
STATE OF MINNESOTA

MINNESOTA DEPARTMENT OF NATURAL RESOURCES

Affirmative Action Plan

August 2016 – August 2018

500 Lafayette Road
St. Paul, Minnesota 55155

This document can be made available upon request in alternative formats by contacting the
Minnesota DNR's Affirmative Action Office at 651-259-5016 or at
ADAdiversity.DNR@state.mn.us.

Table of Contents

I. EXECUTIVE SUMMARY	5
II. STATEMENT OF COMMITMENT	6
III. INDIVIDUALS RESPONSIBLE FOR DIRECTING/IMPLEMENTING THE AFFIRMATIVE ACTION PLAN	7
A. Commissioner	7
B. Affirmative Action Officer	8
C. Americans with Disabilities Act Coordinators	9
D. Human Resources Director	10
E. Directors, Managers, and Supervisors	11
F. All Employees.....	11
IV. COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN	12
A. Internal Methods of Communication.....	12
B. External Methods of Communication	13
V. STATEWIDE POLICY PROHIBITING DISCRIMINATION AND HARASSEMENT.....	13
A. Applicability	14
B. Responsibilities	14
C. Complaints	15
D. Definitions.....	15
VI. COMPLAINT PROCEDURE FOR PROCESSING COMPLAINTS FOR ALLEDGED DISCRIMINATION/HARASSMENT	18
A. Who May File.....	18
B. Employee Responsibility	19
C. Complaint Procedures:.....	19
D. Data Classification, Release and Retention.....	20
VII. REASONABLE ACCOMODATION POLICY.....	20
A. Applicability	21
B. Definitions.....	21
C. General Standards and Expectations	24
Individuals who may request a reasonable accommodation include.....	24
How to request a reasonable accommodation	24
Timing of the request.....	25
Form of the request	25

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

The interactive process 25

Agency responsibilities for processing the request 26

Analysis for processing requests 27

Obtaining medical documentation in connection with a request for reasonable accommodation 28

Confidentiality requirements 28

Approval of requests for reasonable accommodation 29

Funding for reasonable accommodations..... 30

Procedures for reassignment as a reasonable accommodation..... 30

Denial of requests for reasonable accommodation 30

Consideration of undue hardship..... 31

Determining direct threat 31

Appeals process in the event of denial 32

Information tracking and records retention..... 32

VIII. EVACUATION PROCEDURES FOR INDIVIDUALS WITH DISABILITIES..... 32

Evacuation Options 33

Evacuation Procedures for Individuals with Mobility, Hearing, and Visual Disabilities 34

Severe Weather Evacuation Options 35

IX. GOALS AND TIMETABLES 35

Availability: 36

Women: 37

Minorities:..... 37

Individuals with Disabilities:..... 38

X. AFFIRMATIVE ACTION PROGRAM OBJECTIVES 38

XI. . METHODS OF AUDITING, EVALUATING, AND REPORTING PROGRAM SUCCESS..... 41

A. Pre-Employment Review Procedure/Monitoring the Hiring Process 41

B. Pre-Review Procedure for Layoff Decisions 42

C. Other Methods of Program Evaluation 42

XII. . RECRUITMENT PLAN 43

A. Advertising Sources..... 43

B. Job and Community Fairs..... 45

C. College and University Recruitment Events 45

D. Recruitment for Individuals with Disabilities..... 46

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

E. Relationship Building and Outreach..... 48

F. Internships 49

G. Additional Recruitment Activities 49

XIII. . RETENTION PLAN 50

A. Individual(s) Responsible for the Agency’s Retention Program/Activities 50

B. Separation and Retention Analysis by Protected Groups 50

C. Methods of Retention of Protected Groups 52

APPENDIX 54

Complaint of Discrimination/Harassment Form 55

Employee/Applicant Request for ADA Reasonable Accommodation Form 57

Agency Profile and Organizational Chart 60

Underutilization Analysis Worksheets 62

Separation Analysis by Protected Groups Worksheets..... 72

I. EXECUTIVE SUMMARY

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

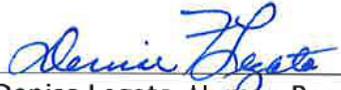
Table 1: UNDERUTILIZATION ANALYSIS OF PROTECTED GROUPS

Job Categories	Women	Racial/Ethnic Minorities	Individuals With Disabilities
Officials/Administrators			
Professionals	XX	XX	
Protected Services: Sworn	XX	XX	XX
Protected Services: Non-sworn	XX		
Office/Clerical/Paraprofessional		XX	
Technicians	XX	XX	XX
Skilled Craft			XX
Service Maintenance	XX	XX	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 is aware of The Minnesota Department of Natural Resources' commitments to affirmative action, equal employment opportunity, diversity, and inclusion. This plan will also be posted on the Agency's website and maintained in the Human Resources/Affirmative Action 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.


 Vikki Getchell, Affirmative Action Officer 10/10/16
Date Signed


 Denise Legato, Human Resources Director 10/10/16
Date Signed


 Tom Landwehr, Commissioner 10/06/16
Date Signed

II. STATEMENT OF COMMITMENT

As Commissioner and Deputy Commissioner of the Minnesota Department of Natural Resources (DNR), we reaffirm this Agency's commitment to Minnesota's statewide affirmative action efforts and to providing equal employment opportunity to applicants and employees in accordance with equal opportunity and affirmative action laws. The DNR values the diversity of its workforce and strives to provide a Culture of Respect for all DNR employees and others outside the organization.

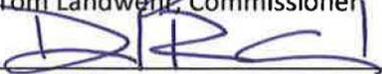
We affirm our personal and official support of these policies which provide that:

- No individual will be discriminated against in the terms and conditions of employment and personnel practices with regard to race, sex, color, creed, religion, age, national origin, disability, genetic information, marital status, familial status, status with regard to public assistance, sexual orientation (including gender identity and expression) or membership or activity in a local human rights commission.
- This Agency is committed to the implementation of the affirmative action policies and programs 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.

We are committed to the implementation of this Affirmative Action Plan and to providing an employment environment free of discrimination and harassment as prohibited by federal and state human rights laws. We strongly encourage all DNR employees to join in this commitment as we continue our mission of working with Minnesota's citizens to conserve and manage the state's natural resources, to provide outdoor recreation opportunities, and to provide for commercial uses of natural resources in a way that creates a sustainable quality of life.



Tom Landwehr, Commissioner



Dave Schad, Deputy Commissioner

10/8/16

Date Signed

10/5/2016

Date Signed

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

A. Commissioner

Tom Landwehr, Minnesota Department of Natural Resources

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 include, but are not limited to the following:

- Appoint an Affirmative Action Officer and include accountability for the administration of the Agency's Affirmative Action Plan in his or her position description;
- Take action, as needed, on complaints of discrimination and harassment;
- Ensure the Affirmative Action Plan is effectively communicated to all employees on an annual basis by issuing a statement affirming the Agency's commitment to affirmative action and equal employment opportunity;
- 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;
- Require Agency directors, managers, and supervisors to include responsibility statements for supporting affirmative action, equal opportunity, and diversity in their position descriptions and annual objectives; and
- Notify contractors and sub-contractors with this Agency of their affirmative action responsibilities and equal employment opportunity responsibilities.

Accountability:

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

B. Affirmative Action Officer

Vikki Getchell, Affirmative Action Officer

Responsibilities:

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

Duties:

The duties of the Affirmative Action Officer 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 training to directors, managers, supervisors, and staff regarding best practices and areas for improvement in recruitment, selection, and retention, progress on hiring goals, diversity in the workplace, reasonable accommodations, and other aspects of equal employment opportunity; and
- Serve as the Agency liaison with Minnesota Management and Budget's Office of Equal Opportunity and Diversity and with other enforcement agencies.

Accountability:

The Affirmative Action Officer is accountable to the Commissioner on affirmative action and equal employment opportunity policy issues and reports directly to the Deputy Commissioner on policy, administrative and operational matters pertaining to affirmative action and equal employment opportunity. The Affirmative Action Officer is also accountable for coordinating policy, administrative and operational matters with the Human Resources Director.

C. Americans with Disabilities Act Coordinators

Vikki Getchell, Title I Coordinator and Jason Peterson, Title II Coordinator

Responsibilities:

The Americans with Disabilities Act Coordinators are responsible for the oversight of the Agency's compliance with Title I – Employment and Title II – Public Services of 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 Coordinators include but are 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 reasonable modifications for members of the public accessing the Agency's services, programs or activities, and report reasonable accommodations and modifications annually to Minnesota Management and Budget.

Accountability:

The Americans with Disabilities Act Title I Coordinator is directly accountable to the Commissioner and Deputy Commissioner on Title I policy, administrative and operational

matters. The Americans with Disabilities Act Title II Coordinator is directly accountable to the Commissioner and the Facility Manager.

D. Human Resources Director

Denise Legato, 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;
- Review classifications, qualification requirements, and hiring processes to eliminate barriers and utilize hiring and selection criteria that are objective and job-related;
- Report on specific program objectives contained in the Affirmative Action Plan;
- 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, and diversity 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; and
- Make available to the Affirmative Action Officer and Americans with Disabilities Act Coordinator 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 Operations Service Division Director.

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;
- Include responsibility statements for supporting affirmative action, equal opportunity, and diversity in staff position descriptions and annual objectives;
- Provide a positive and inclusive work environment incorporating the DNR's Culture of Respect; and
- 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 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 include, but are not limited to the following:

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

- Adhere to the DNR's Culture of Respect and 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 (including gender identity and gender expression), or membership or activity in a local human rights commission.

Accountability:

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

IV. COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN

The following information describes the methods the DNR 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 DNR's 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.
- The Affirmative Action Plan will be electronically available to employees by accessing the Human Resources Diversity and Equal Opportunity page located on the DNR Intranet site at [Diversity and Equal Opportunity](http://intranet.dnr.state.mn.us/aad/index.html) or <http://intranet.dnr.state.mn.us/aad/index.html>.
- Print copies will be available to employees at the Agency's Affirmative Action Office or upon request by contacting the Affirmative Action Office. The Agency will also make the plan available in alternative formats when requested.
- Nondiscrimination and equal opportunity statements and posters will be prominently displayed and available in areas frequented and accessible to employees.
- During orientation, new employees will be informed of the Affirmative Action Plan and the name, telephone number and email address for the Affirmative Action Office.

B. External Methods of Communication

- The DNR's Affirmative Action Plan will be available on the agency's external website at [DNR Affirmative Action Plan](#) or <http://dnr.state.mn.us/aboutdnr/commissioner/index.html>.
- Print copies will be available to anyone upon request by contacting the Affirmative Action Office. The agency will also make the plan available in alternative formats when requested.
- The Agency will include the following statement on its employment publications: "The Minnesota Department of Natural Resources (DNR) is an equal opportunity, affirmative action, and veteran-friendly employer, and encourages all qualified candidates to apply for job opportunities. Persons with disabilities who need assistance may contact the DNR ADA Title I Coordinator at ADADiversity.DNR@state.mn.us or 651-259-5016."
- The Agency will include the following statement on its public programs and services publications: "The Minnesota DNR prohibits discrimination in its programs and services based on race, color, creed, religion, national origin, sex, public assistance status, age, sexual orientation or disability. Persons with disabilities may request reasonable modifications to access or participate in DNR programs and services by contacting the DNR ADA Title II Coordinator at info.DNR@state.mn.us or 651-259-5488."
- Nondiscrimination and equal opportunity statements and posters will be prominently displayed and available in areas frequented by and accessible to members of the public. Examples of posters displayed include the Americans with Disabilities Act Notice to the Public.

V. STATEWIDE POLICY PROHIBITING DISCRIMINATION AND HARASSMENT

The Minnesota Department of Natural Resources is committed to providing an inclusive working environment where discrimination and harassment will not be tolerated. All DNR employees are expected to treat fellow employees, customers and individuals outside of the Agency with dignity and respect. It is the policy of the State of Minnesota to prohibit discrimination and harassment in the workplace based on the protected classes of race, sex, color, creed, religion, age, national origin, disability, genetic information, marital status, familial status, status with regard to public assistance, sexual orientation (including gender identity and expression) or membership or activity in a local human rights commission is illegal and prohibited.

An employee who engages in, or causes others to engage in, discrimination or harassment is subject to serious disciplinary actions including but not limited to suspension, demotion, transfer, or termination. Additionally, an employee who retaliates against individuals who have reported discrimination or harassment or have participated as a witness in any investigation or

proceeding involving discrimination or harassment will also be subjected to serious disciplinary actions.

Inappropriate behaviors, such as disrespectful or unprofessional behaviors that are **not** based on a protected class status but are nonetheless disruptive and unprofessional, violate the State's Respectful Workplace Policy and the DNR's Culture of Respect. An employee who participates in inappropriate behaviors in the workplace is also subject to disciplinary actions.

A. Applicability

This policy applies to all DNR employees and includes applicants, interns, student workers and volunteers.

B. Responsibilities

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 Agency managers and supervisors are responsible for the enforcement of this policy which includes taking timely and appropriate action to address allegations of discrimination, harassment and retaliation. Supervisors must educate and inform their employees that discrimination, harassment (including sexual harassment), and retaliation are unacceptable behaviors and will not be tolerated.

The Affirmative Action Officer is expected to keep the DNR and its employees apprised of any changes in the law or its interpretation regarding discrimination and harassment. The Affirmative Action Officer 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 are addressed promptly and carefully through alternative dispute resolution or investigation.

C. Complaints

Any employee or applicant who believes that they have experienced discrimination or harassment may file a complaint of discrimination internally with any DNR supervisor, the Human Resources Director, a Human Resources Senior Investigator or the Affirmative Action Officer.

If an employee or applicant chooses, a complaint may be filed externally with the Minnesota Department of Human Rights (MDHR), the Equal Employment Opportunity Commission

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

(EEOC), or through other legal channels. These agencies have time limits for filing complaints so an employee or applicant should contact the Agency directly for specific filing information and requirements.

In extenuating circumstances, an employee may 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.

D. Definitions

Affirmative Action	A set of positive steps used by employers to promote equal employment opportunity and to eliminate discrimination. It includes expanded outreach, recruitment, mentoring, training, management development and other programs designed to help employers hire, retain and advance qualified workers from diverse backgrounds, including persons with disabilities. Affirmative action means goals and inclusion, not quotas or exclusion.
Affirmative Action Officer	The person designated by the Commissioner as having primary responsibility for developing, implementing and maintaining the Agency's Affirmative Action Plan.
Age	A protected class status under the Minnesota Human Rights Act that prohibits discrimination in employment against an individual if that person is the age of majority (18 years old) or older. Under federal law (ADEA), a person must be at least 40 years old to file a charge of age discrimination in employment.
Bona fide occupational qualifications (BFOQs)	Employment qualifications involving religion, sex, national origin and age that employers are allowed to consider when making decisions about hiring and retention of employees. An example of a bona fide occupational qualification is the mandatory retirement age for conservation officers.
Complainant	A person filing a complaint alleging discrimination or harassment pursuant to this policy.
Disability	"Disability" means any condition or characteristic that renders a person disabled. A person may be disabled if he or she: (1) has a physical or mental impairment which substantially limits one or more major life activities; or (2) has a record of such impairment; or (3) is regarded as having such impairment.

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

<p>Disrespectful/ Unprofessional Behavior</p>	<p>Behavior that is not based on protected class status and may include, but is not limited to:</p> <ul style="list-style-type: none"> (1) Exhibiting aggressive behaviors including shouting, abusive language, threats of violence, the use of obscenities or other non-verbal expressions of aggression. (2) Behavior that a reasonable person would find to be demeaning, humiliating or bullying. (3) Deliberately destroying, damaging or obstructing someone’s work performance, work product, tools or materials. (4) Knowingly making false complaints of disrespectful or unprofessional behavior. <p>Disrespectful or unprofessional behavior does not include the normal exercise of supervisory or managerial responsibilities such as performance reviews, work direction, performance management, and disciplinary action when they are conducted in a respectful, professional manner. Disagreements, misunderstandings, miscommunication or other conflict situations where the behavior remains professional and respectful are also not included.</p>
<p>Discrimination (Protected Class)</p>	<p>For purposes of this Affirmative Action Plan, discrimination is an act of treating an individual differently and unfairly in any term or condition of employment because of the individual’s race, sex, color, creed, religion, age, national origin, disability, genetic information, marital status, familial status, status with regard to public assistance, sexual orientation (including gender identity and expression) or membership or activity in a local human rights commission.</p> <p>Terms or conditions of employment include, but are not limited to, hiring, tenure, discharge, compensation, terms, upgrading, conditions, facilities, and privileges. This type of discrimination is illegal in the employment environment except when based on a bona fide occupational qualification.</p>

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

<p>Harassment (Protected Class)</p>	<p>Any unwelcomed behavior based on an individual’s protected class status that is personally offensive, and therefore may adversely affect morale and interfere with the individual’s ability to perform his or her job responsibilities. 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.”</p> <p>Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that aren't very serious, harassment based on protected class status is illegal when it is so severe or pervasive that it creates a hostile or offensive work environment or results in an adverse employment decision.</p> <p>Harassment based on an individual’s protected class may occur: (1) among peers or coworkers, (2) between managers and subordinates, or (3) between employees and members of the public.</p>
<p>Protected Class</p>	<p>A characteristic covered by state and/or federal anti-discrimination laws. For example, the Minnesota Human Rights Act (MHRA) includes race, sex, color, creed, religion, national origin, marital status, familial status, status with regard to public assistance, activity or membership in a local human rights commission, disability, sexual orientation and age as protected classes. Federal laws include many of these characteristics and the additional characteristic of genetic information. <i>Note:</i> See Definitions or http://mn.gov/mdhr/glossary.jsp for detailed protected class definitions.</p>
<p>Retaliation</p>	<p>Includes, but is not limited to, any form of coercion, intimidation, harassment or reprisal against a person who files a charge of discrimination or harassment, participates in an investigation, or opposes an unlawful employment practice.</p>
<p>Respondent</p>	<p>A person against whom a complaint has been filed.</p>
<p>Sex/Gender Discrimination</p>	<p>Unfair treatment based on a person's sex/gender. "Sex/gender" includes, but is not limited to, pregnancy, childbirth or disabilities related to childbirth. An unequal payment of wages between women and men performing substantially equal work in the same establishment is a form of sex/gender discrimination.</p>

Sexual Harassment	<p>A form of illegal harassment which 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:</p> <ol style="list-style-type: none"> (1) Submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of obtaining employment; or (2) Submission to or rejection of that conduct or communication by an individual is used as a factor in a 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. <p><i>Note:</i> Whether unwelcome attention of a sexual nature "substantially interferes" with a person's employment has been considered in hundreds of court decisions. Generally, isolated remarks, occasional profanity or crude language do not rise to the level of sexual harassment even though they are unpleasant. Behavior that is persistent and pervasive may alter the conditions of employment by creating a hostile environment. In addition, a single isolated incident, depending on its nature and severity, may constitute sexual harassment.</p>
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VI. COMPLAINT PROCEDURE FOR PROCESSING COMPLAINTS FOR ALLEGED DISCRIMINATION/HARASSMENT

The Department of Natural Resources has established the following internal complaint procedure for resolving violations of the Agency's policy prohibiting discrimination and harassment. Employees and applicants are encouraged to use this internal process.

A. Who May File

Any DNR employee or applicant who believes, in good faith, that they have been discriminated against or harassed because of race, sex, color, creed, religion, age, national origin, disability, genetic information, marital status, familial status, status with regard to public assistance, sexual orientation (including gender identity and expression) or membership or activity in a local human rights commission may file a complaint.

If, at any time during the complaint process, it is established that a complainant made a false report in bad faith, disciplinary actions may be taken against the complainant.

B. Employee Responsibility

Employees must respond promptly to information requests from the Human Resources Director, a Human Resources Senior Investigator or the Affirmative Action Officer for the purpose of carrying out responsibilities under this complaint procedure.

C. Complaint Procedures:

1. DNR employees or applicants are encouraged to report discrimination or harassment complaints by completing the “Discrimination/Harassment Complaint Form” attached to this plan or located on the DNR Intranet Human Resources Forms site. The Affirmative Action Officer, if requested, may provide assistance in filling out the complaint form.

2. The complaint form may be submitted to any DNR supervisor, the Human Resources Director, a Human Resources Senior Investigator or the Affirmative Action Officer. The recipient of the complaint will notify the Human Resources Director that a complaint has been filed. If the complaint involves the Human Resources Director, a Human Resources Senior Investigator or the Affirmative Action Officer, the complaint may be submitted to the Division Director of Operations Support or the Deputy Commissioner. Requirements or procedures identified in applicable collective bargaining agreements will be addressed as part of the notification, investigation, findings and resolution process.

3. The Human Resources Director, in consultation with a Human Resources Senior Investigator or the Affirmative Action Officer, will determine if the complaint will proceed and the appropriate resolution process.
 - If the complaint does not involve protected class discrimination or harassment, the complainant will be notified so the complainant may pursue other resolution processes that address general harassment or other personnel concerns.

 - If the complaint involves protected class discrimination or harassment and an investigation is used to resolve the complaint, the Human Resources Director, a Human Resources Senior Investigator or the Affirmative Action Officer will conduct the investigation and will notify the complainant and the person against whom the complaint was filed (hereafter referred to as a respondent) in writing, within sixty (60) days after the complaint was filed, that the investigation is completed. A written report of investigation will be submitted to the Human Resources Director who will review the findings with the Affirmative Action Officer and other personnel who have a business need to know. After the report is reviewed, remedial, corrective or disciplinary action, if applicable, will be taken as provided for by this policy, by collective bargaining agreements and by other employment policies, procedures or guidelines.

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

- If the complaint involves protected class discrimination or harassment and an alternative dispute resolution (ADR) process is used to address the complaint, there are two possible outcomes. If the ADR process results in a resolution agreement between the complainant and the respondent, the agreement will be provided to the parties, in writing, within sixty (60) days after the complaint was filed. If an agreement is not reached, a written response will be provided to the complainant within sixty (60) days after the complaint was filed documenting the use of alternative dispute resolution procedures so that the complainant may pursue other resolution processes.
- 4. If extenuating circumstances prevent completion of an investigation or alternative dispute resolution procedures within sixty (60) days after the complaint was filed, the complainant will be notified.
- 5. Disposition of the complaint will be filed with the Commissioner of Minnesota Management and Budget within thirty (30) days after the final determination.

D. Data Classification, Release and Retention

All records associated with a complaint will be considered investigative data under the Minnesota Government Data Practices Act (MGDPA). The Department will maintain the privacy of information consistent with MGDPA requirements and will disseminate data only if, and as permitted by, the MGDPA.

When allegations of sexual or other types of harassment are made against an employee, the employee will not have access to the data that would identify the complainant or other witnesses if the responsible authority determines that the employee's access to that data would (1) threaten the personal safety of the complainant or a witness; or (2) subject the complainant or witness to harassment.

If a disciplinary proceeding is initiated against the employee, data on the complainant or other witnesses will be available to the employee as may be necessary for the employee to prepare for the proceeding.

The Affirmative Action Officer or the Human Resources Senior Investigator will maintain records of all complaints and any pertinent information or data for three (3) years after the case is closed.

VII. REASONABLE ACCOMODATION POLICY

The Minnesota Department of Natural Resources is committed to the fair and equal employment of individuals with disabilities. While many individuals with disabilities can work

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

without accommodation, other qualified employees and applicants face barriers to employment without the reasonable accommodation process. In accordance with Title I of the Americans with Disabilities Act, the Minnesota Human Rights Act, and the Minnesota ADA Reasonable Accommodation Policy (HR/LR Policy #1433), the DNR will provide reasonable accommodations to qualified applicants and employees unless doing so would cause an undue hardship or pose a direct threat. Reasonable accommodation will be provided when:

- A qualified applicant with a disability needs an accommodation to have an equal opportunity to compete for a job;
- A qualified employee with a disability needs an accommodation to perform the essential functions of the employee’s job; and
- A qualified employee with a disability needs an accommodation to enjoy equal access to benefits and privileges of employment (e.g., trainings, services, Agency sponsored events).

A. Applicability

This policy applies to all DNR employees and includes applicants, interns and student workers.

B. Definitions

ADA Coordinator	Each agency is required to appoint an ADA Coordinator who is responsible for directing, coordinating and ensuring the agency’s compliance with Title I of the ADA.
Applicant	An individual who expresses interest in employment and satisfies the minimum qualifications and requirements for application established by the job posting.
Direct Threat	A significant risk of substantial harm to the health or safety of an individual with a disability or others that cannot be eliminated or reduced by reasonable accommodation. The determination of whether an individual poses a “direct threat” will be based on an assessment of the individual’s present ability to safely perform the essential functions of the job.

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

Essential Functions	<p>The fundamental job duties of an employment position that an individual with a disability holds or desires. The term “essential functions” does not include the marginal functions of the position. A function may be essential if:</p> <ul style="list-style-type: none"> • the job exists specifically to perform that function; • there are a limited number of other employees who could perform the function; or • the function is specialized and the individual is hired based on the employee’s expertise.
Interactive Process	<p>An informal discussion between an employer and an individual with a disability to identify the precise limitations resulting from the disability and potential reasonable accommodations that would overcome the identified limitations. To be interactive, both sides must communicate and exchange information.</p>
Individual with a Disability	<p>An individual who:</p> <ul style="list-style-type: none"> • has a physical, sensory, or mental impairment that substantially limits one or more major life activities; or • has a record or history of such impairment; or • is regarded as having such impairment. <p><i>NOTE: For purposes of determining eligibility for reasonable accommodation, an individual with a disability does not include the “is regarded as having such an impairment” condition.</i></p>
Qualified Individual with a Disability	<p>An individual with a disability who:</p> <ul style="list-style-type: none"> • satisfies the requisite skill, experience, education and other job-related requirements of the employment position such individual holds or desires; and • can perform the essential functions of the position with or without reasonable accommodation. <p>The ADA prohibits discrimination against a qualified individual with a disability in terms, conditions and privileges of employment.</p>
Major Life Activities	<p>Major life activities include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working.</p> <p>Major life activities also include the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.</p>

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

<p>Medical Documentation</p>	<p>Information from the requestor’s treating provider which is sufficient to enable the employer to determine whether an individual has a disability and whether and what type of reasonable accommodation is needed when the disability or the need for accommodation is not obvious. Medical documentation can be requested using the DNR’s Letter and Medical Inquiry Requesting Documentation for Determining ADA Eligibility Form.</p>
<p>Reasonable Accommodation</p>	<p>An adjustment or alteration that enables a qualified individual with a disability to apply for a job, perform job duties, or enjoy the benefits and privileges of employment. Reasonable accommodation may include:</p> <ul style="list-style-type: none"> • Modifications or adjustments to a job application process to permit a qualified individual with a disability to be considered for a job; or • Modifications or adjustments to enable a qualified individual with a disability to perform the essential functions of the job; or • Modifications or adjustments that enable qualified employees with disabilities to enjoy equal benefits and privileges of employment. <p>Modifications or adjustments may include, but are not limited to:</p> <ul style="list-style-type: none"> • Providing materials in alternative formats like large print or Braille; • Providing assistive technology, including information technology and communications equipment, or specially designed furniture; • Modifying work schedules or supervisory methods; • Granting breaks or providing leave; • Altering how or when job duties are performed; • Removing and/or substituting a marginal function; • Moving to a different office space; • Providing telework; • Making changes in workplace policies; • Providing a reader or other staff assistant to enable employees to perform their job functions, where a reasonable accommodation cannot be provided by current staff; • Removing an architectural barrier, including reconfiguring work spaces; • Providing accessible parking; or • Providing a reassignment to a vacant position.
<p>Reassignment</p>	<p>Reassignment to a vacant position for which an employee is qualified is a “last resort” form of a reasonable accommodation. This type of accommodation must be provided to an employee, who, because of a disability, can no longer perform the essential functions of the position, with or without reasonable accommodation, unless the employer can show that it will be an undue hardship.</p>

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

Support Person	Any person an individual with a disability identifies to help during the reasonable accommodation process in terms of filling out paperwork, attending meetings during the interactive process to take notes or ask clarifying questions, or to provide emotional support.
Undue Hardship	A specific reasonable accommodation would require significant difficulty or expense. Undue hardship is always determined on a case-by-case basis considering factors that include the nature and cost of the accommodation requested and the impact of the accommodation on the operations of the agency. A state agency is not required to provide accommodations that would impose an undue hardship on the operation of the agency.

C. General Standards and Expectations

Individuals who may request a reasonable accommodation include:

- Any qualified applicant with a disability who needs assistance with the job application procedure or the interview or selection process; or
- Any qualified Agency employee with a disability who needs a reasonable accommodation to perform the essential functions of the position; or
- A third party, such as a family member, friend, health professional or other representative, on behalf of a qualified applicant or employee with a disability, when the applicant or employee is unable to make the request for reasonable accommodation. When possible, the Agency must contact the applicant or employee to confirm that the accommodation is wanted. The applicant or employee has the discretion to accept or reject the proposed accommodation.

The Agency must abide by the [Minnesota Government Data Practices Act, Chapter 13](#), in obtaining or sharing information related to accommodation requests.

How to request a reasonable accommodation

An Agency applicant or employee may make a reasonable accommodation request to any or all of the following:

- Immediate supervisor or manager in the employee’s chain of command;
- DNR’s Affirmative Action Officer/Designee;
- DNR’s ADA Coordinator;
- DNR’s Human Resources Office;

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

- Any DNR official with whom the applicant has contact during the application, interview and/or selection process.

Timing of the request

An applicant or employee may request a reasonable accommodation at any time even if the individual has not previously disclosed the existence of a disability or the need for an accommodation. A request is any communication in which an individual asks or states that he or she needs the Agency to provide or change something because of a medical condition.

The reasonable accommodation process begins as soon as possible after the request for accommodation is made.

Form of the request

The applicant or employee is responsible for requesting a reasonable accommodation or providing sufficient notice to the Agency that an accommodation is needed.

An initial request for accommodation may be made in any manner (e.g., writing, electronically, in person or orally).

The individual requesting an accommodation does not have to use any special words and does not have to mention the ADA or use the phrase "reasonable accommodation" or "disability."

Oral requests must be documented in writing to ensure efficient processing of requests.

Agency request forms can be found at [ADA - Employee Request Form](#) or at <http://intranet.dnr.state.mn.us/hr/forms/index.html>.

When a supervisor or manager observes or receives information indicating that an employee is experiencing difficulty performing the job due to a medical condition or disability, further inquiry may be required. Supervisors or managers should consult with the Agency ADA Coordinator for advice on how to proceed.

When an employee needs the same reasonable accommodation on a repeated basis (e.g., the assistance of a sign language interpreter), a written request for accommodation is required the first time only. However, the employee requesting an accommodation must give appropriate advance notice each subsequent time the accommodation is needed. If the accommodation is needed on a regular basis (e.g., a weekly staff meeting), the Agency must make appropriate arrangements without requiring a request in advance of each occasion.

The interactive process

Communication is a priority and encouraged throughout the entire reasonable accommodation process. The interactive process is a collaborative process between the employee and/or

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

applicant and the Agency to explore and identify specific reasonable accommodation(s). (For information on the Interactive Process see the U.S. Department of Labor, Job Accommodation Network at ASKJAN.org or at <http://askjan.org/topics/interactive.htm>. This process is required when:

- The need for a reasonable accommodation is not obvious;
- The specific limitation, problem or barrier is unclear;
- An effective reasonable accommodation is not obvious;
- The parties are considering different forms of reasonable accommodation;
- The medical condition changes or fluctuates; or,
- There are questions about the reasonableness of the requested accommodation.

The interactive process should begin as soon as possible after a request for reasonable accommodation is made or the need for accommodation becomes known.

The process should ensure a full exchange of relevant information and communication between the individual and the Agency ADA Coordinator or designee. An individual may request that a union representative or support person be present.

The Agency ADA Coordinator will be consulted when:

- Issues, conflicts or questions arise in the interactive process;
- Prior to granting a request for accommodation; or
- Prior to denying a request for accommodation.

Agency responsibilities for processing the request

As the first step in processing a request for reasonable accommodation, the person who receives the request must promptly forward the request to the ADA Coordinator or designee and notify the requestor that the request has been forwarded.

Commissioner

The Commissioner has the ultimate responsibility to ensure compliance with the ADA and this policy and appoint an ADA Coordinator.

ADA Coordinator

The Agency ADA Coordinator is the Agency's decision maker for reasonable accommodation requests and will collaborate with supervisors and managers for requests that fall under the scope of their authority. The Agency ADA Coordinator will work with the supervisor and manager, and where necessary, with Human Resources, to implement the approved reasonable accommodation.

Supervisors and Managers

Agencies have the authority to designate the level of management approval needed for reasonable accommodation requests for low-cost purchases. For example:

- Requests for standard office equipment that is needed as a reasonable accommodation and adaptive items costing less than \$100; and
- Requests for a change in a condition of employment such as modified duties, or a change in schedule, or the location and size of an employee's workspace will be forwarded to the Agency ADA coordinator.

Analysis for processing requests

Before approving or denying a request for accommodation, the Agency ADA Coordinator will work collaboratively with the requestor and the appropriate supervisor or manager to:

1. Determine if the requestor is a qualified individual with a disability;
2. Determine if the accommodation is needed to:
 - Enable a qualified applicant with a disability to be considered for the position the individual desires;
 - Enable a qualified employee with a disability to perform the essential functions of the position; or
 - Enable a qualified employee with a disability to enjoy equal benefits or privileges of employment as similarly situated employees without disabilities;
3. Determine whether the requested accommodation is reasonable;
4. Determine whether there is a reasonable accommodation that will be effective for the requestor and the Agency; and
5. Determine whether the reasonable accommodation will impose an undue hardship on the Agency's operations.

An employee's accommodation preference is always seriously considered, but the Agency is not obligated to provide the requestor's accommodation of choice, so long as it offers an effective alternative accommodation, or determines that accommodation would cause an undue hardship.

Obtaining medical documentation in connection with a request for reasonable accommodation

In some cases, the disability and need for accommodation will be reasonably evident or already known, for example, where an employee is blind. In these cases, the Agency will not seek further medical documentation. If a requestor's disability and/or need for reasonable accommodation are not obvious or already known, the Agency ADA Coordinator may require medical information showing that the requestor has a covered disability that requires accommodation. The Agency ADA Coordinator may request medical information in certain other circumstances. For example when:

- The information submitted by the requestor is insufficient to document the disability or the need for the accommodation;
- A question exists as to whether an individual is able to perform the essential functions of the position, with or without reasonable accommodation; or
- A question exists as to whether the employee will pose a direct threat to himself/herself or others.

Where medical documentation is necessary, the Agency ADA Coordinator must make the request and use the [Letter and Medical Inquiry Requesting Documentation for Determining ADA Eligibility Form](#). The Agency ADA Coordinator must also obtain the requestor's completed and signed [Authorization for Release of Medical Information](#).

Only medical documentation specifically related to the employee's request for accommodation and ability to perform the essential functions of the position will be requested. When medical documentation or information is appropriately requested, an employee must provide it in a timely manner, or the Agency may deny the reasonable accommodation request. Agencies must not request medical records; medical records are not appropriate documentation and cannot be accepted. **Supervisors and managers *must not* request medical information or documentation from an applicant or employee seeking an accommodation.** Such a request will be made by the Agency ADA Coordinator, if appropriate.

Confidentiality requirements

Medical Information

Medical information obtained in connection with the reasonable accommodation process must be kept confidential. All medical information obtained in connection with such requests must be collected and maintained on separate forms and in separate physical or electronic files from non-medical personnel files and records. Electronic copies of medical information obtained in connection with the reasonable accommodation process must be stored so that access is limited to only the Agency ADA Coordinator. Physical copies of such medical information must be

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

stored in a locked cabinet or office when not in use or unattended. Generally, medical documentation obtained in connection with the reasonable accommodation process should only be reviewed by the Agency ADA Coordinator.

The Agency ADA Coordinator may disclose medical information obtained in connection with the reasonable accommodation process to the following:

- Supervisors, managers or Agency HR staff who have a need to know may be told about the necessary work restrictions and about the accommodations necessary to perform the employee's duties. However, information about the employee's medical condition should only be disclosed if strictly necessary, such as for safety reasons;
- First aid and safety personnel may be informed, when appropriate, if the employee may require emergency treatment or assistance in an emergency evacuation;
- To consult with the State ADA Coordinator or Employment Law Counsel at MMB, or the Attorney General's Office about accommodation requests, denial of accommodation requests or purchasing of specific assistive technology or other resources; or
- Government officials assigned to investigate Agency compliance with the ADA.

Whenever medical information is appropriately disclosed as described above, the recipients of the information must comply with all confidentiality requirements.

Accommodation Information

The fact that an individual is receiving an accommodation because of a disability is confidential and may only be shared with those individuals who have a need to know for purposes of implementing the accommodation, such as the requestor's supervisor and the Agency ADA Coordinator.

General Information

General summary information regarding an employee's or applicant's status as an individual with a disability may be collected by Agency equal opportunity officials to maintain records and evaluate and report on the Agency's performance in hiring, retention, and processing reasonable accommodation requests.

Approval of requests for reasonable accommodation

As soon as the ADA Coordinator and the appropriate supervisor and/or manager determine that a reasonable accommodation will be provided, the ADA Coordinator will process the request and provide the reasonable accommodation in as short of a timeframe as possible. The time necessary to process a request will depend on the nature of the accommodation requested and whether it is necessary to obtain supporting information. If an approved accommodation

cannot be provided within a reasonable time, the ADA coordinator will inform the requestor of the status of the request before the end of 30 days. Where feasible, if there is a delay in providing the request, temporary measures will be taken to provide assistance.

Once approved, the reasonable accommodation should be documented for record keeping purposes and the records maintained by the Agency ADA Coordinator.

Funding for reasonable accommodations

Funding must be approved and provided by the appropriate supervisor or manager in the Agency division where the requestor made his/her request for accommodation.

Procedures for reassignment as a reasonable accommodation

Reassignment to a vacant position is an accommodation that must be considered if there are no effective reasonable accommodations that would enable the employee to perform the essential functions of his/her current job, or if all other reasonable accommodations would impose an undue hardship.

The Agency ADA Coordinator will work with the Agency Human Resources staff and the requestor to identify appropriate vacant positions within the Agency for which the employee may be qualified and can perform the essential functions of the vacant position, with or without reasonable accommodation. Vacant positions which are equivalent to the employee's current job in terms of pay, status, and other relevant factors will be considered first. If there are none, the Agency will consider vacant lower level positions for which the individual is qualified. The EEOC recommends that the Agency consider positions that are currently vacant or will be coming open within at least the next 60 days.

Denial of requests for reasonable accommodation

The Agency ADA Coordinator must be contacted for assistance and guidance prior to denying any request for reasonable accommodation. The Agency may deny a request for reasonable accommodation where:

- The individual is not a qualified individual with a disability;
- The reasonable accommodation results in undue hardship or the individual poses a direct threat to the individual or others. Undue hardship and direct threat are determined on a case-by-case basis with guidance from the Agency ADA Coordinator; or
- Where no reasonable accommodation, including reassignment to a vacant position, will enable the employee to perform all the essential functions of the job.

The explanation for denial must be provided to the requestor in writing. The explanation should be written in plain language and clearly state the specific reasons for denial. Where the ADA Coordinator, working collaboratively with the appropriate hiring supervisor or manager, has denied a specific requested accommodation, but has offered a different accommodation in its place, the decision letter should explain both the reasons for denying the accommodation requested and the reasons that the accommodation being offered will be effective.

Consideration of undue hardship

An interactive process must occur prior to the Agency making a determination of undue hardship. Determination of undue hardship is made on a case-by-case basis by the Agency's ADA Coordinator. In determining whether granting a reasonable accommodation will cause an undue hardship, factors to be considered include the nature and cost of the accommodation in relationship to the size and resources of the Agency and the impact the accommodation will have on the operations of the Agency.

Reasonable accommodations may be denied based upon an undue hardship. Prior to denying reasonable accommodation requests due to lack of financial resources, the Agency will consult with the State ADA Coordinator at MMB.

Determining direct threat

The determination that an individual poses a "direct threat," (i.e., a significant risk of substantial harm to the health or safety of the individual or others) which cannot be eliminated or reduced by a reasonable accommodation, must be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job with or without reasonable accommodation. A determination that an individual poses a direct threat cannot be based on fears, misconceptions, or stereotypes about the individual's disability. Instead, the Agency must make a reasonable medical judgment, relying on the most current medical knowledge and the best available objective evidence.

In determining whether an individual poses a direct threat, the factors to be considered include:

- Duration of the risk;
- Nature and severity of the potential harm;
- Likelihood that the potential harm will occur; and
- Imminence of the potential harm.

Appeals process in the event of denial

In addition to providing the reasons for denial of a request for reasonable accommodation, agencies must designate a process for review when an applicant or employee chooses to appeal the denial of a reasonable accommodation request.

At the DNR, an applicant or employee who is denied a request for reasonable accommodation may file an appeal with the Deputy Commissioner, within sixty (60) days from the date of the denial, for a final decision on the accommodation request.

If the applicant or employee believes the denial decision was based on discriminatory reasons, the applicant or employee may file a complaint internally through the DNR's internal complaint process as outlined in this plan or with the Minnesota Department of Human Rights (MDHR). The time line for filing a discrimination complaint with MDHR is one (1) year from the date of the discriminatory incident.

Information tracking and records retention

Agencies must track reasonable accommodations requested and report once a year by September 1st to MMB the number and types of accommodations requested, approved, denied and other relevant information.

Agencies must retain reasonable accommodation documentation according to the Agency's document retention schedule, but in all cases for at least one year from the date the record is made or the personnel action involved is taken, whichever occurs later. 29 C.F.R. § 1602.14.

VIII. EVACUATION PROCEDURES FOR INDIVIDUALS WITH DISABILITIES

A copy of the DNR's Central Office weather and emergency evacuation plans can be found at [Central Office Emergency Preparedness](http://intranet.dnr.state.mn.us/central_office/emergency.html) or http://intranet.dnr.state.mn.us/central_office/emergency.html and emergency plans for other DNR sites can be found at [DNR Site Emergency Plans](http://intranet.dnr.state.mn.us/safety/emp/plans.html) or <http://intranet.dnr.state.mn.us/safety/emp/plans.html>.

Knowledge and preparation by all employees are 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 including individuals with disabilities or individuals with mobility impairments who will need assistance during an evacuation. The DNR Emergency Manager, the Safety Committee and the Americans with Disabilities Act Coordinator will continue to develop plans and consult appropriate building and safety personnel.

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

Directors, managers, and supervisors should review emergency evacuation procedures with staff. Although self-disclosure of a disability is strictly voluntary, individuals with disabilities or mobility impairments who may need additional assistance during an evacuation are encouraged to provide this information to any of the following staff members who will then coordinate the individual's request for assistance with a designated mobility attendant.

Melissa Warhol, Safety & Risk Mgmt. Sup., 651-259-5471, Melissa.M.Warhol@state.mn.us
David Palet, Safety Admin. (Regions 1 & 2), 218-328-8964, David.Palet@state.mn.us
Joni-Lynn Akerson, Safety Admin. (Regions 3 & 4), 651-245-9172, Joni.Akerson@state.mn.us
Vikki Getchell, Affirmative Action Officer, 651-259-5016

Individuals with disabilities or mobility impairments may also choose to implement their own "buddy system" to be used during an evacuation.

- A buddy system involves employees working in teams so they can locate and assist each other in an emergency. The individual with a disability or mobility impairment should identify two or three persons who would be available to provide evacuation assistance and explain to these "buddies" the specific type of assistance that may be needed during an evacuation. A trained buddy is then responsible for providing the appropriate level of assistance.
- During an actual evacuation, it is still important for the buddy to first ask the individual with a disability or mobility impairment what type of help they require before attempting any assistance.
- The buddy should also ask if there are any special considerations or if there are any special assistive devices that need to stay with the individual. Assistive devices such as orthotic devices, glasses and hearing aids should not be separated from the individual.
- The buddy should be cognizant that equipment used by an individual with a disability or mobility impairment may not be working after an emergency occurs or may have limited effectiveness in an emergency situation. This may alter the level of assistance required.
- Service animals may be temporarily confused in an emergency and may not be able to provide the level of assistance they would normally be able to, necessitating a greater level of assistance from the buddy.

By planning and providing assistance information to a mobility attendant or a buddy, individuals with disabilities and mobility impairments will help facilitate safe evacuation procedures in the event of an actual emergency situation.

Evacuation Options

Individuals with disabilities or mobility impairments have four basic evacuation options (Note: Not all of the options may apply to your facility depending on the location, building type, and type of equipment available for evacuations):

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

- Horizontal evacuation: Using building exits to the outside ground level or to unaffected wings of multi-building complexes;
- Stairway evacuation: Using steps to reach ground level exits from building;
- 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; and/or
- Shelter in place: *As a last resort and if danger is not 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 also may be more appropriate for an individual who is alone when an alarm sounds.

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

In addition to making requests for assistance during an evacuation, individuals with mobility, hearing and visual 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 a mobility attendant when an evacuation alarm sounds. The emergency coordination 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 an alarm and flash strobe lights. The strobe lights are for individuals who are deaf or have other hearing impairments. 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 an 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

Individuals with disabilities or mobility impairments who are in need of assistance during a severe weather 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.

IX. GOALS AND TIMETABLES

The DNR continues to strive for increased diversity within its employee populations and will make good faith efforts to better reflect Minnesota's changing demographics and labor force availability.

The DNR's utilization analysis was conducted using 2010 Minnesota Statewide Labor Force Availability census data because DNR worksite locations are spread throughout the state and are located in 64 of Minnesota's 87 counties.

Other factors were then weighed to determine hiring goals and timeframes including the number of vacancies that could reasonably be expected based on the DNR's historical job posting data. According to Human Resources Employment Services, the DNR hired for 718 positions in FY2015 and 751 positions in FY2016. Another factor taken into consideration was the Agency's anticipated expansion and growth.

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

Table 2. Underutilization Analysis and Hiring Goals for 2016-2018

The second, third, and fourth columns of this chart show the number of underutilized individuals of each group in each category at this agency. The fifth, sixth, and seventh columns show the DNR’s hiring goals for each group in each category. Because of the Agency’s strong commitment to building a diverse and inclusive workforce, hiring goals have also been established for some job categories that do not have an underutilization of protected individuals.

Underutilization - # of Individuals

Hiring Goals for 2016-2018

Job Categories	Women	Racial/ Ethnic Minorities	Individuals With Disabilities	Women	Racial/ Ethnic Minorities	Individuals With Disabilities
Officials/Administrators	0	0	0	1	1	0
Professionals	78	25	0	14	7	2
Protected Services: Sworn	11	7	9	2	2	1
Protected Services: Non-sworn	2	0	0	1	0	0
Office/Clerical/Paraprofessional	0	7	0	0	3	0
Technicians	39	8	8	4	2	1
Skilled Craft	0	0	1	0	0	1
Service Maintenance	7	32	22	2	3	2

Availability:

The DNR determined the recruitment area to be statewide for all job categories because the Agency’s workforce is comprised of employees working in numerous worksite locations across the state. In conducting its underutilization analysis, the Agency used the two-factor analysis to better evaluate and establish more accurate hiring goals because the Agency uses both internal and external sources for hiring employees into designated job groups.

The two-factor analysis first uses the percentages of females, minorities and individuals with disabilities who were promoted, transferred or moved within the Agency. The second factor then looks at the percentages of women, minorities and individuals with disabilities who possess the requisite skills and reside in the statewide geographical area from which the DNR recruits.

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

Underutilization Analysis worksheets are attached in the appendix. Numbers less than 10 are indicated with “<10” in accordance with Minnesota Management and Budget’s guidance on data privacy.

Women:

The DNR’s population of women has improved in the Officials and Administrators, Professionals, Protected Services and the Service Maintenance job categories. The Professional category is the largest EEO-4 category at the DNR and represents over 45% of the total employee workforce. The increases are due to targeted recruiting practices and women gaining experience within the Agency that has led to internal promotions. The population of women in the Skilled Craft and Office/Clerical/Paraprofessional categories stayed the same with no underutilization. The Skilled Craft category accounts for less than 1% of the total DNR employee population. Female representation in the Technician category has not improved. Technician positions are generally STEM-related entry-level jobs at the DNR. Additional recruiting and hiring emphasis will be placed on these positions throughout the Agency.

In addition, the DNR will engage in additional targeted outreach and recruiting efforts to increase female candidates. These efforts will include seeking out new recruiting sources and the use of the State Executive Recruiter for our Professional positions.

Minorities:

The DNR’s racial and ethnic minority population has improved in the Officials and Administrators, Professional, Protected Services, and Service Maintenance job categories but has not improved in the Office/Clerical/Paraprofessional and Technician categories. The Skilled Craft category has remained the same. Most notably, the DNR increased the representation of racial and ethnic minorities by almost 3% in the Protected Service – Sworn category through the use of strategic and targeted recruitment efforts. Increasing the Agency’s total population of racial and ethnic minority employees is, and will be, a major focus area for improvement.

To meet its 2016-2018 goals, the Agency will engage in additional targeted outreach and recruiting efforts to increase racial and ethnic minority candidates. These efforts will include developing new recruitment materials with an emphasis on diversity and the use of the State Executive Recruiter.

Despite changing demographics, the nation has not seen an increase in the diversity of its STEM workforce for the past decade. The DNR will also continue to take innovative steps to increase the diversity of its workforce and, as detailed in the program objectives, will develop two

comprehensive internship/mentorship programs designed to promote STEM educations and careers with an environmental/natural resources focus.

Individuals with Disabilities:

The Agency’s total population of individuals with disabilities has significantly increased over the past two years and has stayed the same or improved in all job categories except the Technician category. This improvement was due to increased disability education and awareness, a self-identification request, an improved reasonable accommodation process and the establishment of partnerships and programs with organizations that serve individuals with disabilities. The DNR’s partnership with DEED’s Vocational Rehabilitation Services has significantly contributed to the interviewing and hiring of individuals with disabilities.

To meet its 2016-2018 goals, the Agency will continue its outreach efforts to affirmatively hire individuals with disabilities. The Agency will also continue to provide reasonable accommodations for all qualified applicants and employees with disabilities when requested.

X. AFFIRMATIVE ACTION PROGRAM OBJECTIVES

In pursuing the Agency’s commitment to affirmative action, the DNR will take the following actions during 2016-2018:

1. Training
2. Hiring (Including a focus on internships)
3. Outreach, Recruiting, and Organizational Partnerships
4. Accessibility

Objective #1: Develop and implement diversity and inclusion TRAINING to foster a respectful and inclusive workplace environment.

Action Steps:

1. Work jointly with the Training Department to develop an online, interactive diversity training module for all DNR employees.
2. Work jointly with Human Resources to ensure affirmative action, equal employment opportunity and Americans with Disabilities Act (ADA) training is incorporated into employee training opportunities such as New Supervisor Orientation training and New Employee Orientation training.
3. Continue to train hiring managers and supervisors on affirmative action hiring practices and the pre-hire review process.
4. Develop and publish informational articles and distribute presentations on diversity-related topics.

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

5. Invite cultural competency subject matter experts to provide training for Agency employees.

Evaluation:

This objective was in the Agency's 2014-2016 AAP and was partially met with various diversity training presentations and informational articles. The online, interactive diversity training module will be completed during this plan's time frame. Training is an on-going objective and will continue to be included in future AAPs.

Objective #2: HIRE affirmatively to reflect the increasing diversity of Minnesota's Labor Force and the diversity of the communities served by the DNR. Participate in internship programs and increase the number of internship opportunities within the Agency.

Action Steps:

1. Continue to improve hiring process procedures, including a revision of the pre-hire review checklist, to increase emphasis on equal opportunity hiring. The Agency will also continue to identify and remove barriers that may inhibit protected group members from seeking employment with the DNR.
2. Analyze, update and report the Agency's underutilization hiring goals quarterly to senior management and Human Resources.
3. Support and promote the Agency's efforts to increase diversity by pursuing established internship programs for protected group members.
4. Develop new internship models that increase the number of Agency internship opportunities and provide better awareness of the Agency's STEM and non-STEM related career opportunities.

Evaluation:

This objective was in the Agency's 2014-2016 AAP and was partially met through the increased affirmative hiring of women, racial and ethnic minorities, and individuals with disabilities at the DNR. The hiring objective in this plan is modified to put additional emphasis on internships. Providing more internship opportunities for all students is a top priority for the Agency and considerable resources and efforts will be devoted to accomplishing this objective. This is an area with considerable challenges because of the under-representation of diverse students enrolling in STEM degree programs.

Objective #3: Increase OUTREACH and RECRUITING efforts and build ORGANIZATIONAL PARTNERSHIPS to ensure a highly qualified, diverse DNR workforce.

Action Steps:

1. Partner with other state agencies to develop a network of resources for affirmative action and equal employment opportunity issues.

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

2. Regularly attend Alliance for Cooperation and Collaboration in Employment and State Service (ACCESS) meetings.
3. Pursue targeted recruitment opportunities at job and career fairs for women, racial and ethnic minorities and individuals with disabilities.
4. Collaborate and consolidate the Agency's recruiting efforts to develop a recruiting resource guide used to identify and target areas of opportunity such as high schools with highly diverse student populations.
5. Design and publish recruiting materials that highlight the DNR's commitment to equal employment opportunity and reflect the diversity of the Agency's workforce.
6. Increase outreach efforts by pursuing marketing and advertising mediums targeting diverse communities.
7. Inform employees of cultural events in surrounding communities and encourage employee participation.
8. Partner with organizations serving women, racial and ethnic minorities and individuals with disabilities to provide increased awareness of DNR employment opportunities.
9. Continue to provide Agency programming designed to increase the participation of women, racial and ethnic minorities, and individuals with disabilities in outdoor recreational activities.

Evaluation:

This objective was in the Agency's 2014-2016 AAP and was met through a variety of programs, initiatives and strategic partnerships implemented by the DNR. The Agency is continuing to develop recruiting materials including the design of a "Careers" website to attract diverse audiences. Pursuing outreach opportunities, targeted recruiting and organizational partnerships is an on-going objective and will continue to be included in future AAPs.

Objective #4: Improve ACCESSIBILITY of internal and external electronic information sources to ensure staff and members of the public with disabilities have equal opportunity to access Agency information and resources.

Action Steps:

1. Conduct employee accessibility training including the design and creation of websites, applications, multi-media and other content.
2. Evaluate and redesign Agency internet and intranet website pages that are inaccessible to individuals with disabilities.

Evaluation:

This is a new objective and the DNR's Electronic Information Accessibility (EIA) Coordinator has identified a team of twenty (20) EIA designees to help meet this objective.

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

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

The purpose of the pre-hire review process is to ensure hiring and selection, processes and decisions support the DNR's commitment to hire affirmatively in an effort to build a diverse and inclusive workforce:

1. The Affirmative Action Officer and Human Resources will provide and update information about the Agency's Affirmative Action goals.
2. Human Resources will work with hiring managers and supervisors to ensure job postings clearly articulate minimum and preferred qualifications that accurately reflect the knowledge, skills and abilities needed to perform the job. Human Resources will assist hiring managers and supervisors, when requested, in developing interview questions that are based on objective, job-related criteria.
3. Human Resources will refer candidates who meet the minimum qualifications as defined in the job posting to the hiring manager or supervisor. When an underutilization exists, hiring managers or supervisors will invite qualified protected group candidates to participate in the selection process (e.g., interview, phone screening, demonstration test, etc.) along with other qualified candidates.
4. After the selection process, if a protected group candidate is not selected for a position, the hiring manager or supervisor will complete the pre-hire review checklist and send the documentation explaining the reasons for the non-selection to the Affirmative Action Officer for review. No employment offer may be made to any candidate until the review is completed.
5. The Affirmative Action Officer will determine if the reasons for the non-selection of the protected group candidate adequately support the hiring manager's or supervisor's recommendation to hire a non-protected, preferred candidate. If it is concluded that the reasons for the non-selection do not justify the hiring recommendation and the Affirmative Action Officer is unable to resolve the matter, the Deputy Commissioner will make the final hiring decision.
6. Any time the Agency cannot justify a hire, the Agency takes a missed opportunity. The Agency will report the number of affirmative and non-affirmative hires as well as missed opportunities to Minnesota Management and Budget on a quarterly basis.
7. When candidates are offered interviews, employees scheduling interviews will describe the interview format to the candidates and provide invitations to request reasonable

accommodations for individuals with disabilities to allow them equal opportunity to participate in the interview process. For example, by informing all candidates that interview questions are offered ahead of time or that certain technology will be used during the interview process allows individuals with disabilities to determine if they may need a reasonable accommodation in advance of the interview.

8. Although hiring managers and supervisors are required to make good faith efforts toward meeting Affirmative Action goals, bargaining unit requirements (e.g., seniority, recall from layoff, internal transfer, etc.) take precedence over Affirmative Action procedures.
9. All personnel involved in the hiring and selection process will be accountable for the Agency's commitment to equal employment opportunity and to the Affirmative Action Program goals.

B. Pre-Review Procedure for Layoff Decisions

The DNR will follow the layoff procedures specified in the applicable bargaining unit agreements. Prior to implementation, all layoff decisions will be reviewed by the Human Resources Director and the Affirmative Action Officer to assess the effects on the Agency's affirmative action goals and timetables.

If it is determined that there is an adverse impact on protected groups, the DNR will document the reasons why the layoff is occurring, such as positions targeted for layoff, applicable personnel policies or collective bargaining agreement provisions, or other relevant reasons. The Agency will determine if other alternatives are available to minimize the impact on protected groups.

C. Other Methods of Program Evaluation

The Affirmative Action Officer 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 Affirmative Action Officer also evaluates the Affirmative Action Plan in the following ways:

- Monitors progress toward stated goals by job category and update Human Resources staff on a quarterly basis;
- Periodically analyzes employment activity (hires, promotions, and terminations) by job category to determine if there is adverse impact;
- Periodically reviews the accessibility of online systems, websites, and ensures that reasonable accommodations can be easily requested; and
- Briefs Agency leadership on progress toward affirmative action goals and other affirmative action and equal employment opportunity issues on a periodic basis. Discusses initiatives and make recommendations for improvement.

XII. RECRUITMENT PLAN

The objective of the DNR's recruitment plan is to recruit and hire a qualified workforce that is representative of Minnesota's diversity. To meet this objective, the Agency's recruitment programs will be publicly marketed to: (1) attract and obtain qualified applicants, (2) enhance the image of state employment, and (3) assist in meeting the Agency's established affirmative action goals.

Below are various recruitment methods or strategies utilized by the DNR during the past year and plans for the upcoming plan years 2016-2018.

A. Advertising Sources

Websites:

State of Minnesota – <http://mn.gov/mmb/careers>

Minnesota Works – <https://www.minnesotaworks.net>

Career Builder Recruitment – <http://www.careerbuilder.com>

LinkedIn – <http://www.linkedin.com/jobs>

Wounded Warriors – <http://www.woundedwarriorproject.org>

DNR Internships - <http://www.dnr.state.mn.us/jobs/internships/index.html>

DNR Conservation Officers - <http://www.dnr.state.mn.us/enforcement/jobs/index.html>

Graystone Advertising – <http://www.graystoneadv.com>

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

American Fisheries Society - <http://fisheries.org/employment/jobs>
National Association of State Foresters - <http://www.stateforesters.org>
Conservation Job Board - <http://www.conservationjobboard.com>
The Student Conservation Association - <http://www.thesca.org>
The Wildlife Society - <http://wildlife.org>
National Association of State Park Directors - <http://www.naspd.org>
American Institute of Professional Geologists - <http://www.aipg.org>
Minnesota Board of Peace Officer Standards - <https://dps.mn.gov/entity/post/Pages/default.aspx>
Minnesota Association of Government Communicators - <http://www.magconline.org>
Twin Cities Research Group - <https://mobile.twitter.com/tcresearchgroup>
Association of Licensed Architects - <http://careers.alatoday.org/jobs>
Natural Resource Law Enforcement Agency websites in other states
Numerous technical school, college and university websites throughout the nation

Print Media:

Minneapolis Star & Tribune
St. Paul Pioneer Press
Bemidji Pioneer
Brainerd Dispatch
Grand Rapids Herald Review
Duluth News Tribune
North Shore Journal
Two Harbors Chronicle
Rochester Post-Bulletin
Numerous professional journal publications

Community Contacts and Other Miscellaneous Sources:

Minnesota Asian Police Officers Association
Minnesota Chapter of the National Latino Peace Officers Association
Outdoor Afro Minnesota
Tribal Government Offices
Tribal Colleges
DNR Building Bulletin Boards

The DNR has expanded its public advertising sources and has been effective in attracting female candidates but not as effective in attracting ethnic and racial minority candidates as indicated by candidate pool statistics and the Agency's Workforce Summary reports. The DNR will work with the Statewide Recruiter & Workforce Diversity Consultant to identify additional recruitment sources for ethnic and racial minorities. The DNR will also continue to work directly with Vocational Rehabilitation Services at DEED and other community organizations representing individuals with disabilities.

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

B. Job and Community Fairs

The DNR participated in several job and community fairs including:

Iron Range Engineering Career Fair
Transition Trek Career Fair
Minnesota Veterans Career Fair
Achieve Minneapolis Career Days at Patrick Henry High School, Roosevelt High School, Edison High School and North High School
Bemidji Regional Job Fair
Minnesota State Council on Disability Career Fair
Minnesota State Council on Disability State Fair Booth
Mankato Area Career Expo
International Falls Job Fair
Lakeville High School Job Fair
Bemidji Middle School Career Day
Dakota County High School STEM Fair
Red Wing High School Career Days
Apple Valley High School Job Interviewing Workshop
Walker-Hackensack Akeley High School Careers presentation
Career Presentation for LCCMR Bridges Project High School Youth
Roosevelt Park High School Fair in Fergus Falls
DNR Careers Presentation to Honors Mentor Connection

The DNR will continue to participate in these events because they are well-attended and provide awareness of DNR careers and activities throughout the state. Although the audiences at some of the regional fairs are not as ethnically and racially diverse as the audiences at fairs in the Twin Cities metropolitan area, they represent the surrounding communities and provide potential job candidates for positions in greater Minnesota.

C. College and University Recruitment Events

The DNR participated in several college and university recruitment events including:

University of Minnesota Job and Internship Fair
Leech Lake Tribal College – Conducting mock interviews
University of St. Thomas DNR Careers presentation
Numerous DNR career presentations at Metropolitan State University
Central Lakes College Career Fair in Brainerd
Minnesota State University – Mankato Job Fair
DNR Career Presentations at Itasca Community College, White Earth Tribal College, Vermillion Community College, Fond Du Lac Tribal Community College
Recruiting at several colleges and universities outside of Minnesota including University of Wisconsin – Stevens Point, Michigan Technological University, North Dakota State University, Lake Superior State University

The DNR participated in several college and university fairs including a few out-of-state college fairs, and will continue to participate in these events. The Agency will also continue to pursue new opportunities to connect with colleges and universities with highly diverse student populations.

D. Recruitment for Individuals with Disabilities

The DNR has participated in targeted outreach to individuals with disabilities and will continue this type of recruitment in the upcoming plan years. The Agency also established a partnership with DEED's Vocational Rehabilitation Services (VRS) to guarantee interviews for all applicants with disabilities who meet minimum job posting qualifications and are referred from VRS to the DNR. In addition to these efforts, the DNR will utilize the following strategies:

- 1) Review job postings and position descriptions to eliminate barriers for individuals with disabilities
 - a. The DNR will review job postings for physical, mental and sensory requirements and determine if the qualifications for the position are job-related and consistent with business necessity. The Agency will also review position descriptions and determine if tasks pose unnecessary barriers for individuals with disabilities. The Agency will edit job postings and position descriptions to reflect more inclusive language for job qualifications and tasks.
- 2) Self-Identification
 - a. During training sessions and biennially through email notification, the DNR will communicate to employees that the Agency collects summary data related to the number of individuals with disabilities who are in our workforce. The Agency will inform employees that this data is collected to make determinations and decisions about where the Agency needs to improve in terms of recruitment, selection, and retention of individuals with disabilities. For DNR applicants, the Agency will notify applicants of the ability to self-identify at the time of application.
- 3) Supported Employment (M.S. 43A.191, Subd. 2(d))
 - a. The DNR supports the employment of individuals with disabilities and will review vacant positions to determine if job tasks can be performed by supported employment workers. The Agency will work with community organizations that provide employment services to individuals with disabilities to recruit for these positions.
- 4) 700-Hour Program
 - a. After additional guidance is published, the DNR will identify positions that may be suited for utilization of the 700-hour program which allows the Agency to employ an individual with a disability and provide them training. At the end of this period, the Agency may hire the individual.
- 5) Accessibility
 - a. The DNR has hired an Accessibility Coordinator to train staff on creating accessible electronic information and systems so that employees with

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

disabilities can contribute to the workforce and will be able to access similar information and resources as other employees. The Accessibility Coordinator will also train staff to ensure that the DNR's external website is accessible for members of the public with disabilities.

- b. Employees and members of the public will be informed that written materials and documents will be provided in alternative formats upon request.
- 6) Reasonable Accommodations
- a. The DNR provides website and verbal notification to applicants that reasonable accommodations will be provided to qualified individuals with disabilities who apply for positions with this Agency. Once hired, the DNR will educate employees, supervisors, and managers on accommodating employees in the workplace through orientation and training sessions, posted notices, periodic email notifications, informational posters and presentations. The Agency will continue to use job coaches to assist individuals with disabilities when needed.
- 7) Strategic Partnerships
- a. In addition to the DNR's strategic partnership with DEED's Vocational Rehabilitation Services (VRS), the Agency will continue to work with Minnesota State Services for the Blind, the Minnesota Department of Human Services Deaf and Hard of Hearing Services, the Minnesota State Council on Disability, and other organizations that support individuals with disabilities. The Agency will also continue to partner with the Minnesota Community Advisors on Recruitment and Retention Solutions (MnCARRS) to build recruiting relationships and increase networking opportunities with educational institutions and community organizations dedicated to serving individuals with disabilities.
 - b. The Agency will inform VRS of DNR job openings when the positions are posted. Additionally, the Agency will normally post positions for at least seven days to ensure equal opportunity to apply for the position.
- 8) Self-Analysis
- a. The DNR will conduct periodic self-checks to determine if the Agency's systems or documents are accessible, language in job postings is inclusive, staff have been trained on how to process reasonable accommodation requests, and reasonable accommodations have been provided when there is no undue hardship for the agency.
- 9) Reporting
- a. The DNR will conduct a quarterly analysis of the number of individuals with disabilities who have been hired.

E. Relationship Building and Outreach

The DNR has and will continue to participate in numerous events to expand the Agency's outreach to diverse communities throughout the state. The following are a few examples of the Agency's activities:

- The DNR's Parks and Trails Division "I Can!" programs are designed for all families, with an emphasis on families from diverse communities, to encourage interest in the state's natural resources by offering the opportunity to try a variety of outdoor activities for the first time. These activities include camping, canoeing, mountain bike riding, rock climbing, fishing and archery.
- The DNR's Fish and Wildlife Division "Fishing in the Neighborhood (FIN)" program promotes recreational fishing opportunities, teaches environmental stewardship and inform youth and their families about careers at the DNR. The FIN program has a strong connection with various Asian communities in the Twin Cities.
- The DNR's Fish and Wildlife Division mentors female and minority students in the Hutton Junior Fisheries Biologist Program. This program is designed to stimulate interest in pursuing careers in fisheries science and aquatic resource management among high school students from underrepresented groups in the fisheries professions.
- The DNR's Fish and Wildlife Division offers outdoor recreational skills programs for women through their "Becoming an Outdoors Woman (BOW)" program.
- The DNR's Forestry Division participates in BestPrep's eMentors program to provide mentoring and career planning for high school students including female and racial and ethnic minority students from the Nashwauk-Keewatin-Greenway alternative learning program.
- The DNR's Region 3 implemented a Legislative-Citizen Commission on Minnesota Resources (LCCMR)-funded project to engage diverse urban youth in natural resources education and developing outdoor recreational skills. Project efforts included connecting youth with close-to-home natural resource recreation and protection issues, support and mentoring for those interested in pursuing natural resources college education and careers, and introductory experiences and internships in natural resources jobs. The Agency partnered with Urban Roots, a highly-diversified St. Paul non-profit organization, whose mission is to build vibrant and healthy communities through food, conservation and youth development.
- The DNR's Park and Trails Division is implementing a new concept to make Fort Snelling State Park an "Ambassador" park that will focus on outreach to the diverse populations of Minneapolis, St. Paul and other communities by making the park a more diverse and inclusive recreational experience.

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

- The DNR's Parks and Trails Division sponsored a "Multicultural Media Day" event to provide information about state park events and to learn how the DNR and the media can work together to get more people of diverse backgrounds outdoors to enjoy the state's natural resources.
- The DNR's Parks and Trails Division met with White Earth Tribal College and Leech Lake Tribal College representatives to discuss career opportunities at the DNR and with representatives from the Leech Lake Tribal Summer Youth work program to explore the possibility of employing Native American youth in seasonal park work positions.
- The DNR's Parks and Trails Division hosted a Sharing Community Gathering event at Jay Cooke State Park where park staff and members of the Fond du Lac Band of Lake Superior Chippewa shared food and information about Ojibwe culture, artifacts and resource management with park visitors.
- The DNR's Operation Services Division delivered copies of *Minnesota Conservation Volunteer* magazine to Outdoor Afro participants to introduce them to the magazine and the DNR's mission.
- The DNR's Parks and Trails Division hosted a booth for the past two years at Cinco de Mayo to build awareness of the state's recreational opportunities. Event brochures were printed in Spanish and English. A Spanish interpreter was also provided the first year but the vast majority of event visitors were bilingual.

F. Internships

Because of the nation-wide lack of diversity in students pursuing STEM educations and career fields, the DNR recognizes the need to grow its own diverse workforce and hired more than 210 interns for CY2016. Besides traditional recruiting methods such as posting on the State of Minnesota Careers website, the DNR hired interns through St. Paul's Right Track Program, Minnesota Capitol Pathways Internship Program for Students of Color and Native American Students, DEED's Vocational Rehabilitation Services, and The Student Conservation Association which has a strong commitment to changing the face of conservation leadership in the U.S. with more than 40% of its student members being racially or ethnically diverse.

The DNR is also developing a partnership with Leech Lake Tribal College to provide a two-year internship program that will encourage students to pursue natural resource careers. This program will be used by the DNR as a model for other targeted outreach internship programs across the state.

G. Additional Recruitment Activities

The DNR is developing new recruiting materials, based on focus group research, that target diverse audiences. The Agency is also redesigning its "Careers" website to be more inclusive and user-friendly.

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 Human Resource Director and the Affirmative Action Officer have the overall authority or oversight of the Agency's retention programs and activities.

Denise Legato, Director of Human Resources
Phone: 651-259-5317
denise.legato@state.mn.us

Vikki Getchell, Affirmative Action Officer
Phone: 651-259-5016

B. Separation and Retention Analysis by Protected Groups

In FY2015, the DNR had a total of 143 separations. The reasons for separation and the corresponding total number and total percentage of employees were as follows:

Type of Separation	Total Number	Total Percentage
Dismissal or Non-Cert	3	2.1%
Resignation	46	32.2%
Retirement	92	64.3%
Death	2	1.4%
Lay-off	0	0.0%
Total	143	100.0%

The 143 separations were from EEO-4 job categories as follows:

EEO-4 Job Category	Total Number of Separations
Officials & Administrators	12
Professionals	79
Technicians	15
Office/Clerical/Paraprofessional	22
Skilled Craft	1
Service Maintenance	14

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

The 143 separations were from protected and non-protected groups as follows:

Protected/Non-protected Group	Total Number	Total Percentage
Women/Men	55/88	38.5%/61.5%
Racial or Ethnic Minority/Non-Minority	3/138 (2 Not specified)	2.1%/96.5%
Individuals with Disabilities/Individuals without Disabilities	12/127 (4 Not Specified)	8.4%/88.8%

In FY2016, the DNR had a total of 129 separations. The reasons for separation and the corresponding total number and total percentage of employees were as follows:

Type of Separation	Total Number	Total Percentage
Dismissal or Non-Cert	9	7.0%
Resignation	41	31.8%
Retirement	76	58.9%
Death	3	2.3%
Lay-off	0	0.0%
Total	129	100.0%

The 129 separations were from EEO-4 job categories as follows:

EEO-4 Job Category	Total Number of Separations
Officials & Administrators	10
Professionals	77
Technicians	12
Office/Clerical/Paraprofessional	19
Skilled Craft	0
Service Maintenance	11

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
AFFIRMATIVE ACTION PLAN 2016-2018

The 129 separations were from protected and non-protected groups as follows:

Protected/Non-protected Group	Total Number	Total Percentage
Women/Men	54/74 (1 Not Specified)	41.9%/57.4%
Racial or Ethnic Minority/Non-minority	4/124 (1 Not Specified)	3.1%/96.1%
Individuals with Disabilities/Individuals without Disabilities	15/108 (9 Not Specified)	9.3%/83.7%

Based on the total representation of protected and non-protected group employees within the DNR at the end of FY2015 and FY2016, women separated from the Agency at approximately the same rate as men. This is not an improvement over the previous plan that indicated women were leaving the Agency at a lower rate than men.

Conversely, racial and ethnic minorities left the Agency at slightly lower rates than non-minorities. This is an improvement over the previous plan that indicated racial and ethnic minorities were leaving the Agency at a significantly higher rate than non-minorities.

Individuals with disabilities separated from the Agency at a higher rate than individuals without disabilities. This is not an improvement over the previous plan, however, this is not an unexpected trend due to an aging workforce and the fact that the large majority of individuals with disabilities who separated from the agency (i.e., 84%) did so because of retirement. The Agency’s current overall percentage of employees with disabilities has significantly within the past two years due to increased hiring, training and self-identification.

C. Methods of Retention of Protected Groups

To continue to increase retention of a highly qualified, diverse workforce, the DNR will:

- 1) Continue to promote the DNR’s Culture of Respect which supports a healthy and diverse workplace where DNR employees are respectful to one another and to the customers they serve.
- 2) Provide cultural competency and diversity training through guest speakers, ethnic observance presentations, community event notifications and other activities featuring women, racial and ethnic minorities and individuals with disabilities.

MINNESOTA DEPARTMENT OF NATURAL RESOURCES

AFFIRMATIVE ACTION PLAN 2016-2018

- 3) Continue to monitor internal hire and promotion rates for protected group members and conduct rigorous pre-hire reviews to minimize missed opportunities within the Agency.
- 4) Provide employees with the tools they need to respond to conflict in the workplace in a professional and respectful manner such as the online Conflict Management Toolbox.
- 5) Conduct and analyze Climate Surveys and Exit Surveys to develop ideas and initiatives for improving employee satisfaction and workforce retention.

APPENDIX

- A. DNR Complaint of Discrimination/Harassment Form**
- B. DNR Employee Request for ADA Reasonable Accommodation Form**
- C. DNR Mission and Organizational Chart**
- D. Underutilization Analysis Worksheets**
- E. Separation Analysis by Protected Groups Worksheets**



Minnesota Department of Natural Resources
 500 Lafayette Road
 St. Paul, MN 55155-4049
 651-259-5016

COMPLAINT OF HARASSMENT/DISCRIMINATION

Please Read Before Completion of Form

Any complaint of harassment/discrimination is considered confidential data under Minnesota Statute 13.39, Subd. 1 and 2. This information is being collected for the purpose of determining whether harassment/discrimination 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 designee, the complainant, the respondent, and appropriate personnel.

Complainant (You)		
Name	Job Title	
Work Address	City, State, Zip Code	Telephone:
Agency	Division:	Manager:
Respondent (Person Who Harassed/Discriminated Against You)		
Name	Job Title	
Work Address	City, State, Zip Code	Telephone:
Agency	Division:	Manager:

The Complaint																	
Basis of Complaint ("X" all that apply): <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Race</td> <td><input type="checkbox"/> Color</td> <td><input type="checkbox"/> Disability</td> <td><input type="checkbox"/> Sexual Orientation</td> </tr> <tr> <td><input type="checkbox"/> Sex</td> <td><input type="checkbox"/> Creed</td> <td><input type="checkbox"/> Marital</td> <td><input type="checkbox"/> Familial Status</td> </tr> <tr> <td><input type="checkbox"/> Age</td> <td><input type="checkbox"/> Religion</td> <td><input type="checkbox"/> National Origin</td> <td><input type="checkbox"/> Status with Regard to Public Assistance</td> </tr> <tr> <td></td> <td></td> <td></td> <td><input type="checkbox"/> Membership/Activity in a Local Human Rights Commission</td> </tr> </table>		<input type="checkbox"/> Race	<input type="checkbox"/> Color	<input type="checkbox"/> Disability	<input type="checkbox"/> Sexual Orientation	<input type="checkbox"/> Sex	<input type="checkbox"/> Creed	<input type="checkbox"/> Marital	<input type="checkbox"/> Familial Status	<input type="checkbox"/> Age	<input type="checkbox"/> Religion	<input type="checkbox"/> National Origin	<input type="checkbox"/> Status with Regard to Public Assistance				<input type="checkbox"/> Membership/Activity in a Local Human Rights Commission
<input type="checkbox"/> Race	<input type="checkbox"/> Color	<input type="checkbox"/> Disability	<input type="checkbox"/> Sexual Orientation														
<input type="checkbox"/> Sex	<input type="checkbox"/> Creed	<input type="checkbox"/> Marital	<input type="checkbox"/> Familial Status														
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			<input type="checkbox"/> Membership/Activity in a Local Human Rights Commission														
Date most recent act of harassment/discrimination took place:	If you filed this complaint with another agency, give the name of that agency:																

Describe how you believe that you have been harassed/discriminated 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.

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

Affirmative Action Officer Signature	Date
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Minnesota Department of Natural Resources
Employee Request for Americans with Disabilities Act (ADA)
Reasonable Accommodation Request Form

The Minnesota Department of Natural Resources (MNDNR) 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: (1) be qualified to perform the essential functions of your position, and (2) have a disability that substantially 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 Name: _____ Job Title: _____

Work Location: _____

Work Phone: _____ Home or Cell Phone: _____

Supervisor: _____

Data Privacy Statement: This information may be used by the MNDNR ADA Coordinator/Designee, Human Resources representative, legal counsel or any other person who is authorized by the 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, the MNDNR may refuse to provide reasonable accommodation.

Questions to clarify accommodation requested.

1. Please describe the nature of your physical or mental impairment(s).

2. What specific accommodation are you requesting?

3. If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore? If yes, please explain.

Questions to document the reason for the accommodation request. (Please attach additional pages as necessary).

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

**Minnesota Department of Natural Resources
Reasonable Accommodation Request Form**

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

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

4. How will your requested accommodation(s) 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/Designee 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.

Genetic Information Nondiscrimination Act of 2008 Disclosure: 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.

Employee Signature: _____ Date: _____

DNR Mission statement

The mission of the Minnesota Department of Natural Resources (DNR) is to work with citizens to conserve and manage the state's natural resources, to provide outdoor recreation opportunities, and to provide for commercial uses of natural resources in a way that creates a sustainable quality of life.

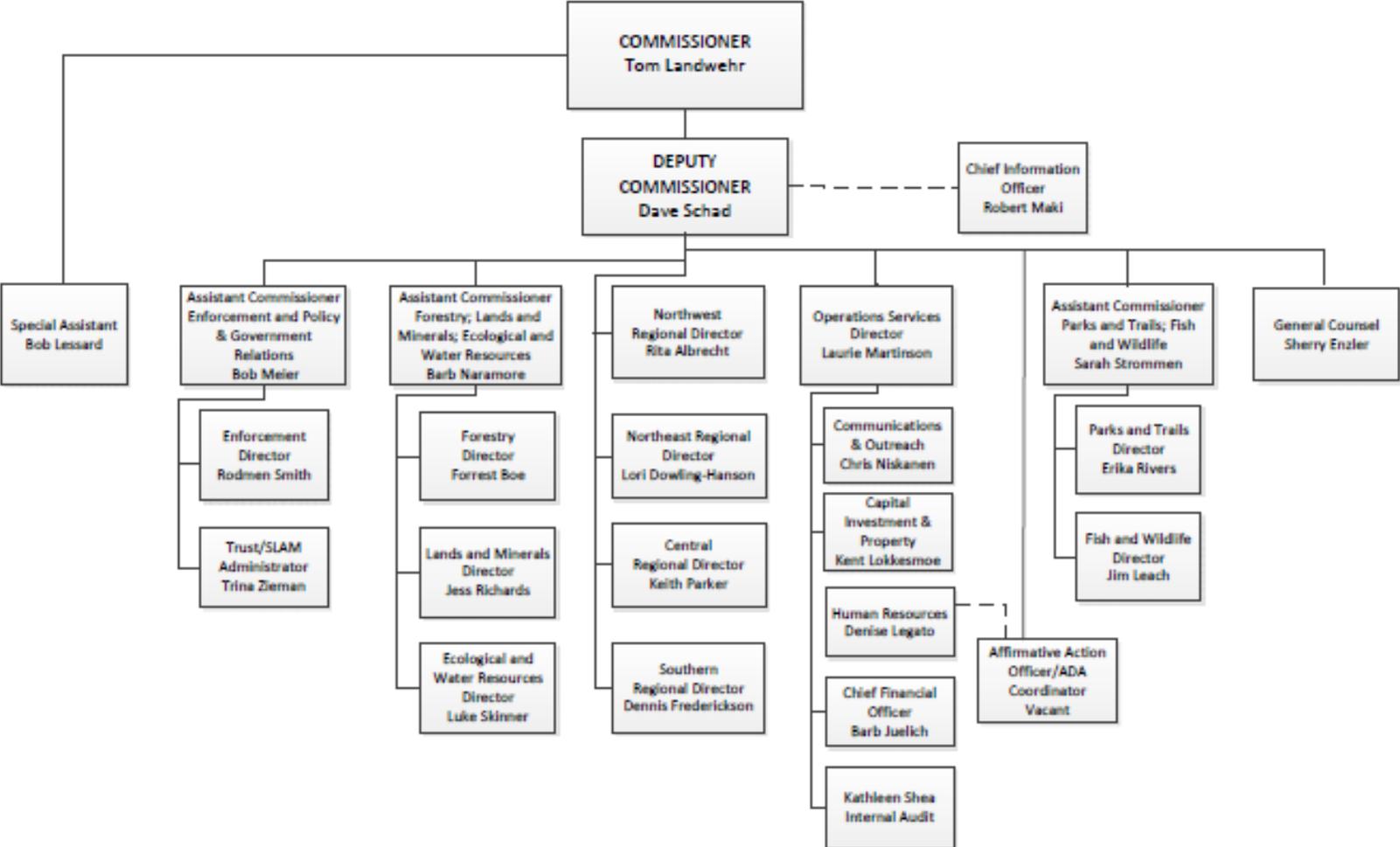
About the mission statement

The Minnesota Department of Natural Resources works to integrate and sustain the interdependent values of a healthy environment, a sustainable economy, and livable communities. DNR's integrated resource management strategy shares stewardship responsibility with citizens and partners to manage for multiple interests. DNR protects the state's natural heritage by conserving the diversity of natural lands, waters, and fish and wildlife that provide the foundation for Minnesota's recreational and natural resource-based economy (M.S. 84, M.S. 97A). DNR manages natural lands such as forests, wetlands, and native prairies; maintains healthy populations of fish and wildlife; and protects rare plant and animal communities throughout the state. DNR manages the state's water resources, sustaining healthy waterways and ground water resources. DNR provides access to enrich public outdoor recreational opportunities, such as hunting, fishing, wildlife-watching, camping, skiing, hiking, biking, motorized recreation, and conservation education through a state outdoor recreation system that includes parks, trails, wildlife management areas, scientific and natural areas, water trails, and other facilities (M.S. 86A). DNR supports natural resource-based economies, managing state forest lands for multiple forest values (M.S. 89), ensuring the maximum long-term economic return from school trust lands (M.S. 127A), and providing other economic opportunities in a manner consistent with sound natural resource conservation and management principles.



MN Department of Natural Resources
Commissioner's Office
December 2016
Pat Schleichert

Legend
Working Title
Employee Name



Minnesota Department of Natural Resources

JOB CATEGORY AVAILABILITY/UTILIZATION/UNDERUTILIZATION ANALYSIS & ANNUAL GOALS

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

WOMEN									
Job Categories	Total Employees in Job Group	Total Number of Women in Group	% of Women in the Group	Availability %	Availability Number	AAP 2016-2018 Number Underutilized	AAP 2014-2016 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	121	40	33.06%	33.42%	40	0	1	Improved	1
Professionals	1412	507	35.91%	41.45%	585	78	82	Improved	4
Protective Services: Sworn	157	18	11.46%	18.69%	29	11	9	Not Improved	-2
Protective Services: Non-sworn	18	<10	<10.00%	21.89%	4	2	**	**	**
Office/Clerical/Paraprof	331	276	83.38%	76.79%	254	0	0	Same	0
Technicians	297	55	18.52%	31.67%	94	39	20	Not Improved	-19
Skilled Craft	17	<10	<10.00%	2.65%	0	0	0	Same	0
Service Maintenance	747	321	42.97%	43.93%	328	7	8	Improved	1
Totals	3100	1217	39.26%						

**Protected Services Non-Sworn Underutilization not calculated for AAP 2014-2016

MINORITIES									
Job Categories	Total Employees in Job Group	Total Number of Minorities in Group	% of Minorities in the Group	Availability %	Availability Number	AAP 2016-2018 Number Underutilized	AAP 2014-2016 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	121	<10	<10.00%	2.74%	3	0	1	Improved	1
Professionals	1412	59	4.18%	5.98%	84	25	34	Improved	9
Protective Services: Sworn	157	11	7.01%	11.47%	18	7	10	Improved	3
Protective Services: Non-sworn	18	<10	<10.00%	2.20%	0	0	**	**	**
Office/Clerical/Paraprof	331	13	3.93%	6.10%	20	7	-6	Not Improved	-13
Technicians	297	<10	<10.00%	5.60%	17	8	5	Not Improved	-3
Skilled Craft	17	<10	<10.00%	7.11%	1	0	0	Same	0
Service Maintenance	747	31	4.15%	8.47%	63	32	45	Improved	13
Totals	3100	114	3.68%						

INDIVIDUALS WITH DISABILITIES									
Job Categories	Total Employees in Job Group	Total Number of Indiv./ with Disabilities in Group	% of Indiv. w/ Disabilities in the Group	Availability %	Availability Number	AAP 2016-2018 Number Underutilized	AAP 2014-2016 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	121	16	13.22%	7.00%	8	0	0	Same	0

Professionals	1412	107	7.58%	7.00%	99	-8	6	Improved	14
Protective Services: Sworn	157	<10	<10.00%	7.00%	11	9	9	Same	0
Protective Services: Non-sworn	18	<10	<10.00%	7.00%	1	0	**	**	**
Office/Clerical/Paraprof	331	27	8.16%	7.00%	23	-4	-13	Improved	9
Technicians	297	13	4.38%	7.00%	21	8	3	Not Improved	-5
Skilled Craft	17	<10	<10.00%	7.00%	1	1	1	Same	0
Service Maintenance	747	30	4.02%	7.00%	52	22	30	Improved	8
Totals	3100	193	6.23%						

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).

Minnesota Department of Natural Resources

TWO-FACTOR AVAILABILITY ANALYSIS

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

Job Category: _____ Officials/Administrators _____

A		ASSIGNED WEIGHT (%)
Internal Availability		95.00%
External Availability		5.00%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	33.06%	31.41%
External Availability	C	40.20%	2.01%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	D	2.48%	2.36%
External Availability	E	7.60%	0.38%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	F	13.22%	12.56%
External Availability	G	7.00%	0.35%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
33.42%	2.74%	12.91%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		FY14/15 promotions, transfers, movements
External Availability		2010 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 Department of Natural Resources

TWO-FACTOR AVAILABILITY ANALYSIS

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

Job Category: _____ Professionals _____

A		ASSIGNED WEIGHT (%)
Internal Availability		72.00%
External Availability		28.00%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	35.91%	25.86%
External Availability	C	55.70%	15.60%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	D	4.18%	3.01%
External Availability	E	10.60%	2.97%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	F	13.22%	9.52%
External Availability	G	7.00%	1.96%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
41.45%	5.98%	11.48%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		FY14/15 promotions, transfers, movements
External Availability		2010 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 Department of Natural Resources

TWO-FACTOR AVAILABILITY ANALYSIS

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

Job Category: _____ Protected Services Sworn

A		ASSIGNED WEIGHT (%)
Internal Availability		28.00%
External Availability		72.00%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	0.5	11.46%	3.21%
External Availability	C	21.50%	15.48%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
D		7.01%	1.96%
E		13.20%	9.50%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
F		1.27%	0.36%
G		7.00%	5.04%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
18.69%	11.47%	5.40%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		FY14/15 promotions, transfers, movements
External Availability		2010 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 Department of Natural Resources

TWO-FACTOR AVAILABILITY ANALYSIS

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

Job Category: Protective Services Non-sworn

A		ASSIGNED WEIGHT (%)
Internal Availability		78.00%
External Availability		22.00%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	11.11%	8.67%
External Availability	C	60.10%	13.22%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	D	0.00%	0.00%
External Availability	E	10.00%	2.20%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	F	5.56%	4.34%
External Availability	G	7.00%	1.54%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
21.89%	2.20%	5.88%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		FY14/15 promotions, transfers, movements
External Availability		2010 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 Department of Natural Resources

TWO-FACTOR AVAILABILITY ANALYSIS

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

Job Category: _____ Office/Clerical/Paraprof _____

A		ASSIGNED WEIGHT (%)
Internal Availability		67.00%
External Availability		33.00%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	83.38%	55.86%
External Availability	C	63.40%	20.92%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	D	3.93%	2.63%
External Availability	E	10.50%	3.47%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	F	13.22%	8.86%
External Availability	G	7.00%	2.31%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
76.79%	6.10%	11.17%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		FY14/15 promotions, transfers, movements
External Availability		2010 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 Department of Natural Resources

TWO-FACTOR AVAILABILITY ANALYSIS

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

Job Category: _____ Technicians _____

A		ASSIGNED WEIGHT (%)
Internal Availability		66.00%
External Availability		34.00%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	18.52%	12.22%
External Availability	C	57.20%	19.45%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	D	3.03%	2.00%
External Availability	E	10.60%	3.60%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	F	4.38%	2.89%
External Availability	G	7.00%	2.38%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
31.67%	5.60%	5.27%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		FY14/15 promotions, transfers, movements
External Availability		2010 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 Department of Natural Resources

TWO-FACTOR AVAILABILITY ANALYSIS

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

Job Category: Skilled Craft

A		ASSIGNED WEIGHT (%)
Internal Availability		58.00%
External Availability		42.00%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	0.00%	0.00%
External Availability	C	6.30%	2.65%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	D	5.88%	3.41%
External Availability	E	8.80%	3.70%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	F	4.38%	2.54%
External Availability	G	7.00%	2.94%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
2.65%	7.11%	5.48%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		FY14/15 promotions, transfers, movements
External Availability		2010 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 Department of Natural Resources

TWO-FACTOR AVAILABILITY ANALYSIS

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

Job Category: _____ Service Maintenance _____

A		ASSIGNED WEIGHT (%)
Internal Availability		33.00%
External Availability		67.00%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	42.97%	14.18%
External Availability	C	44.40%	29.75%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	D	4.15%	1.37%
External Availability	E	10.60%	7.10%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	F	4.02%	1.33%
External Availability	G	7.00%	4.69%

JOB GROUP AVAILABILITY (%)		
Women	Minorities	Individuals with Disabilities
43.93%	8.47%	6.02%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		FY14/15 promotions, transfers, movements
External Availability		2010 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.

Annual Separation Summary of Non-Academic Unlimited Employees

Time run: 9/15/2016 3:49:05 PM

Agency: R29 - Natural Resources Dept Date Range: 07/01/2014,06/30/2015

HR Processing Unit: (All Column Values)

*** This report contains PRIVATE employee data and/or data which could be used to determine PRIVATE employee data. ***
 *** This report should not be publicly released or distributed under any circumstances! ***

EEO-4 Category: Summary

Separation Type	Gender Count			Gender Percent		
	Female	Male	Total	Female	Male	Total
Death	1	1	2	0.7%	0.7%	1.4%
Dismissal/ Non-Cert.	1	2	3	0.7%	1.4%	2.1%
Resignation	25	21	46	17.5%	14.7%	32.2%
Retirement	28	64	92	19.6%	44.8%	64.3%
Agency Total	55	88	143	38.5%	61.5%	100.0%

EEO-4 Category: Summary

Separation Type	Ethnicity Count			Ethnicity Percent				
	Minority	Non-Minority	Not Specified	Total	Minority	Non-Minority	Not Specified	Total
Death	0	2	0	2		1.4%		1.4%
Dismissal/ Non-Cert.	0	3	0	3		2.1%		2.1%
Resignation	2	44	0	46	1.4%	30.8%		32.2%
Retirement	1	89	2	92	0.7%	62.2%	1.4%	64.3%
Agency Total	3	138	2	143	2.1%	96.5%	1.4%	100.0%

EEO-4 Category: Summary

Separation Type	Disability Count			Disability Percent				
	Indiv.w/ Disability	No Disability	Not Specified	Total	Indiv.w/ Disability	No Disability	Not Specified	Total
Death	0	2	0	2		1.4%		1.4%
Dismissal/ Non-Cert.	0	3	0	3		2.1%		2.1%
Resignation	3	39	4	46	2.1%	27.3%	2.8%	32.2%
Retirement	9	83	0	92	6.3%	58.0%		64.3%
Agency Total	12	127	4	143	8.4%	88.8%	2.8%	100.0%

EEO-4 Category: Officials and Administrators

Separation Type	Gender Count			Gender Percent		
	Female	Male	Total	Female	Male	Total
Death	0	1	1			8.3%
Resignation	0	1	1			8.3%
Retirement	2	8	10	16.7%	66.7%	83.3%
Agency Total	2	10	12	16.7%	83.3%	100.0%

EEO-4 Category: 1 Officials and Administrators

Separation Type	Ethnicity Count			Ethnicity Percent				
	Minority	Non-Minority	Not Specified	Total	Minority	Non-Minority	Not Specified	Total
Death	0	1	0	1		8.3%		8.3%
Resignation	0	1	0	1		8.3%		8.3%
Retirement	0	10	0	10		83.3%		83.3%
Agency Total	0	12	0	12		100.0%		100.0%

EEO-4 Category: Officials and Administrators

Separation Type	Disability Count			Disability Percent				
	Indiv.w/ Disability	No Disability	Not Specified	Total	Indiv.w/ Disability	No Disability	Not Specified	Total
Death	0	1	0	1		8.3%		8.3%
Resignation	0	1	0	1		8.3%		8.3%
Retirement	0	10	0	10		83.3%		83.3%
Agency Total	0	12	0	12		100.0%		100.0%

EEO-4 Category: Professionals

Separation Type	Gender Count			Gender Percent		
	Female	Male	Total	Female	Male	Total
Dismissal/ Non-Cert.	0	1	1			1.3%
Resignation	13	13	26	16.5%	16.5%	32.9%
Retirement	11	41	52	13.9%	51.9%	65.8%
Agency Total	24	55	79	30.4%	69.6%	100.0%

EEO-4 Category: 2 Professionals

Separation Type	Ethnicity Count			Ethnicity Percent				
	Minority	Non-Minority	Not Specified	Total	Minority	Non-Minority	Not Specified	Total
Dismissal/ Non-Cert.	0	1	0	1		1.3%		1.3%
Resignation	1	25	0	26	1.3%	31.6%		32.9%
Retirement	0	50	2	52		63.3%	2.5%	65.8%
Agency Total	1	76	2	79	1.3%	96.2%	2.5%	100.0%

EEO-4 Category: Professionals

Separation Type	Disability Count			Disability Percent				
	Indiv.w/ Disability	No Disability	Not Specified	Total	Indiv.w/ Disability	No Disability	Not Specified	Total
Dismissal/ Non-Cert.	0	1	0	1		1.3%		1.3%
Resignation	2	22	2	26	2.5%	27.8%	2.5%	32.9%
Retirement	8	44	0	52	10.1%	55.7%		65.8%
Agency Total	10	67	2	79	12.7%	84.8%	2.5%	100.0%

EEO-4 Category: Technicians

Separation Type	Gender Count			Gender Percent		
	Female	Male	Total	Female	Male	Total
Dismissal/ Non-Cert.	0	1	1			6.7%
Resignation	1	2	3	6.7%	13.3%	20.0%
Retirement	0	11	11			73.3%
Agency Total	1	14	15	6.7%	93.3%	100.0%

EEO-4 Category: 3 Technicians

Separation Type	Ethnicity Count			Ethnicity Percent				
	Minority	Non-Minority	Not Specified	Total	Minority	Non-Minority	Not Specified	Total
Dismissal/ Non-Cert.	0	1	0	1		6.7%		6.7%
Resignation	0	3	0	3		20.0%		20.0%
Retirement	0	11	0	11		73.3%		73.3%
Agency Total	0	15	0	15		100.0%		100.0%

EEO-4 Category: Technicians

Separation Type	Disability Count			Disability Percent				
	Indiv.w/ Disability	No Disability	Not Specified	Total	Indiv.w/ Disability	No Disability	Not Specified	Total
Dismissal/ Non-Cert.	0	1	0	1		6.7%		6.7%
Resignation	0	3	0	3		20.0%		20.0%
Retirement	0	11	0	11		73.3%		73.3%
Agency Total	0	15	0	15		100.0%		100.0%

EEO-4 Category: Paraprofessionals

Separation Type	Gender Count			Gender Percent		
	Female	Male	Total	Female	Male	Total
Resignation	1	0	1	100.0%		100.0%
Agency Total	1	0	1	100.0%		100.0%

EEO-4 Category: 5 Paraprofessionals

Separation Type	Ethnicity Count			Ethnicity Percent				
	Minority	Non-Minority	Not Specified	Total	Minority	Non-Minority	Not Specified	Total
Resignation	0	1	0	1		100.0%		100.0%
Agency Total	0	1	0	1		100.0%		100.0%

EEO-4 Category: Paraprofessionals

Separation Type	Disability Count			Disability Percent				
	Indiv.w/ Disability	No Disability	Not Specified	Total	Indiv.w/ Disability	No Disability	Not Specified	Total
Resignation	1	0	0	1	100.0%			100.0%
Agency Total	1	0	0	1	100.0%			100.0%

EEO-4 Category: Office/Clerical

Separation Type	Gender Count			Gender Percent		
	Female	Male	Total	Female	Male	Total
Death	1	0	1	4.8%		4.8%
Resignation	7	0	7	33.3%		33.3%
Retirement	13	0	13	61.9%		61.9%
Agency Total	21	0	21	100.0%		100.0%

EEO-4 Category: 6 Office/Clerical

Separation Type	Ethnicity Count			Ethnicity Percent				
	Minority	Non-Minority	Not Specified	Total	Minority	Non-Minority	Not Specified	Total
Death	0	1	0	1		4.8%		4.8%
Resignation	1	6	0	7	4.8%	28.6%		33.3%
Retirement	1	12	0	13	4.8%	57.1%		61.9%
Agency Total	2	19	0	21	9.5%	90.5%		100.0%

EEO-4 Category: Office/Clerical

Separation Type	Disability Count			Disability Percent				
	Indiv.w/ Disability	No Disability	Not Specified	Total	Indiv.w/ Disability	No Disability	Not Specified	Total
Death	0	1	0	1		4.8%		4.8%
Resignation	0	5	2	7		23.8%	9.5%	33.3%
Retirement	1	12	0	13	4.8%	57.1%		61.9%
Agency Total	1	18	2	21	4.8%	85.7%	9.5%	100.0%

EEO-4 Category: Skilled Craft

Separation Type	Gender Count			Gender Percent		
	Female	Male	Total	Female	Male	Total
Resignation	0	1	1			100.0%
Agency Total	0	1	1	100.0%		100.0%

EEO-4 Category: 7 Skilled Craft

Separation Type	Ethnicity Count			Ethnicity Percent				
	Minority	Non-Minority	Not Specified	Total	Minority	Non-Minority	Not Specified	Total
Resignation	0	1	0	1		100.0%		100.0%
Agency Total	0	1	0	1		100.0%		100.0%

EEO-4 Category: Skilled Craft

Separation Type	Disability Count			Disability Percent				
	Indiv.w/ Disability	No Disability	Not Specified	Total	Indiv.w/ Disability	No Disability	Not Specified	Total
Resignation	0	1	0	1		100.0%		100.0%
Agency Total	0	1	0	1		100.0%		100.0%

EEO-4 Category: Service Maintenance

Separation Type	Gender Count			Gender Percent		
	Female	Male	Total	Female	Male	Total
Dismissal/ Non-Cert.	0	1	1			7.1%
Resignation	0	7	7			50.0%
Retirement	0	6	6			42.9%
Agency Total	0	14	14			100.0%

EEO-4 Category: 8 Service Maintenance

Separation Type	Ethnicity Count			Ethnicity Percent				
	Minority	Non-Minority	Not Specified	Total	Minority	Non-Minority	Not Specified	Total
Dismissal/ Non-Cert.	0	1	0	1		7.1%		7.1%
Resignation	0	7	0	7		50.0%		50.0%
Retirement	0	6	0	6		42.9%		42.9%
Agency Total	0	14	0	14		100.0%		100.0%

EEO-4 Category: Service Maintenance

Separation Type	Disability Count			Disability Percent				
	Indiv.w/ Disability	No Disability	Not Specified	Total	Indiv.w/ Disability	No Disability	Not Specified	Total
Dismissal/ Non-Cert.	0	1	0	1		7.1%		7.1%
Resignation	0	7	0	7		50.0%		50.0%
Retirement	0	6	0	6		42.9%		42.9%
Agency Total	0	14	0	14		100.0%		100.0%

Annual Separation Summary of Non-Academic Unlimited Employees

Time run: 9/15/2016 3:59:05 PM

Separation Type	Gender Count			Gender Percent		
	Female	Male	Total	Female	Male	Total
Dismissal/ Non-Cert.	1	0	1	7.1%		7.1%
Resignation	3	4	7	21.4%	28.6%	50.0%
Retirement	2	4	6	14.3%	28.6%	42.9%
Agency Total	6	8	14	42.9%	57.1%	100.0%

Annual Separation Summary of Non-Academic Unlimited Employees

Time run: 9/15/2016 3:51:26 PM

Agency: R29 - Natural Resources Dept Date Range: 07/01/2015-06/30/2016

HR Processing Unit: (All Column Values)

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EEO-4 Category: Summary

Separation Type	Gender Count			Total	Gender Percent			Total
	Female	Male	Not Specified		Female	Male	Not Specified	
Death	2	1	0	3	1.6%	0.8%		2.3%
Dismissal/Non-Cert.	5	4	0	9	3.9%	3.1%		7.0%
Resignation	21	20	0	41	16.3%	15.5%		31.8%
Retirement	26	49	1	76	20.2%	38.0%	0.8%	58.9%
Agency Total	54	74	1	129	41.9%	57.4%	0.8%	100.0%

EEO-4 Category: Summary

Separation Type	Ethnicity Count			Total	Ethnicity Percent			Total
	Minority	Non-Minority	Not Specified		Minority	Non-Minority	Not Specified	
Death	0	3	0	3		2.3%		2.3%
Dismissal/Non-Cert.	3	6	0	9	2.3%	4.7%		7.0%
Resignation	1	39	1	41	0.8%	30.2%	0.8%	31.8%
Retirement	0	76	0	76		58.9%		58.9%
Agency Total	4	124	1	129	3.1%	96.1%	0.8%	100.0%

EEO-4 Category: Summary

Separation Type	Disability Count			Total	Disability Percent			Total
	Indiv.w/ Disability	No Disability	Not Specified		Indiv.w/ Disability	No Disability	Not Specified	
Death	0	3	0	3		2.3%		2.3%
Dismissal/Non-Cert.	0	8	1	9		6.2%	0.8%	7.0%
Resignation	1	33	7	41	0.8%	25.6%	5.4%	31.8%
Retirement	11	64	1	76	8.5%	49.6%	0.8%	58.9%
Agency Total	12	108	9	129	9.3%	83.7%	7.0%	100.0%

EEO-4 Category: Officials and Administrators

Separation Type	Gender Count			Total	Gender Percent			Total
	Female	Male	Not Specified		Female	Male	Not Specified	
Death	2	0	0	2	20.0%			20.0%
Resignation	0	2	0	2		20.0%		20.0%
Retirement	2	4	0	6	20.0%	40.0%		60.0%
Agency Total	4	6	0	10	40.0%	60.0%		100.0%

EEO-4 Category: Officials and Administrators

Separation Type	Ethnicity Count			Total	Ethnicity Percent			Total
	Minority	Non-Minority	Not Specified		Minority	Non-Minority	Not Specified	
Death	0	2	0	2		20.0%		20.0%
Resignation	0	2	0	2		20.0%		20.0%
Retirement	0	6	0	6		60.0%		60.0%
Agency Total	0	10	0	10		100.0%		100.0%

EEO-4 Category: Officials and Administrators

Separation Type	Disability Count			Total	Disability Percent			Total
	Indiv.w/ Disability	No Disability	Not Specified		Indiv.w/ Disability	No Disability	Not Specified	
Death	0	2	0	2		20.0%		20.0%
Resignation	0	1	1	2		10.0%	10.0%	20.0%
Retirement	0	6	0	6		60.0%		60.0%
Agency Total	0	9	1	10		90.0%	10.0%	100.0%

EEO-4 Category: Professionals

Separation Type	Gender Count			Total	Gender Percent			Total
	Female	Male	Not Specified		Female	Male	Not Specified	
Dismissal/Non-Cert.	2	3	0	5	2.6%	3.9%		6.5%
Resignation	17	15	0	32	22.1%	19.5%		41.6%
Retirement	9	30	1	40	11.7%	39.0%	1.3%	51.9%
Agency Total	28	48	1	77	36.4%	62.3%	1.3%	100.0%

EEO-4 Category: Professionals

Separation Type	Ethnicity Count			Total	Ethnicity Percent			Total
	Minority	Non-Minority	Not Specified		Minority	Non-Minority	Not Specified	
Dismissal/Non-Cert.	2	3	0	5	2.6%	3.9%		6.5%
Resignation	1	30	1	32	1.3%	39.0%	1.3%	41.6%
Retirement	0	40	0	40		51.9%		51.9%
Agency Total	3	73	1	77	3.9%	94.8%	1.3%	100.0%

EEO-4 Category: Professionals

Separation Type	Disability Count			Total	Disability Percent			Total
	Indiv.w/ Disability	No Disability	Not Specified		Indiv.w/ Disability	No Disability	Not Specified	
Dismissal/Non-Cert.	0	5	0	5		6.5%		6.5%
Resignation	1	26	5	32	1.3%	33.8%	6.5%	41.6%
Retirement	5	34	1	40	6.5%	44.2%	1.3%	51.9%
Agency Total	6	65	6	77	7.8%	84.4%	7.8%	100.0%

EEO-4 Category: Technicians

Separation Type	Gender Count			Total	Gender Percent			Total
	Female	Male	Not Specified		Female	Male	Not Specified	
Resignation	0	1	0	1		8.3%		8.3%
Retirement	2	9	0	11	16.7%	75.0%		91.7%
Agency Total	2	10	0	12	16.7%	83.3%		100.0%

EEO-4 Category: Technicians

Separation Type	Ethnicity Count			Total	Ethnicity Percent			Total
	Minority	Non-Minority	Not Specified		Minority	Non-Minority	Not Specified	
Resignation	0	1	0	1		8.3%		8.3%
Retirement	0	11	0	11		91.7%		91.7%
Agency Total	0	12	0	12		100.0%		100.0%

EEO-4 Category: Technicians

Separation Type	Disability Count			Total	Disability Percent			Total
	Indiv.w/ Disability	No Disability	Not Specified		Indiv.w/ Disability	No Disability	Not Specified	
Resignation	0	1	0	1		8.3%		8.3%
Retirement	2	9	0	11	16.7%	75.0%		91.7%
Agency Total	2	10	0	12	16.7%	83.3%		100.0%

EEO-4 Category: Office/Clerical

Separation Type	Gender Count			Total	Gender Percent			Total
	Female	Male	Not Specified		Female	Male	Not Specified	
Dismissal/Non-Cert.	1	1	0	2	5.3%	5.3%		10.5%
Resignation	3	0	0	3	15.8%			15.8%
Retirement	13	1	0	14	68.4%	5.3%		73.7%
Agency Total	17	2	0	19	89.5%	10.5%		100.0%

EEO-4 Category: Office/Clerical

Separation Type	Ethnicity Count			Total	Ethnicity Percent			Total
	Minority	Non-Minority	Not Specified		Minority	Non-Minority	Not Specified	
Dismissal/Non-Cert.	1	1	0	2	5.3%	5.3%		10.5%
Resignation	0	3	0	3		15.8%		15.8%
Retirement	0	14	0	14		73.7%		73.7%
Agency Total	1	18	0	19	5.3%	94.7%		100.0%

EEO-4 Category: Office/Clerical

Separation Type	Disability Count			Total	Disability Percent			Total
	Indiv.w/ Disability	No Disability	Not Specified		Indiv.w/ Disability	No Disability	Not Specified	
Dismissal/Non-Cert.	0	2	0	2		10.5%		10.5%
Resignation	0	2	1	3		10.5%	5.3%	15.8%
Retirement	3	11	0	14	15.8%	57.9%		73.7%
Agency Total	3	15	1	19	15.8%	78.9%	5.3%	100.0%

EEO-4 Category: Service Maintenance

Separation Type	Gender Count			Total	Gender Percent			Total
	Female	Male	Not Specified		Female	Male	Not Specified	
Death	0	1	0	1		9.1%		9.1%
Dismissal/Non-Cert.	2	0	0	2	18.2%			18.2%
Resignation	1	2	0	3	9.1%	18.2%		27.3%
Retirement	0	5	0	5		45.5%		45.5%
Agency Total	3	8	0	11	27.3%	72.7%		100.0%

EEO-4 Category: Service Maintenance

Separation Type	Ethnicity Count			Total	Ethnicity Percent			Total
	Minority	Non-Minority	Not Specified		Minority	Non-Minority	Not Specified	
Death	0	1	0	1		9.1%		9.1%
Dismissal/Non-Cert.	0	2	0	2		18.2%		18.2%
Resignation	0	3	0	3		27.3%		27.3%
Retirement	0	5	0	5		45.5%		45.5%
Agency Total	0	11	0	11		100.0%		100.0%

EEO-4 Category: Service Maintenance

Separation Type	Disability Count			Total	Disability Percent			Total
	Indiv.w/ Disability	No Disability	Not Specified		Indiv.w/ Disability	No Disability	Not Specified	
Death	0	1	0	1		9.1%		9.1%
Dismissal/Non-Cert.	0	1	1	2		9.1%	9.1%	18.2%
Resignation	0	3	0	3		27.3%		27.3%
Retirement	1	4	0	5	9.1%	36.4%		45.5%
Agency Total	1	9	1	11	9.1%	81.8%	9.1%	100.0%