SEPARATION ANALYSIS for FY2013

Worksheet for conducting separation analysis of protected group members as total separations and in each job category.

PROFESSIONALS								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	3	50.00%	1	33.33%	1	33.33%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	3	50.00%	1	33.33%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	6	100.00%	2	33.33%	1	16.67%	0	0.00%

OFFICE/CLERICAL								
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	1	100.00%	1	100.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	1	100.00%	1	100.00%	0	0.00%	0	0.00%