



State of Minnesota

Department of Natural Resources

July 1, 2020 – June 30, 2022 Affirmative Action Plan

Minnesota Department of Natural Resources

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As requested by Minnesota Statute 3.197: This report cost approximately \$3,000 to prepare, including staff time, printing and mailing expenses.

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Statement of Commitment

Minnesota Administrative Rules, part 3905.0400, subpart 1, item C

This statement reaffirms the Minnesota Department of Natural Resources (hereafter “the agency”) is committed to Minnesota’s statewide affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

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

- No individual shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in programs, services, and activities, or subject to harassment, on the basis of race, sex (including pregnancy), color, creed, religion, age, national origin, sexual orientation, gender expression, gender identity, disability, marital status, familial status, status with regard to public assistance, or membership or activity in a local human rights commission.
- The prohibition of discrimination on the basis of sex precludes sexual harassment, gender-based harassment, and harassment based on pregnancy.
- This agency is committed to implementing the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include, but are not limited to, the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to employees and applicants with disabilities.
- This agency will continue to actively promote a program of affirmative action, wherever females, racial/ethnic minorities, 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.

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

Commissioner:

Date Signed:

Executive Summary

Minnesota Administrative Rules, part 3905.0400, subpart 1, item A

This Affirmative Action Plan meets the requirements as set forth in statute, in Administrative Rule, and by Minnesota Management and Budget (MMB). The plan outlines:

- Affirmative action goals
- Timetables
- Reasonable and assertive hiring and retention methods for achieving these goals

This Affirmative Action review revealed underutilization of the following protected group(s) in the following job categories:

Table 1 Workforce Underutilization Analysis of Protected Groups
(X indicates the job categories and protected groups that have underutilization.)

Job Categories	Female	Racial/Ethnic Minorities	Individuals with Disabilities
Officials & Administrators	X	X	
Professionals	X	X	
Technicians	X	X	
Protected Services: Sworn			X
Protected Services: Non-sworn		X	
Paraprofessionals			
Administrative Support		X	
Skilled Craft	X		X
Service Maintenance		X	

Once complete, information about how to obtain or access a copy of this plan is provided to every agency employee. Our intention is to make every employee aware of the Minnesota Department of Natural Resources' commitments to affirmative action and equal employment opportunity. The completed plan is also posted on the agency's website and maintained in the Affirmative Action Officer's office.

Affirmative Action Officer:

Date Signed:

Human Resources Director:

Date Signed:

Commissioner:

Date Signed:

Organizational Profile

The Minnesota Department of Natural Resources (DNR) is committed to creating a healthy, sustainable, and livable Minnesota. The mission of the DNR is 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.

DNR fulfills this mission through three key strategies:

1. ***We seek to connect people to the outdoors so that everyone can benefit from nature.*** DNR creates opportunities to connect people to the outdoors in many ways. We offer places like state parks, state forests, and wildlife management areas that offer everyone a space to enjoy natural resources. From public information campaigns on zebra mussels to “I CAN” classes that help the next generation learn fishing, paddling, motorized recreation and more, we offer information that helps all Minnesotans understand and enjoy natural resources. We develop engaging processes that aim to give everyone a voice in helping the DNR set its priorities and evaluate science for the good of our future natural resources.
2. ***We manage state land, water, and wildlife to support Minnesota's ecological, recreation and economic needs.*** The DNR manages 5.6 million acres of land across Minnesota – about 11 percent of the state's total land area – providing access to a variety of outdoor experiences and critical habitat for wildlife. Our infrastructure includes state parks and recreational trails, state forests, wildlife management areas, scientific and natural areas and provides a wealth of recreation, cultural, and economic opportunities. We partner with farmers, local governments, businesses, non-profits, and other to ensure that Minnesota's water is abundant, that wildlife and recreation enthusiasts have a place to go, and that Minnesota's tourism and other industries have flourishing, sustainable resources.
3. ***We regulate the use of natural resources so they are available for current and future generations.*** Our regulatory role includes things like evaluating and issuing permits and using science to set sustainable limits on the harvest of natural resources. For example, we work with industries like mining and forestry to manage natural resources by making decisions grounded in science to balance the needs of today's workers and tomorrow's generations.

In working with Minnesotans to advance the DNR mission, the agency strives to ensure that the benefits of Minnesota's abundant natural resources are enjoyed by all Minnesotans. These efforts also contribute to broader outcomes for Minnesota. For example, DNR helps to improve the wellbeing of children and families by advancing connections to the outdoors and the health and wellness benefits those connections provide. The agency also advances diversity, equity and inclusion by striving to ensure its facilities, lands, and engagement processes are welcoming and accessible, and its services are equitable across economic and cultural communities.

Individuals Responsible for Directing/Implementing the Affirmative Action Plan

Minnesota Administrative Rules, part 3905.0400, subpart 1, item B

A. Commissioner

Responsibilities

The Commissioner is responsible for establishing an Affirmative Action Program, including goals, timetables, and compliance with all federal and state laws and regulations. Quarterly, the Commissioner reports the agency's progress in meeting its affirmative action goals and objectives to the Commissioner of MMB.

Duties

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

- Appoint the Affirmative Action Officer and include accountability for administering the agency's Affirmative Action Plan in his or her position description.
- Take action, if needed, on complaints of discrimination and discriminatory harassment.
- Issue a statement affirming the agency's commitment to affirmative action and equal employment opportunity and ensure the statement is shared with all employees.
- Make decisions and changes in policies, procedures, or physical accommodations as needed to implement effective affirmative action in the agency.
- Actively promote equal employment opportunity and incorporate diversity and inclusion principles in annual business plans, strategic plan, and agency's mission.
- Notify all contractors and sub-contractors with the department of their affirmative action responsibilities.
- Enforce equal employment opportunity in affirmative and non-affirmative hiring decisions reviewed in the hiring process.
- Require that all agency directors, managers, and supervisors include responsibility statements supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in their position descriptions and annual objectives.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

The Commissioner is accountable directly to the Governor and indirectly to the Commissioner of MMB for affirmative action matters.

Name of individual(s) responsible

Name: Sarah Strommen

Email: sarah.strommen@state.mn.us

Title: Commissioner

B. Affirmative Action Officer

Responsibilities

The Affirmative Action Officer (AAO) is directly responsible for developing, coordinating, implementing, and monitoring the agency's affirmative action program.

Duties

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

- Develop and lead the agency's approach to implementing and complying with federal and state laws and regulations for Equal Employment Opportunity (EEO), including Affirmative Action.
- Develop and set agency-wide affirmative action hiring goals.
- Monitor agency compliance and fulfill all affirmative action reporting requirements.
- Disseminate the affirmative action policy to employees in the agency.
- Inform the Commissioner on progress on affirmative action and equal opportunity goals and report potential concerns.
- Act as the affirmative action liaison between the agency, MMB, and the Governor's Office.
- Maintain effective working relationships with the agency Human Resources Director and Diversity Program Coordinator.
- Determine the need for affirmative action training within the agency and develop training goals and content with internal and external resources.
- Review and recommend changes in policies, procedures, programs, and physical accommodations to implement affirmative action and equal opportunity.
- Initiate and report on progress made with program objectives contained in the Affirmative Action Plan.
- Develop innovative programs to attract and retain individuals from protected groups in the agency.
- Support and participate in recruiting individuals of protected groups for employment, promotion, and training opportunities.
- Manage the agency's pre-hire review process.
- Review requests for non-affirmative non-justified hires in the Monitoring the Hiring process and refer unresolved issues to the Deputy Commissioner for final decision.

- Ensure supervisors and managers are making affirmative efforts to recruit and retain candidates and employees from protected groups.
- Oversee and manage the agency’s complaint procedure for processing complaints under the Harassment and Discrimination Prohibited Policy and the Sexual Harassment Prohibited Policy.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.
- Serve as a subject matter expert to the agency’s Organizational Health Team.
- Actively promote diversity, equity, and inclusion in all affirmative action processes.
- Ensure that data and trends of complaints of discrimination in hiring are provided and shared with the Human Resources Director.

Accountability

The Affirmative Action Officer is accountable to the Deputy Commissioner and through the Deputy Commissioner to the Commissioner.

Name of individual(s) responsible (Interim)

Name: Randolph Briley

Email: Randolph.briley@state.mn.us

Title: Affirmative Action Officer

Phone: 651-259-5037

C. Human Resources Director

Responsibilities

The Human Resources (HR) Director is responsible for ensuring equitable and uniform administration of all personnel policies. In conjunction with the agency ADA Title I Coordinator, the HR Director is accountable to ensure timely responses to all Americans with Disabilities Act (ADA) requests for reasonable accommodations to remove barriers to equal employment opportunity with the agency. The HR Director is responsible for assisting managers and supervisors in human resources management activities.

Duties

The duties of the HR Director include, but are not limited to:

- Provide leadership to HR staff and others to ensure personnel decision-making processes adhere to equal opportunity and affirmative action principles.
- Provide guidance in the development and use of selection criteria to ensure they are objective, uniform, and job-related.

- Assist in recruitment and retention of protected groups and notify managers and supervisors of existing disparities.
- Ensure an Affirmative Action Pre-hire Review process is incorporated into the agency’s hiring process. In collaboration with the Affirmative Action Officer, ensures that the process is followed by hiring managers and supervisors.
- Ensure that the reasonable accommodation process is implemented and followed for all employees and applicants who request a reasonable accommodation.
- Maintain effective working relationships with the agency Affirmative Action Officer and Diversity Program Coordinator.
- Assist supervisors, managers, and the Diversity Coordinator in the recruitment of protected group members through career and job fairs and other efforts and in the selection and retention of protected group members.
- Request assistance from MMB to support diversity recruitment efforts and the retention of protected group members in hard-to-fill or executive-level positions.
- Assist supervisors, managers, the Affirmative Action Officer, and human resources staff in creating supported worker positions. These positions help reduce agency costs by diverting supportive employment duties from higher-skilled workers to supported worker positions. This can improve employee morale and retention of individuals with disabilities in integrated employment.
- Ensure that the system for developing position descriptions and annual performance objectives requires the inclusion of responsibility statements for affirmative action/equal employment opportunity.
- Serve as an ex-officio member of the agency’s Organizational Health Team
- Actively promote diversity, equity, and inclusion in all HR processes
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

The HR Director is accountable to the Operations Services Division Director.

Name of individual(s) responsible

Name: Denise Legato

Email: denise.legato@state.mn.us

Title: Human Resources Director

Phone: 651-259-5317

D. Americans with Disabilities Act Title I Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title I Coordinator is primarily responsible for ensuring the agency's compliance with the ADA Title I – Employment, in accordance with the ADA - as amended, and the Minnesota Human Rights Act. This individual also has responsibility for collaborating with the ADA Title II Coordinator to provide training, technical guidance, and consultation on evolving issues of ADA compliance.

Duties:

The duties of the ADA Title I Coordinator include, but are not limited to:

- Provide guidance, consultation, and support to agency management on the ADA.
- Assists the agency to develop and implement policies, procedures, and practices to ensure agency employment programs are accessible and nondiscriminatory.
- In collaboration with the Affirmative Action Officer, provide training, technical guidance, and consultation to agency management and staff on compliance and best practices for hiring and retaining individuals with disabilities and the provision of reasonable accommodations to employees and job applicants.
- Receive requests for ADA accommodations and work with appropriate supervisors, unions, etc. to approve or deny the request, or provide alternative accommodations.
- Provide reasonable accommodations to qualified individuals (as defined by ADA) with known physical or mental disabilities, to enable them to compete in the selection process, perform essential functions of the job, and/or enjoy equal benefits and privileges. The ADA Coordinator, in consultation with the employee and supervisor and other individuals involved, must:
 - Discuss the purpose and essential functions of the job and complete a step-by-step job analysis;
 - Determine the precise job-related limitations;
 - Identify potential accommodations and assess the effectiveness each would have in allowing the employee to perform essential functions of the job; and
 - After discussion and review, select and implement appropriate accommodations for both the employee and the employer using the Reasonable Accommodation Agreement.
- Track and facilitate requests for reasonable accommodations for job applicants and employees and report reasonable accommodations annually to MMB.
- Research case law, rules, and regulations and update HR Director on evolving ADA issues. Meet bi-annually with ADA Coordinators from other state agencies and provide updates on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.

- Submit reasonable accommodation reimbursement under the guidelines of the state-wide accommodation fund.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability:

The ADA Title I Coordinator is accountable to the Human Resources Director.

Name of individual(s) responsible

Name: Jill Westberry

Email: jill.westberry@state.mn.us

Title: ADA Title I Coordinator

Phone: 651-259-5326

E. Americans with Disabilities Act Title II Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title II Coordinator is responsible for facilitating and ensuring the agency’s compliance with the ADA Title II – Public Services, in accordance with the ADA as amended, and the Minnesota Human Rights Act.

Duties:

The duties of the ADA Title II Coordinator include, but are not limited to:

- Provide guidance, coordination, and support to agency management on the ADA Title II. Assist the agency in developing and implementing policies, procedures, and practices to ensure agency public services and programs are accessible and nondiscriminatory.
- Facilitate the provision of reasonable modifications to members of the public with known physical or mental disabilities to ensure equal access and privileges to programming and services. The ADA Title II Coordinator will consult with the member of the public in need of modification and the implementing division within the DNR as needed to help the division to:
 - Discuss the purpose and essential functions of reasonable modification.
 - Identify the potential modifications and assess the effectiveness of each request.
 - After discussion and review, select and implement the appropriate modifications for both the member of the public and the agency.
 - Document this review and report in the State ADA Annual Report.
- Track and facilitate as needed, requests to DNR Divisions for reasonable modifications for members of the public accessing agency services and programs, and the action taken to address those requests. Report reasonable modifications annually to MMB.

- Assist the ADA Title I Coordinator to research case law, rules, and regulations and update agency management on evolving ADA issues. Participate regularly in state ADA Coordinators meetings to learn updates and share practices on ADA Title II.
- Ensure compliance with ADA Title II reporting according to state and federal requirements.
- Collaborate with the Affirmative Action Officer and ADA Title I Coordinator in designing and delivering training for agency employees on compliance and best practices regarding the agency's obligations to members of the public with disabilities and the provision of reasonable modifications.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.
- Provide training, technical guidance, and consultation to the agency's management and staff on compliance and best practices with regards and obligations to members of the public with disabilities, as well as the provision of reasonable modifications for visitors.

Accountability:

The ADA Title II Coordinator is accountable to the Deputy Commissioner for ADA matters.

Name of individual(s) responsible (Interim)

Name: Melinda Anderson

Email: melinda.anderson@state.mn.us

Title: ADA Title II Coordinator

Phone: 651-259-5451

F. Diversity Program Coordinator

Responsibilities

The Diversity Program Coordinator is responsible for creating and coordinating the Diversity Recruitment and Retention Plans outlined in this document.

Duties

The duties of the Diversity Program Coordinator include, but are not limited to:

- Determine the need for DEI training within the agency and coordinate the development of training programs with internal and external resources assistance, as necessary.
- Develop, compile, and/or centralize DEI training, cultural competency, diversity awareness-building, and diversity recruiting materials and resources for agency staff use.
- Maintain relationships with agency executive teams, HR, and management to make decisions about the agency's DEI training needs and assist in identifying diversity recruitment needs.

- Maintain relationships with community stakeholders, colleges and universities, and workforce centers to continue effective collaboration on DEI efforts, including diversity recruitment strategies.
- Help maintain active participation in the state-wide recruiters' group.
- Request assistance from MMB to support diversity recruitment efforts and the retention of protected group members in hard-to-fill or executive-level positions.
- Assist the Affirmative Action Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities toward attaining strategic diversity goals and objectives.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

The Diversity Coordinator is accountable to the Special Assistant to the Commissioner.

Name of individual(s) responsible

Name: Rowzat Shipchandler

Email: Rowzat.shipchandler@state.mn.us

Title: Diversity Coordinator

Phone: 651-259-5586

G. Senior Managers and Executive Team Leaders

Responsibilities

Agency executive team leaders and senior managers are responsible for implementing all aspects of the agency Affirmative Action Plan and its commitment to affirmative action and equal opportunity.

Duties

The duties of executive team leaders and senior managers include, but are limited to:

- Identify problem areas and eliminate barriers that prevent equal employment opportunity within the agency.
- Communicate the equal opportunity employment policy and the affirmative action program and plan to all employees.
- Assist the Affirmative Action Officer in periodic audits of hiring and promotion patterns to remove obstacles to attaining affirmative action goals and objectives.
- Hold regular discussions with supervisors and employees to ensure the agency's equal employment opportunity policies are being followed.

- Inform and evaluate managers and supervisors on their equal employment opportunity efforts and results, in addition to other job performance criteria.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

Executive team leaders and senior managers are accountable directly to the appropriate Assistant Commissioner, the Deputy Commissioner, or the Commissioner.

Executive Team: Commissioner, Deputy Commissioner, Assistant Commissioners (3), Special Assistant to the Commissioner.

Senior Management Team: Executive Team, Division Directors (7), Regional Directors (4), Chief Financial Officer, Human Resources Director, Communications Director.

H. All Employees

Responsibilities

All employees are responsible for conducting themselves in accordance with the State of Minnesota’s policy of equal employment opportunity. This includes refraining from any actions that would subject any employee to adverse treatment on the basis of race, creed, color, sex (including pregnancy), national origin, age, marital status, familial status, disability, sexual orientation, gender expression, gender identity, reliance on public assistance, membership or activity in a local human rights commission, religion, political opinions, or affiliations. Employees who believe they have been subjected to such discrimination or harassment are encouraged to use the agency’s complaint procedure.

Duties:

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

- Exhibit an attitude of respect, courtesy, and cooperation toward colleagues and the public.
- Refrain from any actions that would adversely affect a colleague on the basis of their race, creed, color, sex (including pregnancy), national origin, age, marital status, familial status, disability, sexual orientation, gender expression, gender identity, reliance on public assistance, membership or activity in a local human rights commission, religion, political opinions, or affiliations.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability:

Employees are accountable to their designated supervisor. All employees are responsible for conducting themselves in accordance with the Affirmative Action Plan.

Communication of the Affirmative Action Plan

Minnesota Administrative Rules, part 3905.0400, subpart 1, item D and Minnesota Administrative Rules, part 3905.0400, subpart 1, item E

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

Internal Methods of Communication

- **Internal memorandum.** Agency leadership or the Affirmative Action Officer will send an internal memo to agency employees each year. This message identifies the Affirmative Action Plan's location and the employee's responsibility to read and understand it. It also indicates the employees' responsibility to support and implement equal opportunity and affirmative action.
- **Intranet.** The agency's Affirmative Action Plan is available to all employees on the agency's internal [Equal Opportunity, Diversity, and Inclusion](#) website and in print to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- **Printed copy.** A physical copy of the Agency's Affirmative Action Plan is available to employees at the following address:

Affirmative Action Officer, 500 Lafayette Road, St. Paul, MN 55155

- **Signage.** Nondiscrimination and equal opportunity statements and posters are prominently displayed in areas frequently used by employees.

External Methods of Communication

- **Public website.** The agency's Affirmative Action Plan is available on the agency's public website at [Affirmative Action Plan](#). Printed copies are available to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- **Equal opportunity employer language.** The agency's website homepage, letterhead, publications, and all job postings, include the statement "The Minnesota Department of Natural Resources is an equal opportunity employer." The agency will also ensure a representative ratio of diversity is on all marketing materials.
- **Signage.** Nondiscrimination and equal opportunity statements and posters are prominently displayed in common public areas. Examples of posters displayed include: Equal Employment Opportunity is the law, Employee Rights under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.
- A physical copy of the Agency's Affirmative Action Plan is available to contractors, vendors, and members of the public at the following address:

Affirmative Action Officer, 500 Lafayette Road, St. Paul, MN 55155

Job Category Analysis

Minnesota Administrative Rules 3905.0600 Subp 3.A and Minnesota Administrative Rules 3905.0600 Subp 3.B

The agency conducted a Job Category Analysis to determine the percent of protected group employees in each job category. The job category analysis lists job class titles in each Equal Employment Opportunity (EEO) job category at the agency. A job classification is a group of one or more positions with similar duties and responsibilities. These classifications help clarify positions within the class, so the same schedules of pay can be applied with equity to all positions in the class that fall under the same or substantially the same employment conditions.

Determining Availability

MS 43A.19(b), MS 43A.19(c), Minnesota Administrative Rules 3905.0600 Subp 1, Minnesota Administrative Rules 3905.0600 Subp 2, Minnesota Administrative Rules 3905.0600 Subp 3C, and Minnesota Administrative Rules 3905.0600 Subp 3D

For purposes of this Affirmative Action Plan, “availability” means an estimated percentage of qualified females, racial/ethnic minorities, or individuals with disabilities in the relevant labor market who are available for positions in each job category at a state agency.

The agency used the United States Census Bureau’s 2014-2018 American Community Survey, which is the most current statistical information available at the time of developing this Affirmative Action Plan.

The agency used the American Community Survey statistical data for external availability and feeder job statistics of employees for internal availability. For affirmative action purposes, “feeder job” means staffed positions within the agency that can be promoted and/or transferred into/within EEO job categories (refer to Appendix D. Feeder Jobs for details).

These external and internal factors are weighted according to the agency’s past hiring patterns and/or future recruitment focus to obtain the final availability (Refer to Appendix D. Feeder Jobs and Appendix E. Determining Availability for details).

Utilization/Availability Analysis, Establishment of Goals, and Timetables

Minnesota Administrative Rules 3905.0400 Subp 1 Item G, Minnesota Administrative Rules 3905.0600 Subp 3, Minnesota Administrative Rules 3905.0600 Subp 4, Minnesota Administrative Rules 3905.0600 Subp 5, and Minnesota Administrative Rules 3905.0600 Subp 6.

Utilization is an analysis of affirmative action and equal opportunity employment data used to assess the available workforce for a given state. As explained in the previous section, “availability” means an estimated percentage of qualified females, racial/ethnic minorities, or individuals with disabilities in the relevant labor market who are available for positions in each job category at a state agency.

Through the utilization and availability analysis, the agency has determined which job categories are underutilized for females, racial/ethnic minorities, and individuals with disabilities in the agency and has set hiring goals for the next two years. Hiring goals are objective and used for making good faith efforts for all aspects of the affirmative action program. Effective hiring goals are strategic, actionable, and measurable efforts the agency is committed to pursuing and implementing in 2020-2022.

The goals are not quotas, nor do they require protected group status-based hiring preferences. They are aspirational goals so that the agency makes good faith efforts to remove barriers to equal employment opportunity.

The agency used the whole person rule to establish a hiring goal. This means when the actual representation percentage of females, racial/ethnic minorities, or individuals with disabilities is less than reasonably would be expected given the workforce participation in the labor market area, and that difference is at least one whole person (more than 1), then a goal is established for that job category.

When a hiring goal for a job category is established, a percentage goal equal to the final availability percentage is calculated for females, racial/ethnic minorities, and individuals with disabilities in that job category.

In **Table 2. Hiring Goals by Job Category and Protected Group**, if a protected group in a job category shows “Monitor,” the agency will proactively make good faith efforts to recruit external qualified protected groups. The agency will also train and retain employees in the job category to help prevent underutilization due to an employee move or attrition.

Refer to Appendix F. Utilization-Goals for details for underutilization and hiring goals.

Table 2. Hiring Goals by Job Category and Protected Group is a summary of hiring goals by job category and protected group. The actions the agency will take to address these hiring goals will be described in [Affirmative Actions and Action-Oriented Programs](#) section.

Table 2. Hiring Goals by Job Category and Protected Group

Job Categories	Females Establish Goals?	Females If Yes, Goals for FY 2020-2022	Racial/ Ethnic Minorities Establish Goals?	Racial/ Ethnic Minorities If Yes, Goals for FY 2020-2022	Individuals with Disabilities Establish Goals?	Individuals with Disabilities If Yes, Goals for FY 2020-2022
Officials/Administrators	Yes	36.81%	Yes	5.27%		
Professionals	Yes	39.83%	Yes	5.99%		
Technicians	Yes	24.91%	Yes	9.58%		
Protective Services: Sworn			Monitor		Yes	5.50%
Protective Services: Non-sworn	Monitor		Yes	8.50%	Monitor	
Para-Professionals	Monitor		Monitor		Monitor	
Administrative Support			Yes	9.38%		
Skilled Craft	Yes	6.33%	Monitor		Yes	4.71%
Service Maintenance			Yes	7.73%		

Progress and Personnel Activity Reports

MS 43A.19 Subd. 1(a)(3) for separations, and Minnesota Administrative Rules 3905.0400 Subp. 1 Item I

The progress report examines hiring goals established in the prior Affirmative Action Plan. As a part of the agency's monitoring practices, the agency evaluated if it met the hiring goal(s) established in the prior Affirmative Action Plan (refer to **Appendix A. Progress Report**).

Separation results were evaluated to identify potential action area(s) to establish retention strategies for the 2020-2022 plan year (refer to **Appendix B. Separation Analysis**).

Identification of Areas for Further Monitoring

Minnesota Administrative Rules 3905.0400 Subp. 1 Item H and I

Monitoring personnel activity helps agencies monitor progress in meeting hiring goals. Data from the previous plan period can help indicate when changes to program efforts are appropriate.

Workforce Snapshot

In **Appendix F. the Utilization Goals worksheet** indicates if a job category by protected group is underutilized.

Area(s) in the agency's workforce that require further monitoring appear in the "Establish Goals?" column as:

- "Yes": there is underutilization.
- "Monitor": the agency needs to monitor the job it may be underutilized where employee movement occurs.

[Corrective Actions and Action-Oriented Programs](#) will be followed to address the identified placement goal(s).

Personnel Activities

Progress Reports

Appendix A. Progress Report includes only job categories that have hiring goal(s) established in the prior Affirmative Action Plan and it evaluates if the agency attained the hiring goal(s).

Where the indication of the "Goal Met?" column is:

- "Yes": the agency met the goal established in the prior Affirmative Action Plan.
- "No": the agency did not attain the goal established in the prior Affirmative Action Plan.

- “No Hire/Prom”: there were no opportunities in the prior Affirmative Action Plan period.

[Corrective Actions and Action-Oriented Programs](#) will be followed to address the identified area(s) to monitor/focus.

Separations

Appendix B. Separation Analysis shows the results by separation type and the protected group during the prior Affirmative Action Plan period. The separation percentages were derived within the separation type by protected group to identify impact on protected group members. There are two examinations in this worksheet:

1. The total percentage indicates the percentage by separation type. For example, there were 15 separations in total. Of those separations, 10 employees separated due to dismissal or non-certification. The dismissal or non-certification percentage is 66.67% (10 divided by 15).
2. The “percentage type¹” in **Appendix B. Separation Analysis** indicates percentages by protected group within a separation type. For example, there were 10 separations by dismissal or non-certification in total. Of those separations, eight were female employees. The female dismissal or non-certification separation is 80.00% (8 divided by 10).

[Corrective Actions and Action-Oriented Programs](#) will be followed to address the identified area(s) to monitor/focus.

Affirmative Actions and Action-Oriented Programs

Minnesota Administrative Rules 3905.0400 Subp 1 Item H

The agency’s Affirmative Action Program is designed to implement the provisions of this Affirmative Action Plan and meet requirements found in Minnesota Statutes, section 43A.191 Subdivision 2. These Action-Oriented Programs are carried out throughout this Affirmative Action Plan period.

Affirmative Actions

This section identifies ways the agency will affirmatively act to eliminate barriers and make good faith efforts toward the affirmative action goals for underutilized protected groups (broken down by specific job categories).

The agency developed the below action-oriented programs specific to the job category/protected group(s) identified in the “Identification of Areas for Further Monitoring” section supported by the “Utilization /Availability Analysis, Establishment of Statement of Goals, and Timetable” and “Progress Reports and Personnel Analyses sections.”

Table 3. Areas of Further Monitoring and Affirmative Actions

Areas for Further Monitoring by Job Category	Affirmative Actions
<p>Officials/Administrators</p> <ul style="list-style-type: none"> • Females and Racial/Ethnic Minorities are underutilized. • There were no hires or promotions into this job category for Racial/Ethnic Minorities during the last plan years. 	<ul style="list-style-type: none"> • All openings of classified positions within this job category will follow a new Inclusive Hiring Process outlined in the “Recruitment” section below. We anticipate that the Inclusive Hiring Process will be in place by September 1, 2021. • To begin immediately, all openings of classified positions within this job category will be advertised with diverse external organizations. • Inclusive hiring will also be a focus for appointed positions, though specific steps taken will vary by the nature and timing of the opening.

Areas for Further Monitoring by Job Category	Affirmative Actions
<p>Professionals</p> <ul style="list-style-type: none"> • Females and Racial/Ethnic Minorities are underutilized. • Separation analysis shows Female and Racial/Ethnic Minority professionals disproportionately separate both involuntary by dismissal or non-certification and voluntarily by resignation. 	<ul style="list-style-type: none"> • All openings within this job category will follow a new Inclusive Hiring Process outlined in the “Recruitment” section below. We anticipate that the Inclusive Hiring Process will be in place by September 1, 2021. • To begin immediately, the Affirmative Action Officer will review exit interview data within this job category monthly to further evaluate potential trends and/or to identify concerns needing follow-up. • The Fish and Wildlife (FAW) Division has begun a project to review the minimum and preferred qualifications for the entry-level Fisheries Specialist and entry-level Wildlife Specialist positions to identify and remove unnecessary barriers to inclusive hiring. • Human Resources has begun a project to review the minimum and preferred qualifications for the NR Specialist series.
<p>Technicians</p> <ul style="list-style-type: none"> • Females and Racial/Ethnic Minorities are underutilized. • Separation analysis shows Female and Racial/Ethnic Minority technicians disproportionately separate by resignation and termination without rights. 	<ul style="list-style-type: none"> • All openings within this job category will follow a new Inclusive Hiring Process outlined in the “Recruitment” section below. We anticipate that the Inclusive Hiring Process will be in place by September 1, 2021. • To begin immediately, the Affirmative Action Officer will review exit interview data within this job category monthly to further evaluate potential trends and/or to identify concerns needing follow-up.

Areas for Further Monitoring by Job Category	Affirmative Actions
<p>Protective Services Sworn</p> <ul style="list-style-type: none"> Individuals with Disabilities are underutilized. The agency needs to monitor Racial/Ethnic Minorities because underutilization may occur by employee movement. There were no promotions into this job category for Ethnic/Racial Minorities and Individuals with Disabilities during the last plan years. 	<ul style="list-style-type: none"> All openings within this job category will follow a new Inclusive Hiring Process outlined in the “Recruitment” section below. We anticipate that the Inclusive Hiring Process will be in place by September 1, 2021. The agency will continue to support the Enforcement Division’s Conservation Officer Pre-Employment Education Program (CO PREP) detailed in Recruitment and Processes. The Enforcement Division commits to developing a partnership with DEED’s Disabled Veterans Outreach Program, Veteran’s Employment Program, and/or other veteran services agencies by January 1, 2021. To encourage voluntary disclosure of affirmative action data, the Affirmative Action Officer will develop and deliver an introduction to AA/ADA/EEO, clarifying how the data is used for the Conservation Officer Academy before the next academy in May 2022.
<p>Protective Services Non-sworn</p> <ul style="list-style-type: none"> Racial/Ethnic Minorities are underutilized. The agency needs to monitor Females and Individuals with Disabilities because underutilization may occur by employee movement. There were no hires or promotions into this job category for Racial/Ethnic Minorities during the last plan years. 	<ul style="list-style-type: none"> All openings within this job category will follow a new Inclusive Hiring Process outlined in the “Recruitment” section below. We anticipate that the Inclusive Hiring Process will be in place by September 1, 2021. The Division of Forestry will create career materials and proactively recruit for the NR Fire Response Lead position during other Forestry recruiting efforts. The Division of Forestry will continue to evaluate the NR Fire Response Lead position's current minimum qualifications to determine if they can be modified, with greater reliance on internal training post-hire. <p>(Note: The Division of Forestry employs the majority of positions within this job category.)</p>
<p>Para-professionals</p> <ul style="list-style-type: none"> The agency needs to monitor Females, Ethnic/Racial Minorities, and Individuals with Disabilities because underutilization may occur by employee movement. 	<ul style="list-style-type: none"> All openings within this job category will follow a new Inclusive Hiring Process outlined in the “Recruitment” section below. We anticipate that the Inclusive Hiring Process will be in place by September 1, 2021.

Areas for Further Monitoring by Job Category	Affirmative Actions
<p>Administrative Support</p> <ul style="list-style-type: none"> Racial/Ethnic Minorities are underutilized. Separation analysis shows Racial/Ethnic Minority administrative support disproportionately separate by resignation and termination without rights. 	<ul style="list-style-type: none"> All openings within this job category will follow a new Inclusive Hiring Process outlined in the “Recruitment” section below. We anticipate that the Inclusive Hiring Process will be in place by September 1, 2021. To begin immediately, the Affirmative Action Officer will review exit interview data within this job category monthly to further evaluate potential trends and/or to identify concerns needing follow-up.
<p>Skilled Craft</p> <ul style="list-style-type: none"> Females and Individuals with Disabilities are underutilized. The agency needs to monitor Racial/Ethnic Minorities because underutilization may occur by employee movement. There were no hires or promotions into this job category for Females, Racial/Ethnic Minorities, and Individuals with Disabilities during the last plan years. 	<ul style="list-style-type: none"> All openings within this job category will follow a new Inclusive Hiring Process outlined in the “Recruitment” section below. We anticipate that the Inclusive Hiring Process will be in place by September 1, 2021. The Operations Services Division, the DNR division with the majority of skilled craft positions, commits to developing partnerships with local technical colleges by July 1, 2021.
<p>Service Maintenance</p> <ul style="list-style-type: none"> Racial/Ethnic Minorities are underutilized. 	<ul style="list-style-type: none"> All openings within this job category will follow a new Inclusive Hiring Process outlined in the “Recruitment” section below. We anticipate that the Inclusive Hiring Process will be in place by September 1, 2021. The DNR commits to collaboration with DEED’s Workforce Strategy Consultants to increase recruitment resources by April 1, 2021.

Other Action-Oriented Programs

This section provides an overview of the agency’s general efforts and actions to ensure equal opportunity. The agency has reviewed barriers to hiring during the previous plan period and identified recruitment strategies, processes, and training to address underutilization for this plan year.

Barriers

There are constraints that may affect the agency's ability to address the underutilization of protected classes. These constraints also affect the meaningfulness of any monitoring undertaken by the agency, as outlined in the previous section.

- The agency anticipates a limited number of open positions during the period of this plan due to a statewide budget deficit and a statewide hiring freeze of unknown length.
- Data shows employees' unwillingness to voluntarily self-identify, specifically within racial/ethnic minorities and individuals with disabilities. This will affect the representation of employees in these protected groups.
- College enrollment in specific natural resources programs is declining, affecting the pipeline of potential applicants for many DNR positions. The representation of protected class members within these programs is low.
- The comparatively low rate of pay for some positions relative to other private and public employers can affect the DNR's ability to attract diverse candidates at a time when many employers are striving to diversify their workforce.
- The geographic location of open positions may affect the DNR's ability to attract applicants from protected classes.

Recruitment

The DNR commits to the actions listed below to improve recruitment and increase qualified females, racial/ethnic minorities, and individuals with disabilities in the applicant pool.

Continued Commitments

The agency will continue to:

- Support the Increasing Diversity in Environmental Careers (IDEC) program. IDEC is a partnership between the Minnesota Department of Natural Resources, Conservation Corps Minnesota and Iowa, Minnesota Pollution Control Agency, and the Minnesota Board of Water and Soil Resources that aims to reduce and eliminate barriers that inhibit under-represented college students (females, racial/ethnic minorities, and individuals with disabilities) from completing STEM degrees and obtaining environmental careers after graduation. The first cohort of 16 participants in IDEC began in the fall of 2019. The first cohort was 63% female, 88% ethnic/racial minorities, and 13% individuals with disabilities. From July 1, 2019, through June 30, 2024, this program will serve up to 43 STEM students.
- Post all classified job opportunities through the [State of MN Career website](#).
- Consider applicants who are female, racial/ethnic minority, or individuals with disabilities for all positions for which they qualify.
- Develop a pipeline for entry-level jobs across job categories using statewide internship opportunities like Right Track, Step Up, Urban Scholar, and Star of the North Fellows.
- Provide more in-depth division-specific workforce analysis of Affirmative Action data for divisions when requested of the Affirmative Action Officer.

- Attend numerous career fairs and career-related engagement events around the state, including those hosted by Tribal Colleges, Urban Roots, Conservation Corp of Minnesota and Iowa, Hmong Prep Academy, DEED workforce centers, and more.
- Continue to use the EEO tag line on all job postings and advertisements.

New Commitments

The agency commits to:

- Revising the current pre-hire review process and begin implementation by September 1, 2021. Training will be provided to all staff involved in the hiring process before the new process requirements are implemented. The new process will:
 - Be developed by a project team, supported by the Operational Health Team, reviewed by the Senior Management Team, and approved by the Commissioner's Office;
 - Take into account all the different stages of the hiring process;
 - Be re-named as an Inclusive Hiring process;
 - Be used by all managers and supervisors hiring for positions in categories that have underutilization or need for monitoring; and
 - Involve direction, training, and technical assistance from subject matter experts to managers on creating minimum qualifications that remove unnecessary barriers and screening words and creating postings with inclusive language.
 - Encourage hiring managers and supervisors to promote opportunities to underutilized candidates, evaluate workforce and applicant pool representation, and ensure an inclusive interview and selection processes.
- Evaluating the need for and, as needed, enhancing centralized agency-wide recruitment resources to include:
 - Assessing the potential benefits of hiring an agency-wide recruiter;
 - Enhanced coordination of diversity recruiting across the agency, including participation in job fairs, virtual and in-person;
 - Investing in tools such as a LinkedIn Recruiter account that supports sourcing for individual positions;
 - Increasing and enhancing our digital presence regarding career opportunities at the DNR and being attentive to showcasing diversity in these materials;
 - Creating robust web pages to provide information about DNR careers to current job seekers and students thinking about their future careers;
 - Utilizing social media such as LinkedIn to brand ourselves as an employer that values diversity;
 - Providing tools to hiring managers and supervisors to more effectively recruit such as activities and talking points for those doing career engagement; and

- Developing relationships with partners such as Minorities in Agriculture, Natural Resources, and Related Sciences.
- Adding Diversity, Equity, and Inclusion (DEI) to the core competencies of all manager and supervisor positions. This includes additions to Position Descriptions, Performance Evaluations, and questions about DEI in all interviews for manager and supervisor positions.
- Developing five partnerships with local workforce providers, including nonprofits and government agencies, to increase the DNR's ability to reach more qualified candidates.
- Advertise open positions in minority press, with diversity-related professional organizations, and other sources with audiences that include women, minorities, and individuals with disabilities.
- Promoting the Connect 700 Program to attract qualified individuals with disabilities by linking to MMB's web site when advertising jobs.

Division and Region Commitments

In addition to the agency-wide actions listed above, DNR divisions and regions have also committed to actions tailored to their identified opportunities.

Ecological and Water Resources Division

The Ecological and Water Resources (EWR) Division commits to:

- Continuing to work on inclusive hiring practices by working with the Diversity Program Coordinator to review and modify position descriptions to remove unnecessary barriers, and crafting job postings that include inclusive language.
- Continuing to work with Twin Cities RISE to see if there are ways to connect their participants with jobs or opportunities within the department.
- Increasing the hiring pools' diversity for positions by posting jobs on sites such as Women's Environmental Network, Handshake, MN Indian list serve, and Minorities in Agriculture, Natural Resources, and Related Sciences.
- Working to create diverse interview panels and reviewing the interview questions with a DEI lens.

Enforcement Division

The Enforcement (ENF) Division commits to:

- Continuing to support the Conservation Officer Pre-Employment Education Program (CO PREP). This program aims to diversify the division's hiring processes by eliminating the barrier of previous law enforcement experience/training as a requirement to become a Conservation Officer. CO PREP has proven successful in assisting the Enforcement Division to recruit and hire women, minorities, and individuals with disabilities. The program averages around 50% females and ethnic/racial minorities in every CO PREP class.
- Developing a partnership with DEED's Disabled Veterans Outreach Program, Veteran's Employment Program, and/or other veteran services agencies.

Fish & Wildlife Division

The Fish and Wildlife (FAW) Division commits to:

- Reviewing the minimum and preferred qualifications for the entry-level Fisheries Specialist and entry-level Wildlife Specialist positions to identify and remove unnecessary barriers to inclusive hiring.
- Developing community connections through focused outreach to a minimum of 5 organizations that represent communities of color.
- Actively using recruiting tools that help reach applicants for vacancies from a broader set of communities than we currently target.
- Partnering with Forestry (and perhaps other divisions) to develop relationships with college and university faculty and students to improve recruiting practices for interns and entry-level positions.

Forestry Division

The Forestry (FOR) Division commits to:

- Continuing to participate in the Society of American Foresters (SAF) National Convention, which draws diverse forestry students from all over the United States.
- Continuing to pursue opportunities to participate with MANRRs (Minorities in Agriculture, Natural Resources, and Related Sciences) programs.
- Researching HBCU's (Historically Black Colleges and Universities) with SAF accredited programs and contacting them regarding recruiting opportunities.

Lands & Minerals Division

The Lands and Minerals (LAM) Division commits to:

- Continuing to pursue opportunities for LAM presence at job fairs aimed at recruiting diverse communities.
- Continuing involvement in internship programs that encourage the study of natural resources for new and diverse students, and recruit graduating students into natural resources careers.
- Building partnerships with up to three Vocational Rehabilitation Centers to recruit individuals with disabilities.
- Building connections with up to three Minnesota Workforce Centers aimed at active recruitment of disabled veterans or communities of color.

Operations Services Division

The Operations Services Division (OSD) commits to:

- Continuing to coordinate and facilitate the agency commitment to pipeline programs, including Step-Up, Right Track, Urban Scholars, and MN Pathways.
- Continuing to attend, host, and/or organize career events targeted to underrepresented groups, including the statewide career fair, Urban Roots, and Higher Ground: Earth Day Clean up with a career component.

- Continuing to utilize a diverse panel of experts to advise the Minnesota Conservation Volunteers magazine on diversity, equity, and inclusion.
- Developing partnerships with local technical colleges to promote openings to a more diverse audience.
- Working with the Nationals Association of Fleet Administrators (NAFA) to promote public sector fleet management to a more diverse audience.

Region 1

The Region 1 Management Team commits to:

- Enhancing relationships with area high schools using a career pathway model and establishing a process to offer job shadowing and work opportunities for students.
 - Present to Cass Lake-Bena High School Freshmen Career Expo
 - Present to Bemidji High School Natural Resources Career Academies students
- Expanding community connections through strategic outreach to area Tribal College, participating in job fairs, and sharing job postings.
 - Partner with White Earth Tribal College and White Earth DNR to expand work experience opportunities in the Detroit Lakes area.

Region 2

The Region 2 Management Team commits to:

- Participating in the development of the Itasca School Collaborative Career Pathways program.
- Sharing position announcements with the tribal nations and organizations of the region.
- Collaborating with other DNR regions to participate in job and career fairs.

Region 3

The Region 3 Management Team commits to:

- Hosting and/or participating in career events targeted to underrepresented youth, working with:
 - Non-profit youth employment organizations such as Urban Roots Conservation Crew, Conservation Corps Youth Outdoors program, and Minneapolis Park Board Green Team
 - Schools with diverse student bodies (such as Higher Ground Academy, where a majority of the student body is of East African descent)
- Increasing awareness of current and future job opportunities.
 - Sending out internship and career opportunities to people and organizations that serve or are made up of underrepresented youth and/or adults.
 - Encouraging and supporting staff participation in school visits, career events at schools, and organizations that serve or are made up of under-represented groups. Support

includes making sure that staff are aware of and use the career materials and resources to introduce students to their career path and the other options at the DNR.

- Planning and participating in outreach events targeted to underrepresented communities to engage youth and families in outdoor and nature recreation and promote awareness of the DNR.

Region 4

The Region 4 Management Team commits to:

- Continuing to promote careers with the DNR at career fairs and schools, including events focusing on diversity.
- Developing relationships with high schools, especially those with diverse student populations, to expose students to careers with the DNR.
- Developing relationships with southern Minnesota colleges, universities, and community organizations to identify opportunities to reach more diverse groups. Career options and job openings will be shared with students and staff in these colleges, universities, and community organizations.
- Active participation and engagement in Mankato's Multi-cultural Network Group.
- Evaluating the development of virtually supported, self-service outdoor recreation activities focused on diverse communities, potentially created by a cohort of summer interns from different divisions.

Persons Responsible:

- The Senior Management Team, Division Management Teams, and Regional Management Teams are responsible for implementing agency commitments.
- The Affirmative Action Officer and the Diversity Program Coordinator are responsible for supporting, tracking progress, and evaluating the agency commitments' implementation.

Retention

The agency will take the following actions to improve the retention of females, racial/ethnic minorities, and individuals with disabilities.

Continued Commitments

The agency will continue to:

- Provide guidance on the DNR intranet for the following: ADA, Affirmative Action, and Religious Accommodations.
- Provide guidance on the DNR intranet for Diversity, Equity, and Inclusion best practices and available training.
- Increase internal communication, including communications from the Commissioner, Division Directors, and employee newsletters, about diversity-related topics such as DNR's AA commitments, holidays, cultural events, etc.

- Promote the agency’s Culture of Respect and utilize employee engagement surveys to enhance this culture.

New Commitments

The agency commits to:

- Assessing the current onboarding process, identifying inclusive practices to be added, and creating a standard onboarding that makes all employees feel welcome.
- Supplementing the on-boarding process with specific conversations regarding what new staff are looking forward to in their role, and any accommodations they may need to help support their success at the DNR. These conversations will continue during each employee’s annual review process.
- Supporting Employee Resource Groups (ERG) in the following ways:
 - Actively promote State of Minnesota ERGs to staff;
 - Explore the benefits of and process for ERGs internally within the DNR for those protected classes from which there is interest; and
 - Solicit cultural insight from employees of different backgrounds (and who are interested in sharing) to advance the agency’s work.
- Strengthening the exit interview process in the following ways:
 - Managers and supervisors will promote the exit interview process with departing employees and have informal conversations with departing employees;
 - The Affirmative Action Officer will analyze exit survey data to identify potential issues that may need to be addressed with individual managers, supervisors, or departing employees;
 - The Equity Team will analyze aggregate exit data on a semi-annual basis and make recommendations to the Senior Management Team on issues that need to be addressed; and
 - Divisions will analyze their retention data on a semi-annual basis, make adjustments to their practices when necessary, and communicate these changes back to the Affirmative Action Officer.
- Reviewing the agency’s non-certification and dismissal process and identifying how to include the Affirmative Action Officer to monitor and address these separations’ disproportionate trend.
- Developing guidance on pregnancy and lactation accommodations in the workplace to be posted on the agency’s intranet.
- Evaluating the potential to develop – or reinvigorate as needed where they exist – division-specific mentorship efforts to help a new employee or supervisor adapt to DNR’s processes, procedures, and culture in their first year. A mentor can act as a sounding board, answer questions and concerns, and welcome focused conversation on DEI.

Persons Responsible:

- The Senior Management Team, Division Management Teams, and Regional Management Teams are responsible for implementing agency commitments.
- The Affirmative Action Officer and the Diversity Program Coordinator are responsible for supporting, tracking progress, and evaluating the agency commitments' implementation.

Training

The agency will take the following actions to improve the retention of females, racial/ethnic minorities, and individuals with disabilities.

Continued Commitments

The agency will continue to support and provide the following diversity, equity, and inclusion (DEI) training:

- A course on Equal Opportunity Employment (including ADA and Affirmative Action) delivered at DNR's New Supervisor Orientation by the Affirmative Action Officer.
- A course on Diversity, Equity, and Inclusion (DEI) delivered at DNR's New Supervisor Orientation by the Diversity Program Coordinator.
- A segment on Equal Opportunity Employment (including ADA and Affirmative Action) and DEI delivered at DNR's New Employee Orientation.
- The Diversity Program Coordinator training within the agency on basic diversity concepts; gender/race or other bias; cultural competence; building cross-cultural relationships; nature, culture and identity; and embedding a DEI lens into your existing work.
- The Learning and Development Team publishes and will continue to publish learning and development opportunities in a monthly training newsletter.

New Commitments

The agency commits to developing and delivering diversity, equity, and inclusion (DEI) training, which will include the following:

- Listening sessions and follow-up conversation to discuss fostering the change needed to build an inclusive and just Minnesota.
- Two to Three panel discussions/presentations annually that will be webcast agency-wide and be available to all staff.
- An e-learning course of diversity, equity, and inclusion that will be required for all staff.
- An e-learning course for ADA that will be available for all staff.
- Training division and regional leadership in DEI.
- E-learning courses to provide introductory content for DNR's Hiring Process, Equal Employment Opportunity, and DEI. These courses will become a pre-requisite for New Supervisor Orientation.

- Training for the new Inclusive Hiring process for all staff involved in the hiring and selection process.

Persons Responsible:

- The Senior Management Team, Division Management Teams, and Regional Management Teams are responsible for implementing agency commitments.
- The Affirmative Action Officer and the Diversity Program Coordinator are responsible for supporting, tracking progress, and evaluating the agency commitments' implementation.

Methods of Auditing, Evaluating, and Reporting Program Success

Pre-Employment Review Procedure/Monitoring the Hiring Process

The agency will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of females, racial/ethnic minorities, or individuals with disabilities. The agency will use an electronic Monitoring the Hiring Process form within the eTrack system for every hire to track the number of females, racial/ethnic minorities, and individuals with disabilities in each selection process stage. Directors, managers, and supervisors will work closely with human resources and the Affirmative Action Officer in reviewing the requirements for the position, posting the job, and interviewing and selection to ensure that equal opportunity and affirmative action are carried out. Directors, managers, and supervisors must document their hiring decisions, and the Affirmative Action Officer will review for bias.

MS 43A.191 was amended to state an agency that does not meet its hiring goals for competitive appointments and non-competitive appointments under MS 43A.08, subd. 1(9), (11) and (16), and 43A.15, subd. 3, 10, 12, and 13, must justify its non-affirmative action hires and can no longer take missed opportunities. The agency will report the number of affirmative and non-affirmative hires to MMB quarterly.

When candidates are invited to participate in the selection process, employees scheduling the selection process will describe the process to the candidate (*e.g.*, interview process, testing process). All candidates are provided information regarding the procedure to request reasonable accommodations, if necessary, to allow candidates with disabilities equal opportunity to participate in the selection process. For example, describe if interview questions are offered ahead of time or what technology may be used during a test. This allows for an individual with a disability to determine if they need a reasonable accommodation in advance.

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

Pre-Review Procedure for Layoff Decisions

The agency will follow the layoff procedures specified in the applicable bargaining unit agreements. Before implementation, the Affirmative Action Officer, in conjunction with the agency's Human Resources Office, will review all pending layoffs to determine their effect on the agency's affirmative action goals and timetables.

If it is determined that there is a disparate impact on a protected group(s) the agency will document why the layoff is occurring, including how the positions slated for layoff were identified, applicable personnel policies, or collective bargaining agreement provisions that were considered, and other relevant information that explains the approach taken to identify the proposed layoffs. The agency will determine if other alternatives are available to minimize the disparate impact on a protected group(s).

Other Methods of Program Evaluation

The agency submits the following compliance reports to MMB as part of the efforts to evaluate the agency's affirmative action program:

- Quarterly Monitoring the Hiring Process Reports
- Biennial Affirmative Action Plan
- Annual Americans with Disabilities Act Report
- Disposition of Internal Complaint (a report submitted to MMB within 30 days of the agency's determination regarding any complaint filed under the Harassment and Discrimination Prohibited Policy and the Sexual Harassment Policy)
- Annual Internal Complaint Report (a report submitted to MMB with aggregate data on all complaints filed under the Harassment and Discrimination Prohibited Policy and the Sexual Harassment Prohibited Policy)

The agency also documents progress implementing the Affirmative Action Plan via an Affirmative Action Update Report developed by the Affirmative Action Officer quarterly. This report currently contains an analysis of employment activity (hires, promotions, and separations) by division and is shared with the Commissioner's Office. The agency commits to adding the following to this reporting:

- A progress report by job category
- Updates on the implementation of the Diversity Recruitment, Retention, and Training Plans outlined within this document

The agency also commits to engaging in at least quarterly discussions about progress advancing the Affirmative Action Plan and DEI with the appropriate leadership teams (Human Resources, Operational Health Team, Senior Management Team, Operations Managers Team, and/or Division/Region Management Teams). Depending on the topic or issue to be discussed, the AAO and Deputy Commissioner will determine the appropriate team for the specific discussion.

Policies, Procedures, and Notice

A. Statewide Harassment and Discrimination Prohibited Policy, HR/LR Policy # 1436 (issued 6/12/2019)

Overview

Objective

To create a work environment free from harassment and discrimination based on protected class.

Policy Statement

Any form of harassment or discrimination based on protected class is strictly prohibited. Individuals who believe they have been subject to harassment/discrimination based on protected class or retaliation as described in this policy, are encouraged to file a report with an appropriate authority, as set forth in Section II of this policy.

Any form of retaliation directed against an individual who opposes or reports protected class harassment/discrimination, or who participates in any investigation concerning protected class harassment/discrimination, is strictly prohibited and will not be tolerated.

Violations of this policy by State employees will be subject to discipline, up to and including discharge. Violations of this policy by third parties will be subject to appropriate action.

Sexual harassment is specifically addressed by HR/LR Policy #1329 Sexual Harassment Prohibited.

Scope

This policy applies to all employees of, and third parties who have business interactions with, executive branch agencies and the classified employees in the Office of the Legislative Auditor, Minnesota State Retirement System, Public Employee Retirement Association, and Teachers' Retirement Association.

Definitions and Terms

Complainant: An individual who reports protected class harassment, discrimination, or retaliation.

Third party: Individuals who are not State employees, but who have business interactions with State employees, including, but not limited to:

- Applicants for State employment
- Vendors
- Contractors
- Volunteers
- Customers
- Business partners
- Unpaid interns
- Other individuals with whom State employees interact in the course of employees' work for the State, such as advocates, lobbyists, and representatives of individuals or entities with business with any branch of Minnesota state government

Protected class harassment or harassment based on protected class: Unwelcome conduct or communication that is based on actual or perceived membership in a protected class, including stereotypes of protected classes, that has a negative effect or is likely to have a negative effect on the complainant and/or on the workplace or public service environment.

Protected class: Protected classes under this policy are as follows:

- Race
- Color
- Creed
- Religion
- National origin
- Sex* (includes pregnancy and pregnancy-related conditions)
- Marital status
- Familial status
- Receipt of public assistance
- Membership or activity in a local human rights commission
- Disability
- Age
- Sexual orientation
- Gender identity
- Gender expression
- For employees, genetic information

*See HR/LR Policy #1329 Sexual Harassment Prohibited for specific information on harassment based on unwelcome conduct or communication of a sexual nature.

Age: The prohibition against harassment and discrimination based on age prohibits such conduct based on a person's age if the person is over the age of 18.

Marital status: Whether a person is single, married, remarried, divorced, separated, or a surviving spouse, and includes protection against harassment and discrimination on the basis of the identity, situation, actions, or beliefs of a spouse or former spouse.

Familial status: The condition of one or more minors living with their parent(s) or legal guardian, or the designee of the parent(s) or guardian with the written permission of the parent(s) or guardian. This also protects those who are pregnant or those who are in the process of securing legal custody of a minor from being harassed or discriminated against on that basis.

Disability: A physical, sensory, or mental impairment which materially limits one or more major life activities; a record of such an impairment; or being regarded as having such an impairment.

Genetic information: Includes information about an individual's or their family members' genetic tests, 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 their family member, and the genetic information of a fetus carried by an individual or a pregnant family member, and the genetic information of any embryo legally held by the individual or their family member using an assisted reproductive technology.

Public service environment: A location where public service is being provided.

Membership or activity in a local human rights commission: Participation in an agency of a city, county, or group of counties that has the purpose of dealing with discrimination on the basis of race, color, creed, religion, national origin, sex, age, disability, marital status, status with regard to public assistance, sexual orientation, or familial status, as defined by Minn. Stat. § 363A.03, subd. 23.

Exclusions

N/A

Statutory References

M.S. Ch. 43A

M.S. Ch. 363A

General Standards and Expectations

Prohibition of Protected Class Harassment and Discrimination

Harassment of or discrimination against any employee or third party based on protected class in the workplace or public service environment, or which affects the workplace or public service environment, is strictly prohibited. Harassment of or discrimination against an individual because of their relationship or association with members of a protected class is also strictly prohibited. Protected class harassment and discrimination may take different forms including verbal, nonverbal, or physical conduct or communication. Conduct based on protected class may violate this policy even if it is not intended to be harassing. Protected class harassment and discrimination under this policy includes, but is not limited to, the following behavior when it is based on actual or perceived membership in a protected class, including stereotypes of protected classes:

- Offensive jokes, slurs, derogatory remarks, epithets, name-calling, ridicule or mockery, insults or put-downs
- Display or use of offensive objects, drawings, pictures, or gestures
- Physical assaults or threats
- Inappropriate touching of body, clothing, or personal property
- Following, stalking, intimidation
- Malicious interference with work performance
- Implicit or explicit preferential treatment or promises of preferential treatment for submitting to the conduct or communication
- Implicit or explicit negative treatment or threats of negative treatment for refusing to submit to the conduct or communication
- Discriminatory conduct based on an individual's actual or perceived protected class that segregates, separates, limits or restricts the individual from employment opportunities, including, but not limited to, hiring, promotion, compensation, disciplinary action, assignment of job duties, benefits or privileges of employment

I. Employee and Third Party Responsibilities and Complaint Procedure

Harassment or discrimination based on protected class will not be tolerated. All employees and third parties are expected to comply with this policy.

Employees and third parties are strongly encouraged to report all incidents of protected class harassment or discrimination, whether the individual is the recipient of the behavior, an observer, or is otherwise aware of the behavior. Individuals are encouraged to report incidents as soon as possible after the incident occurs. Individuals may report to any of the following:

1. Any of the agency's managers or supervisors
2. The agency's affirmative action officer
3. The agency's human resources office
4. Agency management, up to and including the agency head

If the report concerns an agency head, the complainant may contact Minnesota Management and Budget, Enterprise Human Resources, Office of Equal Opportunity, Diversity, and Inclusion.

To ensure the prompt and thorough investigation of a report, the complainant may be asked to provide information in writing, which may include, but is not limited to:

1. The name, department, and position of the person(s) allegedly causing the harassment/discrimination
2. A description of the incident(s), including the date(s), location(s), and the identity of any witnesses
3. The name(s) of other individuals who may have been subject to similar harassment/discrimination
4. What, if any, steps have been taken to stop the harassment/discrimination
5. Any other information the complainant believes to be relevant

Individuals are encouraged to use the agency's internal complaint procedure, but may also choose to file a complaint externally with the Equal Employment Opportunity Commission (EEOC), the Minnesota Department of Human Rights (MDHR), or other legal channels.

II. Manager/Supervisory Responsibility

Managers and supervisors must:

1. Model appropriate behavior
2. Treat all reports of protected class harassment/discrimination seriously
3. Appropriately respond to a report or problem when they receive a report of protected class harassment/discrimination, or when they are otherwise aware a problem exists
4. Immediately report all allegations or incidents of protected class harassment/discrimination to human resources or the agency Affirmative Action Officer
5. Comply with their agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan

Managers and supervisors who knowingly participate in, allow, or tolerate harassment, discrimination, or retaliation are in violation of this policy and are subject to discipline, up to and including discharge.

III. Human Resources Responsibilities

Agency human resources must:

1. Model appropriate behavior

2. Distribute the Harassment and Discrimination Prohibited Policy to all employees, through a method whereby receipt can be verified
3. Treat all reports of protected class harassment/discrimination seriously
4. Comply with the agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan

IV. Affirmative Action Officer or Designees Responsibilities

Agency Affirmative Action Officer/designee must:

1. Model appropriate behavior
2. Treat all reports of protected class harassment/discrimination seriously
3. Comply with the agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan
4. Keep the agency apprised of changes and developments in the law and policy

Investigation and Discipline

State agencies will take seriously all reports of protected class harassment, discrimination and retaliation, and will take prompt and appropriate action. When conducting an investigation, managers and supervisors, human resources, and Affirmative Action Officers must follow their agency's investigation procedures.

State agencies will take prompt and appropriate corrective action when there is a violation of this policy.

Employees who are found to have engaged in conduct in violation of this policy will be subject to disciplinary action, up to and including discharge.

Third parties who are found to have engaged in conduct in violation of this policy will be subject to appropriate action. Appropriate action for policy violations by third parties will depend on the facts and circumstances, including the relationship between the third party and the agency. Agencies may contact MMB's Office of Equal Opportunity, Diversity, and Inclusion for assistance in determining appropriate action for third parties. MMB may refer agencies to the appropriate resources, which may include, for example, the Department of Administration with respect to policy violations by vendors or contractors.

Employees who knowingly file a false report of protected class harassment/discrimination or retaliation will be subject to disciplinary action, up to and including discharge.

Non-Retaliation

Retaliation against any person who opposes protected class harassment or discrimination, who reports protected class harassment or discrimination, or who participates in an investigation of such reports, is strictly prohibited. Retaliation also includes conduct or communication designed to prevent a person from opposing or reporting protected class harassment or discrimination or participating in an investigation. Retaliation will not be tolerated. Any employee who is found to have engaged in retaliation in violation of this policy will be subject to discipline, up to and including discharge. Third parties who are found to have engaged in retaliation in violation of this policy will be subject to appropriate action.

Responsibilities

Agency Responsibility

Agencies are responsible for the following:

1. Adopting this policy as the agency HR policy.
2. Disseminating this policy to agency employees through a method whereby receipt can be verified.
3. Posting this policy in a manner that can be accessed by all employees and third parties.
4. Including this policy in their Affirmative Action Plan.
5. Implementing this policy, which includes:
 - a. Implementing an educational program
 - b. Developing and implementing a procedure for reporting complaints
 - c. Communicating the complaint procedure to employees
 - d. Developing and implementing a procedure under which reports will be addressed promptly.
6. Enforcing this policy.
7. Reporting annually dispositions of reports of protected class harassment or discrimination using the Affirmative Action Report.

MMB Responsibility

Ensuring that state agencies carry out their responsibilities under this policy, developing training, and updating this policy as necessary.

Forms and Supplements

Acknowledgment Form (below) – This form may be used to verify receipt by agency employees.

Acknowledgement

I acknowledge that I have received and read the policy, HR/LR Policy #1436, Harassment and Discrimination Prohibited, including the policy's complaint procedure. I understand that harassment and discrimination based on protected class, and retaliation, are strictly prohibited. I understand that if I engage in conduct in violation of the policy toward any State employee, or any "third party" as defined by the policy, I will be subject to disciplinary action, up to and including discharge. I understand that if I believe that I have been subjected to harassing, discriminatory or retaliatory conduct as defined by the policy by any State employee, or by any "third party" as defined by the policy, I am encouraged to report that behavior. I understand that I can make a report to any of my agency's managers or supervisors, the agency's affirmative action officer, the agency's human resources office, or agency management, up to and including the agency head. I understand that if my report concerns an agency head, I may contact Minnesota Management and Budget.

Signed: _____ Date: _____

Employee Name: _____

B. Statewide Sexual Harassment Prohibited Policy Statewide HR/LR Policy #1329: Sexual Harassment Prohibited (revised 6/12/2019)

Objective

To create a work environment free from sexual harassment of any kind.

Policy Statement

Sexual harassment in any form is strictly prohibited. Individuals who believe they have been subject to sexual harassment as described in this policy are encouraged to file a report with an appropriate authority, as set forth in Section II of this policy.

Any form of retaliation directed against an individual who opposes or reports sexual harassment, or who participates in any investigation concerning sexual harassment, is strictly prohibited and will not be tolerated.

Violations of this policy by State employees will be subject to discipline, up to and including discharge. Violations of this policy by third parties will be subject to appropriate action.

Scope

This policy applies to all employees of, and third parties who have business interactions with, executive branch agencies and the classified employees in the Office of the Legislative Auditor, Minnesota State Retirement System, Public Employee Retirement Association, and Teachers' Retirement Association.

Definitions and Key Terms

Complainant

An individual who complains about sexual harassment or retaliation.

Public service environment

A location that is not the workplace where public service is being provided.

Sexual harassment

Unwelcome sexual advances, unwelcome requests for sexual favors, or other unwelcome verbal, written, or physical conduct or communication of a sexual nature.

Third party

Individuals who are not State employees but who have business interactions with State employees, including, but not limited to:

- Applicants for State employment
- Vendors
- Contractors
- Volunteers
- Customers
- Business Partners

- Unpaid Interns
- Other individuals with whom State employees interact in the course of employees' work for the State, such as advocates, lobbyists, and representatives of individuals or entities with business with any branch of Minnesota state government

Exclusions

N/A

Statutory References

42 U.S.C. § 2000e, et al.

M.S. Ch. 363A

M.S. Ch. 43A

General Standards and Expectations

I. Prohibition of Sexual Harassment

Sexual harassment of any employee or third party in the workplace or public service environment, or which affects the workplace or public service environment, is strictly prohibited.

Sexual harassment under this policy is any conduct or communication of a sexual nature which is unwelcome. The victim, as well as the harasser, can be of any gender. The victim does not have to be of the opposite sex as the harasser. Sexual harassment includes, but is not limited to:

1. Unwelcome sexual innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, degrading sexual remarks, threats;
2. Unwelcome sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling, obscene gestures;
3. Unwelcome physical contact, such as rape, sexual assault, molestation, or attempts to commit these assaults; unwelcome touching, pinching, or brushing of or by the body;
4. Preferential treatment or promises of preferential treatment for submitting to sexual conduct, including soliciting or attempting to solicit an individual to submit to sexual activity for compensation or reward;
5. Negative treatment or threats of negative treatment for refusing to submit to sexual conduct;
6. Subjecting, or threatening to subject, an individual to unwelcome sexual attention or conduct.

II. Employee and Third Party Responsibilities and Complaint Procedure

Sexual harassment will not be tolerated. All employees and third parties are expected to comply with this policy.

Employees and third parties are encouraged to report all incidents of sexual harassment. Individuals are encouraged to report incidents of sexual harassment as soon as possible after the incident occurs. Individuals may make a complaint of sexual harassment to any of the following:

1. Any agency's managers or supervisors;
2. The agency's affirmative action officer;
3. An agency's human resource office;
4. Agency management, up to and including the agency head.

If the report concerns an agency head, the complainant may contact Minnesota Management and Budget's Office of Equal Opportunity, Diversity, and Inclusion.

To ensure the prompt and thorough investigation of a report of sexual harassment, the complainant may be asked to provide information in writing, which may include, but is not limited to:

1. The name, department, and position of the person(s) allegedly causing the harassment
2. A description of the incident(s), including the date(s), location(s), and identity of any witnesses
3. The name(s) of other individuals who may have been subject to similar harassment
4. What, if any, steps have been taken to stop the harassment
5. Any other information the complainant believes to be relevant

Individuals are encouraged to use the agency's internal complaint procedure, but may also choose to file a complaint or charge externally with the Equal Employment Opportunity Commission (EEOC) and/or the Minnesota Department of Human Rights (MDHR), or other legal channels.

III. Manager/Supervisor Responsibility

Managers and Supervisors must:

1. Model appropriate behavior
2. Treat all reports of sexual harassment seriously
3. Appropriately respond to a report or problem when they receive a report of sexual harassment, or when they are otherwise aware a problem exists
4. Immediately report all allegations or incidents of sexual harassment to human resources or the agency Affirmative Action Officer
5. Comply with their agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan

Managers and supervisors who knowingly participate in, allow, or tolerate sexual harassment or retaliation of this policy are subject to discipline, up to and including discharge.

IV. Human Resources Responsibilities

Agency human resources must:

1. Model appropriate behavior

2. Distribute the sexual harassment policy to all employees, through a method whereby receipt can be verified
3. Treat all complaints of sexual harassment seriously
4. Comply with the agency's complaint and investigation procedures and/or their Affirmative Action Plan

V. Affirmative Action Officer or Designee Responsibilities

Agency Affirmative Action Officer/designee must:

- Model appropriate behavior
- Treat all complaints of sexual harassment seriously
- Comply with the agency's complaint and investigation procedures
- Keep the agency apprised of changes and developments in the law and policy

VI. Investigation and Discipline

State agencies will take seriously all reports of sexual harassment and retaliation, and will take prompt and appropriate action. When conducting an investigation, managers and supervisors, human resources, and Affirmative Action Officers must follow their agency's investigation procedures.

State agencies will take prompt and appropriate corrective action when there is a violation of this policy.

Employees who are found to have engaged in conduct in violation of this policy will be subject to disciplinary action, up to and including discharge.

Third parties who are found to have engaged in conduct in violation of this policy will be subject to appropriate action. Appropriate action for policy violations by third parties will depend on the facts and circumstances, including the relationship between the third party and the agency. Agencies may contact MMB's Office of Equal Opportunity, Diversity, and Inclusion for assistance in determining appropriate action for third parties. MMB may refer agencies to the appropriate resources, which may include, for example, the Department of Administration with respect to policy violations by vendors or contractors.

Employees who knowingly file a false report of sexual harassment or retaliation will be subject to disciplinary action, up to and including discharge.

VII. Non-Retaliation

Retaliation against any person who opposes sexual harassment, who reports sexual harassment, or who participates in an investigation of such reports, is strictly prohibited. Retaliation also includes conduct or communication designed to prevent a person from opposing or reporting sexual harassment or participating in an investigation. Retaliation will not be tolerated. Any employee who is found to have engaged in retaliation in violation of this policy will be subject to discipline, up to and including discharge. Third parties who are found to have engaged in retaliation in violation of this policy will be subject to appropriate action.

Responsibilities

Agencies are responsible for:

- Adopting this policy.
- Disseminating this policy to agency employees through a method whereby receipt can be verified.
- Posting this policy in a manner that can be accessed by all employees and third parties.
- Including this policy in their Affirmative Action Plan.
- Implementing this policy, which includes:
 - Implementing an educational program
 - Developing and implementing a procedure for reporting complaints
 - Communicating the complaint procedure to employees
 - Developing and implementing a procedure under which reports will be addressed promptly
- Enforcing this policy.
- Reporting annually dispositions of reports of sexual harassment using the Affirmative Action Report.

MMB is responsible for:

- Ensuring that state agencies carry out their responsibilities under this policy, developing training, and updating this policy as necessary.

Forms and Supplements

Acknowledgment Form (below) – This form may be used to verify receipt by agency employees.

Acknowledgement

I acknowledge that I have received and read the policy, HR/LR Policy #1329, Sexual Harassment Prohibited, including the policy's complaint procedure.

I understand that sexual harassment and retaliation are strictly prohibited. I understand that if I engage in conduct in violation of the policy toward any State employee, or any "third party" as defined by the policy, I will be subject to disciplinary action, up to and including discharge.

I understand that if I believe that I have been subjected to sexually harassing or retaliatory conduct as defined by the policy by any State employee, or by any "third party" as defined by the policy, I am encouraged to report that behavior. I understand that I can make a report to any of my agency's managers or supervisors, the agency's affirmative action officer, the agency's human resources office, or agency management, up to and including the agency head. I understand that if my report concerns an agency head, I may contact Minnesota Management and Budget.

Signed: _____ Date: _____

Employee Name: _____

C. Complaint Procedure for Processing Complaints under the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy

The Minnesota Department of Natural Resources (DNR) has established the following complaint procedure to be used by any individual alleging harassment, discrimination, or retaliation in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy.

Any individual who believes that they have been subject to harassment, discrimination, or retaliation in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy is encouraged to use this internal complaint procedure.

If the individual chooses, a complaint can be filed externally with the Minnesota Department of Human Rights (MDHR), the U.S. Equal Employment Opportunity Commission (EEOC), or through other legal channels. The MDHR, EEOC, and other legal channels have time limits for filing complaints; individuals may contact the MDHR, EEOC, or private attorneys for more information.

Coercion, retaliation, or intimidation against anyone filing a complaint or serving as a witness under this procedure or through an outside enforcement agency or other legal channels is prohibited.

Employees who knowingly file a false complaint will be subject to disciplinary or corrective action.

The following are the DNR's procedures for filing an internal complaint alleging harassment, discrimination, or retaliation in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy:


1. The individual is encouraged but is not required to complete the "[Harassment and Discrimination Prohibited/ Sexual Harassment Prohibited Policies Complaint Form](#)" attached to this plan and available on the DNR's Equal Opportunity Diversity and Inclusion intranet page. The Affirmative Action Officer will, if requested, assist in filling out the form.
 - The complaint may be submitted to the Affirmative Action Officer, the Human Resources (HR) Office, or any DNR supervisor or manager, including leadership in the Commissioner's Office.
 - Individuals are encouraged to file a complaint within a reasonable period of time after they become aware that a situation may involve conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy.
2. Any member of the HR Office, any DNR manager or supervisor, and leadership within the Commissioner's Office must notify the Affirmative Action Officer within two (2) business days if they receive a complaint or if they otherwise become aware of a potential violation of the Harassment and Discrimination Prohibited or the Sexual Harassment Prohibited policies.
3. The Affirmative Action Officer, in consultation with the HR Director or their designee and the Deputy Commissioner, determines if the complainant is alleging conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy; or if the complaint instead is of a general personnel concern, a general concern of respect in the workplace, or other potential policy violation.

- If it is determined that the complaint does not allege conduct that would violate the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy, but rather involves general personnel concerns, general concerns of respect in the workplace, or other potential policy violations, the Affirmative Action Officer will inform the complainant of that determination, in writing, within ten (10) business days and forward the complaint to the HR Office for review.
 - If it is determined that the complaint alleges conduct that would violate the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy the Affirmative Action Officer, in consultation with the HR Director or their designee and the Deputy Commissioner, will determine whether corrective action may be taken without an investigation (e.g., coaching, training). If it is determined that an investigation is necessary, the Affirmative Action Officer will investigate the complaint or request the HR Director to assign a staff member of the HR Office to investigate the complaint or contract with an approved vendor to investigate the complaint.
4. The investigator will create a written investigation report on every investigation conducted. The investigator will present the report in a review meeting to the appropriate agency leadership, the Affirmative Action Officer, and the HR Director. If the investigation shows sufficient evidence to substantiate the complaint, appropriate corrective or disciplinary action will be taken.
 5. The investigator will provide a written answer to the complainant within (60) days after the complaint is filed unless reasonable cause for delay exists. If the written answer is not expected to be issued within the sixty (60) day period, the investigator will notify the complainant in writing. The Affirmative Action Officer will provide the written answer to the complainant and notify the complainant of delay, if necessary when an approved vendor conducts the investigation. The written answer to the complainant must comply with the Minnesota Government Data Practices Act's data privacy restrictions.
 - The complaint's status may be shared with the complainant(s) and respondent(s). All data related to the complaint are subject to the provisions of the Minnesota Government Data Practices Act.
 6. The investigator will file disposition of the complaint with the Commissioner of Minnesota Management and Budget within thirty (30) days after the agency's final determination with a copy sent to the Affirmative Action Officer. If an approved vendor is contracted to investigate, the Affirmative Action Officer will file the disposition.
 7. The HR Office shall maintain all complaints, investigation reports, and any other data or relevant information for seven (7) years after the complaint is closed.
 8. In extenuating circumstances, an employee or applicant may contact the State Affirmative Action Officer in the Office of Equal Opportunity at Minnesota Management and Budget for information regarding filing a complaint (for example, if the complaint is against the Commissioner or the agency Affirmative Action Officer).
 9. To further support the integrity of any complaint filed and avoid any conflict of interest, the following potential situations will be addressed as outlined:

- If a complaint is made against the Affirmative Action Officer, the complaint should be reported to the Commissioner, Deputy Commissioner, or the HR Director, who will contact the State Affirmative Action Officer for consultation. The Affirmative Action Officer will be removed from the complaint process.
- If a complaint is made against the Commissioner, Deputy Commissioner, or an Assistant Commissioner, the complaint should be reported to the Affirmative Action Officer or the HR Director, who will contact the State Affirmative Action Officer for consultation. The Commissioner, Deputy Commissioner, and Assistant Commissioners will be removed from the complaint process with the possible exception of the participation of the direct supervisor of the subject of the complaint in the management review meeting to discuss the investigation results and appropriate response.
- If a complaint is made against the HR Director, Deputy HR Director, HR investigator, or the Labor Relations Representative, the complaint should be reported to the Affirmative Action Officer, Commissioner, or Deputy Commissioner, who will contact the State Affirmative Action Officer for consultation. The HR Office will be removed from the complaint process with the possible exception of the participation of the direct supervisor of the subject of the complaint in the management review meeting to discuss the investigation results and appropriate response.
- Contracting with an approved vendor to investigate a complaint should be considered in cases where there are justified concerns of conflict of interest, undue influence, or other factors that would impact the objectivity of an investigation, and for which there are no other satisfactory remedies to address the concerns.

D. Minnesota Department of Natural Resources Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form Template

This form is available from the Affirmative Action Officer. It is also available on the DNR's internal [Harassment and Discrimination Prohibited](#) website.



**Harassment and Discrimination Prohibited/
Sexual Harassment Prohibited Policies
Complaint Form**

Agency Name _____
 Street Address _____
 City, State Zip Code _____
 Telephone Number _____

Complainant (You)

Complainant's Name _____ Job Title _____
 Agency _____ Telephone _____
 Work Address _____ Division _____
 City, State Zip Code _____ Manager _____

Respondent (Person Against whom you are filing the complaint)

Name _____ Respondent's Job Title _____
 Agency _____ Respondent's Telephone _____
 Work Address _____ Division _____
 City, State Zip Code _____ Manager _____

1

The Complaint

Basis of Complaint

Place an "X" in the box for all that apply:

<input type="checkbox"/> Race	<input type="checkbox"/> Marital Status	<input type="checkbox"/> Gender Expression
<input type="checkbox"/> Sex	<input type="checkbox"/> Gender Identity	<input type="checkbox"/> Religion
<input type="checkbox"/> Familial Status	<input type="checkbox"/> National Origin	<input type="checkbox"/> Genetic Information
<input type="checkbox"/> Age	<input type="checkbox"/> Creed	<input type="checkbox"/> Retaliation
<input type="checkbox"/> Color	<input type="checkbox"/> Sexual Orientation	<input type="checkbox"/> Membership or Activity in a Local Human Rights Commission
<input type="checkbox"/> Sexual Harassment	<input type="checkbox"/> Reliance on Public Assistance	
<input type="checkbox"/> Disability		

Describe, in as much detail as possible, the conduct that you believe violates the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. List dates, locations, names and titles of people involved. Explain why you believe the conduct was based on the item(s) checked in the "Basis of Complaint" section above. Use additional paper if needed and attach to this form. Attach any documents you believe may be relevant.

Date most recent act of discrimination/ harassment in violation of policy took place: _____
 If you filed this complaint with another agency, give the name of that agency: _____

2

Information on Witnesses Who You Believe Can Support Your Complaint		
Witness Name	Witness Work Address	Witness Work Telephone

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

This complaint is being filed based on my honest belief that I have been subjected to conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. I hereby certify that the information I have provided in this complaint is true, correct, and complete to the best of my knowledge.

Complainant Signature _____ Date signed _____

Complaint Received by:
Affirmative Action Officer or
Sr. Investigator Signature _____ Date signed _____

NON-RETALIATION: Retaliation against any person who reports conduct under the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy is strictly prohibited and will not be tolerated. If you believe that you have been subjected to retaliation, you are encouraged to report such behavior.

This material is available in alternative formats for individuals with disabilities by contacting the DNR Affirmative Action Officer.

Additional Information _____

3

E. Statewide ADA Reasonable Accommodation Policy Statewide HR/LR Policy #1433: ADA Reasonable Accommodation Policy

Objective

The goals of this policy are:

- To ensure compliance with all applicable state and federal laws;
- To establish a written and readily accessible procedure regarding reasonable accommodation, including providing notice of this policy on all job announcements;
- To provide guidance and resources about reasonable accommodations;
- To provide a respectful interactive process to explore reasonable accommodations; and
- To provide a timely and thorough review process for requests for reasonable accommodation.

Policy Statement

State agencies must comply with all state and federal laws that prohibit discrimination against qualified individuals with disabilities in all employment practices. All state agencies must provide reasonable accommodations to qualified applicants and employees with disabilities unless to do so would cause an undue hardship or pose a direct threat. Agencies must provide reasonable accommodation 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, office sponsored events).

Scope

This policy applies to all employees of the Executive Branch and classified employees in the Office of Legislative Auditor, Minnesota State Retirement System, Public Employee Retirement System, and Teachers’ Retirement System.

Definitions

Applicant - A person who expresses interest in employment and satisfies the minimum requirements for application established by the job posting and job description.

Americans with Disabilities Act (ADA) Coordinator - Each agency is required to appoint an ADA coordinator or designee, depending on agency size, to direct and coordinate agency compliance with Title I of the ADA.

Direct Threat - A significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced by reasonable accommodation.

The determination that an individual poses a direct threat shall be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job.

Essential Functions - Duties so fundamental that the individual cannot do the job without being able to perform them. A function can be essential if:

- The job exists specifically to perform the function(s); or
- There are a limited number of other employees who could perform the function(s); or
- The function(s) is/are specialized and the individual is hired based on the employee’s expertise.

Interactive Process - A discussion between the employer and the individual with a disability to determine an effective reasonable accommodation for the individual with a disability. To be interactive, both sides must communicate and exchange information.

Individual with a Disability - An individual who:

- 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.

Qualified Individual with a Disability - An individual who:

- Satisfies the requisite skill, experience, education, and other job-related requirements of the job that the individual holds or desires; and
- Can perform the essential functions of the position with or without reasonable accommodation.

Major Life Activities - May 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.

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.

Medical Documentation - 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 standardized [Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#).

Reasonable Accommodation - 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 accommodations may include:

- 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.
- Modifications or adjustments may include, but are not limited to:
 - 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;
- Providing a sign language interpreter; or
- Providing a reassignment to a vacant position.

Reassignment - 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.

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.

Exclusions

N/A

Statutory References

- [Rehabilitation Act of 1973, Title 29 USC 701](#)
- [Americans with Disabilities Act \(1990\)](#)
- [29 C.F.R. 1630, Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act](#)

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;
- Agency Affirmative Action Officer/Designee;
- Agency ADA Coordinator;
- Agency Human Resources Office;
- Any agency 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: "[Employee/Applicant Request for Reasonable Accommodation Form](#)".

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 entails

Communication is a priority and encouraged throughout the entire reasonable accommodation process. The interactive process is a collaborative process between the employee and/or 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 <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. An individual may request that the agency ADA Coordinator, a union representative, or support person be present.

The agency ADA Coordinator shall be consulted when:

- Issues, conflicts or questions arise in the interactive process; and
- 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 appropriate decision maker. At the same time, the recipient will notify the requestor who the decision maker is.

Commissioner

The commissioner of the agency or agency head 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 for all types of requests outside of the supervisors' and managers' authority. The agency ADA Coordinator will work with the supervisor and manager, and where necessary, with agency 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. [Agencies can adjust the dollar amount based on their needs]; 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. [Agencies can choose to delegate specific requests to supervisors or managers or require these types of requests to work through the agency ADA Coordinator].

Analysis for processing requests

Before approving or denying a request for accommodation, the agency decision maker with assistance from the agency ADA Coordinator will:

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 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 Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#). The agency ADA Coordinator must also obtain the requestor's completed and signed [Authorization for Release of Medical Information](#) before sending the Letter to, or otherwise communicating with, the medical provider. The employee may choose not to sign the Authorization. However, if the employee chooses not to sign the Authorization, it is the employee's responsibility to ensure that the agency receives the requested 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 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 decision maker determines that a reasonable accommodation will be provided, the agency 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 decision maker 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

The agency must specify how the agency will pay for reasonable accommodations.

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 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 decision maker 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 and only after consultation with the agency's ADA Coordinator. In determining whether granting a reasonable accommodation will cause an undue hardship, the agency considers factors such as 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.

Agencies may deny reasonable accommodations 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 requestor with 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. This process:

- Must include review by an agency official;
- May include review by the State ADA Coordinator; and/or
- Must inform the requestor of the statutory right to file a charge with the Equal Employment Opportunity Commission or the Minnesota Department of Human Rights.

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.

Responsibilities

Agencies are responsible for the request:

- Adoption and implementation of this policy and development of reasonable accommodation procedures consistent with the guidance in this document.

MMB is responsible for:

- Provide advice and assistance to state agencies and maintain this policy.

Please review the following forms:

- [Employee/Applicant Request for ADA Reasonable Accommodation](#)
- [Authorization of Release of Medical Information for ADA Reasonable Accommodations](#)
- [Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#)

REFERENCES

- [U.S. Equal Employment Opportunity Commission](#), *Enforcement Guidance*
- Pre-employment Disability-Related Questions and Medical Examinations at 5, 6-8, 20, 21-22, 8 FEP Manual (BNA) 405:7191, 7192-94, 7201 (1995).
- Workers' Compensation and the ADA at 15-20, 8 FEP Manual (BNA) 405:7391, 7398-7401 (1996).
- The Americans with Disabilities Act and Psychiatric Disabilities at 19-28, 8 FEP Manual (BNA) 405:7461, 7470-76 (1997).
- Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act (October 17, 2002), (clarifies the rights and responsibilities of employers and individuals with disabilities regarding reasonable accommodation and undue hardship).
- Disability-Related Inquiries and Medical Examinations of Employees (explains when it is permissible for employers to make disability-related inquiries or require medical examinations of employees).
- Fact Sheet on the Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964 at 6-9, 8 FEP Manual (BNA) 4055:7371.

The [Genetic Information Nondiscrimination Act \(GINA\) of 2008](#) and [M.S. 181.974](#) prohibit employers from using genetic information when making decisions regarding employment.

[Minnesota Human Rights Act \(MHRA\)](#) prohibits employers from treating people differently in employment because of their race, color, creed, religion, national origin, sex, marital status, familial status, disability, public assistance, age, sexual orientation, or local human rights commission activity. The MHRA requires an employer to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, except when such accommodation

would cause undue hardship or where the individual poses a direct threat to the health or safety of the individual or others. The MHRA prohibits requesting or requiring information about an individual's disability prior to a conditional offer of employment.

The [Family and Medical Leave Act](#) is a federal law requiring covered employers to provide eligible employees twelve weeks of job-protected, unpaid leave for qualified medical and family reasons.

Executive Order 19-15, Providing for Increased Participation of Individuals with Disabilities in State Employment, directs agencies to make efforts to hire more individuals with disabilities and report on progress.

Contacts

Equal Opportunity Office at Minnesota Management and Budget via ADA.MMB@state.mn.us.

Request for Reasonable Accommodation Form

<p style="text-align: center;">[Agency Name]</p> <p style="text-align: center;">Employee/Applicant Request for Americans with Disabilities Act ("ADA") Reasonable Accommodation Form</p> <p>[AGENCY NAME] is committed to complying with the Americans with Disabilities Act ("ADA") and the Minnesota Human Rights Act ("MHRA"). To be eligible for an ADA accommodation, you must be 1) qualified to perform the essential functions of the position and 2) have a disability that substantially or materially 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.</p> <p>Employee/Applicant Name: _____</p> <p>Job Title: _____</p> <p>Work Location: _____</p> <p>Phone Number: _____</p> <p>Data Privacy Statement: This information may be used by the agency human resources representative, ADA Coordinator or designee, or any other individual 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 agency may not have sufficient information to provide a reasonable accommodation.</p> <p style="text-align: center;">DO NOT PROVIDE ANY INFORMATION THAT IS NOT RELATED TO YOUR REQUEST FOR REASONABLE ACCOMMODATION. DO NOT PROVIDE COPIES OF MEDICAL RECORDS.</p> <p>A. Questions to clarify accommodation requested.</p> <p>1. What specific accommodation are you requesting? _____</p> <p>2. If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore?</p> <p style="margin-left: 20px;">a. Answer yes or no: _____</p> <p style="margin-left: 20px;">b. If yes, please explain: _____</p> <p>B. Questions to document the reason for the accommodation request <i>(please attach additional pages if necessary)</i>.</p> <p>1. If you are an employee, what, if any, job function are you having difficulty performing; or if you are an applicant, what portion of the application process are you having difficulty participating in? _____</p> <p style="text-align: center;">Page 1 of 2 Rev. 4/2019</p>	<p>2. What, if any, employment benefits are you having difficulty accessing? _____</p> <p>3. What limitation, as result of your physical or mental impairment, is interfering with your ability to perform the functions of your job, access an employment benefit, or participate in the application process? _____</p> <p>4. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job, access an employment benefit, or participate in the application process? _____</p> <p>Information Pertaining to Medical Documentation: In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee/applicant has a disability covered by the ADA and to assist in identifying an effective accommodation. The ADA Coordinator or designee in each agency is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee/applicant will be provided with the appropriate forms to submit to their medical provider. The employee/applicant has the responsibility to ensure that the requested information is returned to the ADA Coordinator or designee in a timely manner.</p> <div style="border: 1px solid black; padding: 5px;"> <p>This form 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.</p> </div> <p>Employee/Applicant Signature: _____</p> <p>Date: _____</p> <p style="text-align: center;">Page 2 of 2 Rev. 4/2019</p>
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F. Notice under the Americans with Disabilities Act

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 (“ADA”), the Minnesota Department of Natural Resources (DNR) will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities.

Employment: The DNR does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under title I of the ADA.

Effective Communication: The DNR will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the DNR programs, services, and activities, including qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

Modifications to Policies and Procedures: The DNR will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities. For example, individuals with service animals are welcomed in DNR offices, even where pets are generally prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of the DNR, should contact the DNR’s ADA Title II Coordinator as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the DNR to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden.

Complaints that a program, service, or activity of the DNR is not accessible to persons with disabilities should be directed to the DNR’s ADA Title II Coordinator.

The DNR will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.

G. The Minnesota Department of Natural Resources Grievance Procedure under Title II of the Americans with Disabilities Act

This Grievance Procedure is established to meet the requirements of Title II of the Americans with Disabilities Act of 1990 (“ADA”). It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities, programs, or benefits by the Minnesota Department of Natural Resources (DNR). The Statewide ADA Reasonable Accommodation policy governs employment-related complaints of disability discrimination.

The complaint should be in writing and contain information about the alleged discrimination such as name, address, and phone number of complainant and location, date, and description of the problem. Alternative means of filing complaints, such as personal interviews or a tape recording of the complaint, will be made available for persons with disabilities upon request.

The complaint should be submitted by the grievant and/or their designee as soon as possible but no later than 60 calendar days after the alleged violation to:

Melinda Anderson

DNR ADA Title II Coordinator

500 Lafayette Road, St. Paul, MN 55155

Within 15 calendar days after receipt of the complaint, Melinda Anderson will meet or communicate with the complainant to discuss the complaint and the possible resolutions. Within 15 calendar days of the meeting or communication, Melinda Anderson will respond in writing, and where appropriate, in a format accessible to the complainant. The response will explain the position of the DNR and offer options for substantive resolution of the complaint.

If the response by Melinda Anderson does not satisfactorily resolve the issue, the complainant and/or their designee may appeal the decision within 15 calendar days after receipt of the response to the DNR Deputy Commissioner.

Within 15 calendar days after receipt of the appeal, the DNR Deputy Commissioner will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the DNR Deputy Commissioner will respond in writing, and, where appropriate, in a format accessible to the complainant, with a final resolution of the complaint.

All written complaints received by Melinda Anderson, appeals to the DNR Deputy Commissioner, and responses from these two offices will be retained by the DNR for at least three years.

H. Americans with Disabilities Act (“ADA”) Title II (non-employee) Reasonable Accommodation/Modification in Public Services, Programs or Activities Request Form

A fillable form is available at [Minnesota Management and Budget's website](#).

<p>m MINNESOTA</p> <p>_____ (Agency) Americans with Disabilities Act (“ADA”) Title II (non-employee) Reasonable Accommodation/Modification in Public Services, Programs or Activities Request Form</p> <p>The _____ (Agency) is committed to complying with the Americans with Disabilities Act (“ADA”) and the Minnesota Human Rights Act (“MHRA”). The ADA Coordinator/Designee will review each request on an individualized, case-by-case, basis to determine whether an accommodation or modification can be made. Please do NOT send copies of medical records. The Agency is not authorized to have medical records and is not qualified to interpret medical records.</p> <p>General Information Date of Request: _____</p> <p>Person needing accommodation/modification Name: _____ Address: _____ Email: _____ Phone: _____</p> <p>Person making request (if different from person needing accommodation/modification) Name: _____ Email: _____ Phone: _____ Relationship to person needing accommodation/modification: _____</p> <p>Accommodation Information Date accommodation/modification is needed: _____ Address and/or room of accommodation/modification: _____ Type of accommodation/modification requested (please be specific): _____ _____ _____ How would you like to be notified of the status of your request? <input type="radio"/> Phone <input type="radio"/> Email <input type="radio"/> Writing <input type="radio"/> Other (specify): _____ If someone else has completed this form on your behalf and you want that person to be notified of the status of your request, please initial here: _____</p> <p><small>Updated 08/21/2019</small></p>	<p>All requests for accommodation/modification will be evaluated individually and a response to your request will be provided within one week of receipt.</p> <p><input type="checkbox"/> Check this box to sign this request form electronically: By checking this box, I agree my electronic signature is the legal equivalent of my signature.</p> <p>Signature of Requestor _____ Date _____</p> <p style="text-align: center;">OFFICE USE ONLY RESPONSE TO REQUEST FOR ACCOMMODATION/MODIFICATION</p> <p>Date request received: _____</p> <p>The request for accommodation/modification is GRANTED. Below is a description of the accommodation/modification: _____ _____</p> <p>The request for accommodation/modification is DENIED because:</p> <p><input type="checkbox"/> The requester does not meet the essential eligibility requirements or qualifications for the program, service, or activity, without regard to disability. <input type="checkbox"/> The requested accommodation/modification would impose an undue burden on the agency; and/or <input type="checkbox"/> The requested accommodation/modification would fundamentally alter the nature of the service, program, or activity.</p> <p>Requester notified on: (date) _____ via: _____</p> <p>Additional notes: _____ _____</p> <p>ADA Coordinator: Name _____ Signature _____ Date _____</p> <p><small>Updated 08/21/2019</small></p>
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I. Evacuation Procedure for Individuals with Disabilities or Otherwise in Need of Assistance

The DNR Emergency Manager, the Safety Committee, and the Americans with Disabilities Act Coordinators collaborate to develop the agency's weather and emergency evacuation plans. A copy of the agency's weather and emergency evacuation plans can be found in the [DNR Site Emergency Plans](#) located on the DNR's internal website.

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

Everyone has a responsibility to develop their own personal emergency evacuation plan. This includes individuals with disabilities or individuals who will need assistance during an evacuation. If help is required, employees should contact their supervisor or the Site Coordinator for their work location to request the type of aid they may need.

Directors, managers, and supervisors should review the weather and emergency evacuation procedures with staff. If a staff person indicates that assistance will be needed in the event of a weather or emergency evacuation, their supervisor should assist them in consulting with the Site Coordinator for their work location to identify the assistance required and include that in the site-specific plan(s).

Site Coordinators can be on the [DNR Site Coordinators](#) page located on the DNR's internal website.

Evacuation Options:

Individuals with disabilities have four basic evacuation options (see below for severe weather evacuation options). Please note not all of the options will apply to all locations depending on the building type.

- **Horizontal evacuation:** Using building exits to the outside ground level or going into unaffected wings of multi-building complexes.
- **Stairway evacuation:** Using steps to reach ground level exits from the building.
- **Shelter in place:** Unless danger is imminent, remaining in a room with an exterior window, a telephone, and a solid or fire-resistant door. If the individual requiring special evacuation assistance remains in place, they should dial 911 immediately and report their location to emergency services, who will, in turn, relay that information to on-site responders. The shelter in place approach may be more appropriate for sprinkler protected buildings where an area of refuge is not nearby or available. It may also be more suitable for an individual who is alone when the alarm sounds.
- **Area of rescue assistance:** Moving to 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 emergency responders can facilitate rescue.

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

Individuals with disabilities should follow the following procedures:

- **Mobility disabilities (individuals who use wheelchairs or other personal mobility devices ("PMDs")):** Individuals using wheelchairs should be accompanied to an area of rescue assistance by an employee or shelter in place when the alarm sounds. The safety and security staff will respond to each area of rescue assistance every time a building evacuation is initiated to identify the individuals in these areas and notify emergency responders how many individuals need help to evacuate safely.
- **Mobility disabilities (individuals who do not use wheelchairs):** Individuals with mobility disabilities, who can 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 in the area of rescue assistance until emergency responders arrive to assist them.
- **Hearing disabilities:** Many of 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

and/or hard of hearing. However, some individuals with hearing disabilities may not notice the strobe lights and will need to be alerted of emergencies.

- **Visual disabilities:** Many of the agency's buildings are equipped with fire alarm horns/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 standard traveled way, individuals with visual disabilities may need evacuating assistance. Person(s) to offer assistance should be identified within an individual's evacuation plan. In the event of an emergency, the identified assistant should offer assistance, and if accepted, guide the individual with a visual disability through the evacuation route.

Severe Weather Evacuation Options:

Individuals 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.
- **Shelter in Place:** Seeking refuge in a designated severe weather shelter and remaining there until the all-clear is used.

Definitions of Terms Used in This Affirmative Action Plan

Applicant: "Applicant" means a person who has satisfied the minimum requirements for application established by the commissioner of management and budget (M.S. 43A.02, subd. 4).

Availability: an estimated percentage of qualified females, racial/minorities, or individuals with disabilities in the relevant labor market who are available for positions in a given job category at a state agency. The final availability is determined by considering two factors: the statistics from the outside labor market and the internal state agency workforce for the Affirmative Action Plan year.

Feeder job: staffed positions within the agency that can be promoted and/or transferred into other EEO job categories.

Hiring goal: a numerical objective designed to correct an identified deficiency in the utilization of protected group members. For example, the professional job category has identified underutilization and the availability is 30%, the goal (or hiring goal) for females in the job category is for 30% of the new hires/rehires and promotions for that Affirmative Action Plan year would be females. Goals/hiring goals should never be implemented as quotas, nor should they be used as criteria in decision-making regarding qualifications.

Job category: a group of jobs that are linked by a common purpose and skill set (or sometimes certificates/educational degrees) and are grounded on the job categories identified by the U.S. Equal Employment Opportunity Commission (EEOC).

Labor market area: a geographic area in which an agency is seeking a worker in a particular goal unit and where there is an available supply of workers employed or seeking jobs in that goal unit.

Protected groups: females, persons with disabilities, and members of the following minorities: Black, Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native ([M.S. 43A.02, subd. 33](#)).

Snapshot: one particular point in time. A snapshot of a workforce is taken at one particular point in time as the basis for Affirmative Action Plan analyses because the workforce numbers are always fluctuating.

Supported Work Program: The state legislature established the program in 1987 to expand employment opportunities for people with significant disabilities. It has been expanded to include individuals who experience other significant disabilities, including, but not limited to, head injury, mental illness, and deaf blindness. Under the program, a supported worker must require ongoing support and may share a single position with up to two other supported work employees.

Underutilization: the representation of females, racial/ethnic minorities, or individuals with disabilities in a specific job category is less than reasonably would be expected given from workforce participation in the labor market area.

Progress toward Goals - FY19 & FY20

Females

(Promotion includes both promoted into and within the job category.)

Job Category	Prior AAP Total Females %	Prior AAP Year Goals Females %	Females Hired %	Female Promoted %	Actual Females Placement (%)	Females Goal Met?
Officials/Administrators	34.92%	35.13%	66.67%	31.25%	34.29%	No
Professionals	37.55%	43.00%	46.40%	45.08%	45.53%	Yes
Technicians	18.25%	39.67%	37.25%	34.00%	35.64%	No
Protective Services: Sworn	17.12%	18.70%	20.00%	0.00%	13.04%	No
Protective Services: Non-sworn	7.02%	26.13%	50.00%	11.11%	18.18%	No
Para-Professionals						
Administrative Support						
Skilled Craft	0.00%	3.59%	0.00%	0.00%	0.00%	No
Service Maintenance	39.94%	43.24%	34.18%	26.15%	31.84%	No

Racial/Ethnic Minorities

Promotion includes both promoted into and within the job category.

Job Category	Prior AAP Total Minorities %	Prior AAP Year Goals Minorities %	Minorities Hired %	Minorities Promoted %	Actual Minorities Placement (%)	Minorities Goal Met?
Officials Administrators	3.17%	3.35%	0.00%	0.00%	0.00%	No
Professionals	4.51%	6.34%	7.20%	4.10%	5.15%	No
Technicians	3.04%	7.20%	5.88%	14.00%	9.90%	Yes
Protective Services: Sworn	10.96%	11.77%	20.00%	0.00%	13.04%	Yes
Protective Services: Non-sworn	3.51%	5.85%	0.00%	0.00%	0.00%	No
Para-Professionals	6.12%	6.58%	12.50%	11.32%	11.88%	Yes
Administrative Support						
Skilled Craft						
Service Maintenance	4.96%	15.72%	5.70%	9.23%	6.73%	No

Individuals with Disabilities (IWD)

Promotion includes both promoted into and within the job category.

Job Category	Prior AAP Total IWD %	Prior AAP Year Goals IWD %	IWD Hired %	IWD Promoted %	Actual IWD Placement (%)	IWD Goal Met?
Officials/Administrators						
Professionals						
Technicians	4.94%	7.00%	7.84%	8.00%	7.92%	Yes
Protective Services: Sworn	0.68%	7.00%	13.33%	0.00%	8.70%	Yes
Protective Services: Non-sworn	1.75%	7.00%	0.00%	11.11%	9.09%	Yes
Para-Professionals						
Administrative Support						
Skilled Craft	0.00%	7.00%	0.00%	0.00%	0.00%	No
Service Maintenance	5.23%	7.00%	8.23%	15.38%	10.31%	Yes

Separation Analysis

FY 19 & 20

¹ The percentages by protected group within a separation type

Total Separations

Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Indv. w/ Disab. % within Each Sep Type ¹
Dismissal or Non-Certification	1.51%	39.13%	13.04%	17.39%
Resignations	19.38%	46.78%	8.47%	6.78%
Enhanced Separation				
Retirement	11.30%	34.88%	4.07%	11.05%
Death	0.72%	18.18%	0.00%	0.00%
Lay-off	0.13%	50.00%	0.00%	0.00%
Termination without Rights	66.95%	33.76%	6.18%	5.10%
Total Separations	100.00%	36.40%	6.44%	6.24%

Officials/Administrators

Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Indv. w/ Disab. % within Each Sep Type ¹
Dismissal or Non-Certification				
Resignations	13.64%	66.67%	0.00%	0.00%
Enhanced Separation				
Retirement	68.18%	33.33%	0.00%	20.00%
Death	4.55%	0.00%	0.00%	0.00%
Lay-off				
Termination without Rights	13.64%	33.33%	0.00%	66.67%
Total Separations	100.00%	36.36%	0.00%	22.73%

Professionals

Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Indv. w/ Disab. % within Each Sep Type ¹
Dismissal or Non-Certification	3.26%	50.00%	33.33%	16.67%
Resignations	28.26%	51.92%	11.54%	5.77%
Enhanced Separation				
Retirement	40.76%	30.67%	8.00%	13.33%
Death	1.09%	50.00%	0.00%	0.00%
Lay-off				
Termination without Rights	26.63%	40.82%	4.08%	6.12%
Total Separations	100.00%	40.22%	8.70%	9.24%

Technicians

Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Indv. w/ Disab. % within Each Sep Type ¹
Dismissal or Non-Certification	3.57%	33.33%	0.00%	33.33%
Resignations	35.71%	40.00%	10.00%	3.33%
Enhanced Separation				
Retirement	28.57%	8.33%	4.17%	0.00%
Death	1.19%	0.00%	0.00%	0.00%
Lay-off				
Termination without Rights	30.95%	65.38%	7.69%	7.69%
Total Separations	100.00%	38.10%	7.14%	4.76%

Protective Services: Sworn

Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Indv. w/ Disab. % within Each Sep Type ¹
Dismissal or Non-Certification	11.11%	100.00%	0.00%	50.00%
Resignations	16.67%	66.67%	33.33%	0.00%
Enhanced Separation				
Retirement	50.00%	0.00%	0.00%	0.00%
Death	22.22%	25.00%	0.00%	0.00%
Lay-off				
Termination without Rights				
Total Separations	100.00%	27.78%	5.56%	5.56%

Protective Services: Non-sworn

Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Indv. w/ Disab. % within Each Sep Type ¹
Dismissal or Non-Certification	14.29%	0.00%	0.00%	0.00%
Resignations	64.29%	11.11%	0.00%	0.00%
Enhanced Separation				
Retirement	21.43%	33.33%	0.00%	0.00%
Death				
Lay-off				
Termination without Rights				
Total Separations	100.00%	14.29%	0.00%	0.00%

Para-professionals

Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Indv. w/ Disab. % within Each Sep Type ¹
Dismissal or Non-Certification				
Resignations				
Enhanced Separation				
Retirement	0.28%	100.00%	0.00%	0.00%
Death				
Lay-off				
Termination without Rights	99.72%	44.63%	9.60%	3.67%
Total Separations	100.00%	44.79%	9.58%	3.66%

Administrative Support

Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Indv. w/ Disab. % within Each Sep Type ¹
Dismissal or Non-Certification	2.91%	33.33%	0.00%	33.33%
Resignations	26.21%	70.37%	14.81%	14.81%
Enhanced Separation				
Retirement	26.21%	88.89%	0.00%	22.22%
Death				
Lay-off	0.97%	0.00%	0.00%	0.00%
Termination without Rights	43.69%	13.33%	13.33%	8.89%
Total Separations	100.00%	48.54%	9.71%	14.56%

Skilled Craft

Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Indv. w/ Disab. % within Each Sep Type ¹
Dismissal or Non-Certification				
Resignations				
Enhanced Separation				
Retirement				
Death				
Lay-off				
Termination without Rights				
Total Separations				

Service Maintenance

Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Indv. w/ Disab. % within Each Sep Type ¹
Dismissal or Non-Certification	0.94%	28.57%	14.29%	0.00%
Resignations	23.05%	43.86%	6.43%	7.02%
Enhanced Separation				
Retirement	2.43%	22.22%	0.00%	0.00%
Death	0.40%	0.00%	0.00%	0.00%
Lay-off	0.13%	100.00%	0.00%	0.00%
Termination without Rights	73.05%	26.20%	3.51%	5.17%
Total Separations	100.00%	30.19%	4.18%	5.39%

Job Category Analysis: Listing of Job Titles

Data as of: 6/3/2020

Officials/Administrators

Job Code	Job Title
2042	Agency Internal Audit Manager
8387	Asst Commr NR Operations
8117	Commissioner-Natural Resources
8208	Deputy Commr Natural Resources
1582	Engineer Administrative Mgt
8879	Exec Aide
8766	Exec Dir Mn Forest Res Council
2691	Financial Mgt Director
2147	Human Resources Director 2
501	Human Resources Director 5
2671	Mineland Reclamation Manager
2467	NR Asst Dir - Enforcement
3732	NR Asst Division Director
3729	NR Bureau Administrator
8901	NR Dir - Ecological & Water Re
8410	NR Dir - Enforcement
8894	NR Dir - Fish & Wildlife
8412	NR Dir - Forestry
8500	NR Dir - Lands & Minerals
8413	NR Dir - Parks & Trails
2658	NR Forestry Asst Dir
2983	NR Forestry Section Mgr
3035	NR Minerals Asst Dir
2674	NR Minerals Development Manager
3836	NR Prog Mgr
3783	NR Prog Mgr 2 - Enforcement
3798	NR Regional Director
3813	NR Section Manager
8919	School Trust Lands Director
8606	Senior Admin Officer
8516	Senior Executive Officer
3639	State Prog Admin Manager
2306	Training & Development Mgr 2

Professionals

Job Code	Job Title
3	Accounting Director
4	Accounting Officer
979	Accounting Officer Inter
2390	Accounting Officer Principal
633	Accounting Officer Senior
2095	Accounting Supervisor Inter
2143	Accounting Supervisor Senior
2185	Admin Planning Director St
28	Architect 1
29	Architect 2
2389	Architectural Supervisor
96	Attorney 2
1478	Bacteriologist 2
155	Bacteriologist Supervisor 2
153	Chemist 1
258	Educ Specialist 1
259	Educ Specialist 2
919	Engineer 2 Graduate
995	Engineer Administrative
997	Engineer Princ
994	Engineer Senior
3020	Environmental Res Scientist
133	Facilities Bldg & Maint Adv
3116	Facilities Coordinator
3508	Finance Specialist 3
1303	Grants Specialist
2241	Grants Specialist Coord
1644	Grants Specialist Inter
1304	Grants Specialist Sr
652	Human Resources Consultant 1
3882	Human Resources Consultant 2
500	Human Resources Director 1
498	Human Resources Specialist 1
1423	Human Resources Specialist 2
3017	Human Resources Specialist 3
2368	Human Resources Supervisor 2
955	Hydrologist 1
958	Hydrologist 2
959	Hydrologist 3

Job Code	Job Title
1697	Hydrologist 4
2174	Hydrologist Supervisor
1314	Information Officer 1
647	Information Officer 2
577	Information Officer 3
2577	Interpret Naturalist 1
1621	Interpret Naturalist 2
3304	Interpret Naturalist 3
3612	Interpret Naturalist Itasca Pk
1634	Interpret Naturalist Supv 2
1801	Investigator Senior
1401	Land Surveyor In Training
1402	Land Surveyor Senior
3301	Landscape Architect Princ Supv
2642	Landscape Architect Registered
3526	Landscape Architect Senior
418	Landscape Design Specialist
1393	Library/Info Res Serv Spec Sr
6	Management Analyst 1
1528	Management Analyst 2
891	Management Analyst 3
634	Management Analyst 4
2092	Mineland Reclamation Spec
2698	Mineland Reclamation Spec Sr
3822	NR Area Hydrologist
3762	NR Area Supv Fisheries
3597	NR Area Supv T & W
3763	NR Area Supv Wildlife
2982	NR Forestry Admin Supv
2979	NR Forestry Asst Supv
2977	NR Forestry Program Coord
2980	NR Forestry Program Supv
2976	NR Forestry Regional Spec
1739	NR Forestry Specialist
2974	NR Forestry Specialist Int

Job Code	Job Title
2975	NR Forestry Specialist Senior
2981	NR Forestry Supv
3446	NR Forestry Wildfire Dispatcher
3422	NR Parks Douglas Ldg Supv
3130	NR Parks Prog Coord
3131	NR Parks Spec Sr-Resource Mgmt
3410	NR Parks Specialist Int
3318	NR Pilot
3740	NR Prog Consultant
2932	NR Prog Coordinator
3766	NR Prog Supv
3765	NR Prog Supv Eco Svcs
3879	NR Prog Supv Int-Eco Resources
3769	NR Prog Supv Sr Eco Svcs
3776	NR Prog Supv Sr Fish Hatchery
3770	NR Prog Supv Sr Fish Research
3741	NR Spec Eco Svcs
3746	NR Spec Fisheries
3742	NR Spec Int Eco Svcs
3747	NR Spec Int Fisheries
3759	NR Spec Int Parks & Trails
3753	NR Spec Int WL
3756	NR Spec Int WL Research
3743	NR Spec Sr Eco Svcs
3748	NR Spec Sr Fisheries
3760	NR Spec Sr Parks & Trails
3754	NR Spec Sr WL
3757	NR Spec Sr WL Research
3752	NR Spec WL
3755	NR Spec WL Research
3190	NR Spec/CO Unit Leader
3407	NR Supv

Job Code	Job Title
3403	NR Supv 1 Parks & Trails
3404	NR Supv 2 Parks & Trails
3405	NR Supv 3 Parks & Trails
3406	NR Supv 4 Parks & Trails
3773	NR Supv Eco Svcs
3774	NR Supv Fish Hatchery
511	Planner
2376	Planner Intermediate
510	Planner Principal State
837	Planner Senior State
812	Planning Dir State
3005	Planning Program Supv
8755	Proj Consultant Sr
8757	Proj Specialist
3537	Real Estate Program Supervisor
2987	Realty Program Coordinator
2856	Realty Specialist
2857	Realty Specialist Sr
892	Research Analysis Spec
659	Research Analysis Spec Sr
2251	Research Analyst Intermediate
607	Research Scientist 1
608	Research Scientist 2
609	Research Scientist 3
3241	Retail Operations Supervisor
2687	Safety Administrator
3604	State Prog Admin
3608	State Prog Admin Coordinator
3609	State Prog Admin Director
3605	State Prog Admin Intermediate
3607	State Prog Admin Prin
3606	State Prog Admin Sr
3690	State Prog Admin Supervisor
3689	State Prog Admin Supervisor Sr
3712	State Prog Admin Supv Prin
996	Training & Development Spec 3
1411	Training & Development Spec 4

Technicians

Job Code	Job Title
774	Accounting Technician
32	Architectural Drafting Tech 3
108	Automotive Technician
1063	Engineering Aide Inter
644	Engineering Aide Senior
556	Engineering Specialist
2606	Engineering Specialist Senior
753	Graphic Arts Specialist
3447	NR Forestry Grnd Support Ldwkr
3408	NR Mine Interpreter
190	NR Tech
1771	NR Tech Fisheries
1755	NR Tech Forestry
2641	NR Tech Parks & Trails
1756	NR Tech Wildlife
587	Radio Technician 3
3613	Real Estate Technician
3709	State Prog Admin Tech Spec

Protective Services: Sworn

Job Code	Job Title
1749	NR Dist Supv - Enforcement
1743	NR Spec 2 CO
3660	NR Spec 3 CO Community Liaison
3878	NR Spec 3 CO Pilot
3185	NR Spec 3 Co Reg Training Offr
3184	NR Spec 3 CO Spec Investigator
3193	NR Spec 3 CO Water Res Spec
1868	NR Spec 4 Co Pilot

Protective Services: Non-sworn

Job Code	Job Title
3686	NR Forest Fire Resp Lead
1045	Security Guard

Para-professionals

Job Code	Job Title
881	Human Resources Technician 1
1486	Human Resources Technician 2
8598	Student Worker Para Prof
8599	Student Worker Para Prof Sr

Office/Clerical

Job Code	Job Title
632	Account Clerk Senior
3631	Central Svcs Admin Spec
3632	Central Svcs Admin Spec Inter
3634	Central Svcs Admin Spec Prin
3633	Central Svcs Admin Spec Senior
3635	Customer Svcs Specialist
3636	Customer Svcs Specialist Int
3638	Customer Svcs Specialist Princ
3637	Customer Svcs Specialist Sr
928	Inventory Control Supv 1
1542	Legal Secretary Senior
2881	NR Fisheries Census Clerk
3687	NR Forestry Support Dispatcher
3627	Office & Admin Specialist
3628	Office & Admin Specialist Int
3630	Office & Admin Specialist Prin
3629	Office & Admin Specialist Sr
2192	Office Services Supervisor 1
2118	Office Services Supervisor 2
3626	Office Specialist

Skilled Craft

Job Code	Job Title
105	Automotive Mechanic
2270	Building Maintenance Lead Wrkr
132	Building Maintenance Supv
135	Building Utilities Mechanic
146	Carpenter
266	Electrician
3452	Electrician Master Record
761	Welder

Service Maintenance

Job Code	Job Title
109	Automobile Service Attendant
1326	Buildings & Grounds Worker
197	Cook
305	Food Service Worker
1725	General Maintenance Wrkr
1728	General Maintenance Wrkr Lead
1357	General Repair Worker
344	Heavy Equip Operator
414	Laborer General
415	Laborer Trades & Equipment
431	Life Guard
3647	Mine Hoist & Maint Lead Wrkr
914	Mine Hoist & Maint Wrkr
2901	NR Douglas Lodge Custodial Wkr
3428	NR Douglas Lodge Din Rm Ld Wkr
2724	NR Douglas Lodge Wkr
3739	NR Parks & Trails Equip Oper
3714	NR Worker
1327	Parks & Trails Associate

Feeder Jobs and Feeder Group Analysis

Data as of: 6/3/2020

Officials and Administrators

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IWD %
2042	Officials/Administrators	Agency Internal Audit Manager	0.20%	0.00%	0.20%
8387	Officials/Administrators	Asst Commr NR Operations	0.20%	0.00%	0.00%
8208	Officials/Administrators	Deputy Commr Natural Resources	0.20%	0.00%	0.00%
1582	Officials/Administrators	Engineer Administrative Mgt	0.00%	0.00%	0.00%
8879	Officials/Administrators	Exec Aide	0.20%	0.00%	0.00%
8766	Officials/Administrators	Exec Dir Mn Forest Res Council	0.00%	0.00%	0.00%
2691	Officials/Administrators	Financial Mgt Director	0.40%	0.00%	0.20%
2147	Officials/Administrators	Human Resources Director 2	0.00%	0.00%	0.00%
501	Officials/Administrators	Human Resources Director 5	0.20%	0.00%	0.00%
2671	Officials/Administrators	Mineland Reclamation Manager	0.20%	0.00%	0.00%
2467	Officials/Administrators	NR Asst Dir - Enforcement	0.00%	0.00%	0.00%
3732	Officials/Administrators	NR Asst Division Director	0.20%	0.00%	0.20%
3729	Officials/Administrators	NR Bureau Administrator	0.20%	0.00%	0.20%
3783	Officials/Administrators	NR Prog Mgr 2 - Enforcement	0.20%	0.20%	0.00%
3798	Officials/Administrators	NR Regional Director	0.40%	0.00%	0.20%
3813	Officials/Administrators	NR Section Manager	0.99%	0.20%	0.20%
8919	Officials/Administrators	School Trust Lands Director	0.00%	0.00%	0.00%
3879	Professionals	NR Prog Supv Int-Eco Resources	0.40%	0.00%	0.00%
3769	Professionals	NR Prog Supv Sr Eco Svcs	0.79%	0.00%	0.00%
1411	Professionals	Training & Development Spec 4	0.40%	0.00%	0.20%
1749	Protective Services Sworn	NR Dist Supv - Enforcement	0.40%	0.59%	0.00%
Total			36.56%	5.14%	9.49%

Professionals

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IWD %
4	Professionals	Accounting Officer	0.21%	0.05%	0.00%
979	Professionals	Accounting Officer Inter	0.43%	0.11%	0.11%
2390	Professionals	Accounting Officer Principal	0.16%	0.05%	0.00%
633	Professionals	Accounting Officer Senior	0.43%	0.11%	0.05%
2095	Professionals	Accounting Supervisor Inter	0.05%	0.00%	0.00%
2143	Professionals	Accounting Supervisor Senior	0.11%	0.00%	0.00%
2185	Professionals	Admin Planning Director St	0.16%	0.00%	0.00%
28	Professionals	Architect 1	0.00%	0.00%	0.00%
29	Professionals	Architect 2	0.05%	0.00%	0.00%
96	Professionals	Attorney 2	0.05%	0.00%	0.00%
96	Professionals	Attorney 2	0.05%	0.00%	0.00%
1478	Professionals	Bacteriologist 2	0.00%	0.00%	0.00%
155	Professionals	Bacteriologist Supervisor 2	0.05%	0.05%	0.00%
153	Professionals	Chemist 1	0.00%	0.00%	0.00%
258	Professionals	Educ Specialist 1	0.27%	0.00%	0.00%
3612	Professionals	Interpret Naturalist Itasca Pk	0.05%	0.00%	0.00%
1634	Professionals	Interpret Naturalist Supv 2	0.05%	0.00%	0.00%
1801	Professionals	Investigator Senior	0.00%	0.00%	0.00%
1401	Professionals	Land Surveyor In Training	0.00%	0.00%	0.00%
1933	Professionals	Land Surveyor Principal	0.00%	0.00%	0.05%
Total			39.74%	4.45%	7.82%

Technicians

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IWD %
774	Technicians	Accounting Technician	4.35%	0.69%	0.46%
332	Technicians	Architectural Drafting Tech 3	0.00%	0.23%	0.00%
108	Technicians	Automotive Technician	0.00%	0.00%	0.00%
1063	Technicians	Engineering Aide Inter	0.00%	0.00%	0.00%
644	Technicians	Engineering Aide Senior	0.23%	0.00%	0.00%
556	Technicians	Engineering Specialist	0.23%	0.00%	0.00%
190	Technicians	NR Tech	1.37%	0.23%	0.23%
1771	Technicians	NR Tech Fisheries	0.92%	0.00%	0.92%
1755	Technicians	NR Tech Forestry	1.60%	0.00%	0.00%
2640	Technicians	NR Tech Parks	0.23%	0.00%	0.00%
2641	Technicians	NR Tech Parks & Trails	0.00%	0.00%	0.23%
1756	Technicians	NR Tech Wildlife	0.69%	0.00%	1.14%
587	Technicians	Radio Technician 3	0.00%	0.00%	0.00%
3613	Technicians	Real Estate Technician	0.23%	0.23%	0.00%
3709	Technicians	State Prog Admin Tech Spec	0.23%	0.00%	0.00%
632	Administrative Support	Account Clerk Senior	0.46%	0.00%	0.46%
2881	Administrative Support	NR Fisheries Census Clerk	0.46%	0.00%	0.23%
414	Service Maintenance	Laborer General	5.49%	1.14%	1.37%
415	Service Maintenance	Laborer Trades & Equipment	0.92%	0.69%	0.46%
3739	Service Maintenance	NR Park & Trails Equip Oper	0.00%	0.00%	0.00%
Total			20.82%	3.66%	6.18%

Protective Services Sworn

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IWD %
1749	Protective Services Sworn	NR Dist Supv - Enforcement	1.09%	1.63%	0.00%
1743	Protective Services Sworn	NR Spec 2 CO	12.50%	9.24%	2.17%
3660	Protective Services Sworn	NR Spec 3 CO Community Liaison	0.00%	1.09%	0.00%
3878	Protective Services Sworn	NR Spec 3 CO Pilot	0.00%	0.00%	0.00%
3185	Protective Services Sworn	NR Spec 3 Co Reg Training Offr	0.54%	0.00%	0.00%
3184	Protective Services Sworn	NR Spec 3 CO Spec Investigator	0.00%	0.00%	0.00%
3193	Protective Services Sworn	NR Spec 3 CO Water Res Spec	0.54%	0.00%	0.54%
1868	Protective Services Sworn	NR Spec 4 Co Pilot	0.00%	0.00%	0.00%
Total			14.67%	11.96%	2.72%

Protective Services: Non-sworn

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IWD %
3686	Protective Services Nonsworn	NR Forest Fire Response Lead	12.24%	6.12%	4.08%
Total			12.24%	6.12%	4.08%

Paraprofessionals

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IWD %
881	Para-professionals	Human Resources Technician 1	4.96%	0.83%	0.83%
8598	Para-professionals	Student Worker Para Prof	0.83%	0.00%	0.00%
8598	Para-professionals	Student Worker Para Prof	0.83%	0.00%	0.00%
Total			95.04%	5.79%	10.74%

Administrative Support

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IWD %
3631	Administrative Support	Central Svcs Admin Spec	1.88%	0.38%	0.38%
3632	Administrative Support	Central Svcs Admin Spec Inter	0.75%	0.00%	0.00%
3633	Administrative Support	Central Svcs Admin Spec Senior	1.13%	0.00%	0.00%
3633	Administrative Support	Central Svcs Admin Spec Senior	1.13%	0.00%	0.00%
3635	Administrative Support	Customer Svcs Specialist	4.14%	0.38%	0.38%
3636	Administrative Support	Customer Svcs Specialist Int	4.89%	0.75%	0.75%
3637	Administrative Support	Customer Svcs Specialist Sr	0.38%	0.00%	0.00%
293	Administrative Support	Exec 2	0.75%	0.00%	0.00%
928	Administrative Support	Inventory Control Supv 1	0.00%	0.00%	0.00%
1542	Administrative Support	Legal Secretary Senior	0.38%	0.00%	0.00%
2881	Administrative Support	NR Fisheries Census Clerk	0.75%	0.00%	0.38%
3687	Administrative Support	NR Forestry Support Dispatcher	4.14%	0.00%	0.38%
3627	Administrative Support	Office & Admin Specialist	14.29%	0.38%	2.26%
3628	Administrative Support	Office & Admin Specialist Int	26.32%	1.88%	2.26%
3630	Administrative Support	Office & Admin Specialist Prin	4.89%	0.00%	0.75%
3629	Administrative Support	Office & Admin Specialist Sr	22.56%	1.50%	2.26%

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IWD %
2192	Administrative Support	Office Services Supervisor 1	0.75%	0.00%	0.00%
2118	Administrative Support	Office Services Supervisor 2	0.38%	0.00%	0.00%
3626	Administrative Support	Office Specialist	0.00%	0.00%	0.00%
8598	Para-professionals	Student Worker Para Prof	0.38%	0.00%	0.00%
8599	Para-professionals	Student Worker Para Prof Sr	0.75%	0.00%	0.00%
Total			89.47%	5.26%	9.77%

Skilled Craft

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IWD %
105	Skilled Craft	Automotive Mechanic	0.00%	0.00%	0.00%
2270	Skilled Craft	Building Maintenance Lead Wrkr	0.00%	0.00%	0.00%
135	Skilled Craft	Building Utilities Mechanic	0.00%	0.00%	0.00%
135	Skilled Craft	Building Utilities Mechanic	0.00%	0.00%	0.00%
146	Skilled Craft	Carpenter	0.00%	0.00%	0.00%
266	Skilled Craft	Electrician	0.00%	0.00%	0.00%
927	Skilled Craft	Heavy Equip Mechanic	0.00%	0.00%	0.00%
761	Skilled Craft	Welder	0.00%	0.00%	0.00%
1725	Service Maintenance	General Maintenance Wrkr	8.33%	0.00%	4.17%
1728	Service Maintenance	General Maintenance Wrkr Lead	4.17%	0.00%	0.00%
Total			12.50%	0.00%	4.17%

Service Maintenance

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IWD %
109	Service Maintenance	Automobile Service Attendant	0.00%	0.00%	0.00%
1326	Service Maintenance	Buildings & Grounds Worker	5.48%	2.12%	2.47%
197	Service Maintenance	Cook	0.53%	0.00%	0.00%
305	Service Maintenance	Food Service Worker	1.06%	0.00%	0.18%
1725	Service Maintenance	General Maintenance Wrkr	0.35%	0.00%	0.18%
1357	Service Maintenance	General Repair Worker	0.00%	0.18%	0.18%
344	Service Maintenance	Heavy Equip Operator	0.00%	0.00%	0.00%
414	Service Maintenance	Laborer General	4.24%	0.88%	1.06%

Job Code	EEO Category	Job Title	Weighted Female %	Weighted Minority %	Weighted IWD %
415	Service Maintenance	Laborer Trades & Equipment	0.71%	0.53%	0.35%
431	Service Maintenance	Life Guard	0.35%	0.00%	0.00%
914	Service Maintenance	Mine Hoist & Maint Wrkr	0.00%	0.00%	0.00%
2901	Service Maintenance	NR Douglas Lodge Custodial Wkr	2.12%	0.00%	0.18%
2724	Service Maintenance	NR Douglas Lodge Wkr	1.41%	0.00%	0.00%
3739	Service Maintenance	NR Parks & Trails Equip Oper	0.00%	0.00%	0.00%
3714	Service Maintenance	NR Worker	1.59%	0.18%	0.00%
1327	Service Maintenance	Parks & Trails Associate	19.26%	0.88%	1.24%
Total			37.10%	4.77%	5.83%

Determining Availability

(note: *Minority= racial/ethnic minority; *IWD = Individuals with Disabilities)

Officials/Administrators

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	10.00%	39.00%	6.50%	4.50%	3.90%	0.65%	0.45%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minnesota COC and COC Title: 0010 Chief Executives; 0120 Financial Managers; 0205 Other Agricultural Managers; 0335 Recreation Managers; 0360 Natural Science Managers	Three-year historical appointments in this job category shows 10% from external and 90% from internal movements.
2: Internal Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	90.00%	36.56%	5.14%	9.49%	32.91%	4.62%	8.54%	Employee workforce for the job classifications that constitute feeders to this job category.	

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
The value of weight must equal to 100.00% →	100.00%	Final Avail %			36.81%	5.27%	8.99%		

Professionals

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	34.00%	40.00%	9.00%	2.00%	13.60%	3.06%	0.68%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minnesota COC and COC Title: 0335 Recreation Managers; 0710 Management Analysts; 1610 Biological Scientists; 1640 Conservation Scientists and Foresters; 1750 Geoscientists and Hydrologists	Three-year historical appointments in this job category shows 34% from external and 66% from internal movements.

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
2: Internal Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	66.00%	39.74%	4.45%	7.82%	26.23%	2.93%	5.16%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			39.83%	5.99%	5.84%		

Technicians

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	50.00%	0.29	0.155	0.045	14.50%	7.75%	2.25%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minnesota COC and COC Title: 0800 Accountants; 1555 Engineering Technologists and Technicians; 0650 Other Agricultural Workers; 6120 Forest and Conservation Workers	Three-year historical appointments in this job category shows 50% from external and 50% from internal movements.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	50.00%	20.82%	3.66%	6.18%	10.41%	1.83%	3.09%	Employee workforce for the job groups that constitute feeders to this job group.	

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
The value of weight must equal to 100.00% →	100.00%			Final Avail %	24.91%	9.58%	5.34%		

Protective Services: Sworn

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	65.00%	0.13	0.105	0.07	8.45%	6.83%	4.55%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minnesota COC and COC Title: 3710 First-line Supervisors of Police; 3725 First-line Supervisors Protective Services; 3840 Fish and Game Workers; 3870 Police Officers	Three-year historical appointments in this job category shows 65% from external and 35% from internal movements.

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	35.00%	14.67%	11.96%	2.72%	5.14%	4.18%	0.95%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			13.59%	11.01%	5.50%		

Protective Services Non-Sworn

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	20.00%	0.065	0.18	0.03	1.30%	3.60%	0.60%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minnesota COC and COC Title: 3720 First-line Supervisors of Firefighting and Prevention Workers; 3740 Firefighters	Three-year historical appointments in this job category shows 20% from external and 80% from internal movements.
2: Internal Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	80.00%	12.24%	6.12%	4.08%	9.80%	4.90%	3.27%	Employee workforce for the job classifications that constitute feeders to this job category.	

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
The value of weight must equal to 100.00% →	100.00%	Final Avail %			11.10%	8.50%	3.87%		

Para-Professionals

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	62.00%	0.845	0.12	0.045	52.39%	7.44%	2.79%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minnesota COC and COC Title: 0630 Human Resources Workers; 5140 Payroll Clerks; 5360 Human Resources Assistants	Three-year historical appointments in this job category shows 62% from external and 38% from internal movements.

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
2: Internal Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	38.00%	95.04%	5.79%	10.74%	36.12%	2.20%	4.08%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			88.51%	9.64%	6.87%		

Administrative Support

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	50.00%	0.85	0.135	0.05	42.50%	6.75%	2.50%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minnesota COC and COC Title: 5240 Customer Service Representatives; 5710 Executive Secretaries and Executive Administrative; 5740 Secretaries and Administrative Assistants; 5860 Office Clerks, General	Three-year historical appointments in this job category shows 50% from external and 50% from internal movements.

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	50.00%	89.47%	5.26%	9.77%	44.74%	2.63%	4.89%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			87.24%	9.38%	7.39%		

Skilled Craft

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	65.00%	0.03	0.075	0.05	1.95%	4.88%	3.25%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minnesota COC and COC Title: 6355 Electricians; 7000 First-line Supervisors of maintenance and repairers; 7200 Automotive Service Technicians and Mechanics; 7220 Heavy Equipment Service Technicians and Mechanics	Three-year historical appointments in this job category shows 65% from external and 35% from internal movements.

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	35.00%	12.50%	0.00%	4.17%	4.38%	0.00%	1.46%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			6.33%	4.88%	4.71%		

Service Maintenance

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	70.00%	0.05	0.09	0.05	3.50%	6.30%	3.50%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minnesota COC and COC Title: 6120 Forest and Conservation Workers; 7340 Maintenance and Repair Worker	Three-year historical appointments in this job category shows 70% from external and 30% from internal movements.

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics *IWD	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics *IWD	Source of Statistics	Reasons for External and Internal Weight Ratio
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	30.00%	37.10%	4.77%	5.83%	11.13%	1.43%	1.75%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			14.63%	7.73%	5.25%		

Utilization Analysis

Comparing Incumbency to Availability, Establishing Placement Goals, and Timetable

Females

Job Categories	% of Female Employees in the Job Category	Female Availability %	Female Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	33.86%	36.81%	Yes	36.81%
Professionals	39.31%	39.83%	Yes	39.83%
Technicians	22.10%	24.91%	Yes	24.91%
Protective Services: Sworn	14.13%	13.59%		
Protective Services: Non-sworn	12.00%	11.10%	Monitor	
Para-Professionals	84.62%	88.51%	Monitor	
Administrative Support	89.89%	87.24%		
Skilled Craft	0.00%	6.33%	Yes	6.33%
Service Maintenance	37.59%	14.63%		
Totals	39.64%			

Racial/Ethnic Minorities

Job Categories	% of Minority Employees in the Job Category	Minority Availability %	Minority Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	2.36%	5.27%	Yes	5.27%
Professionals	4.78%	5.99%	Yes	5.99%
Technicians	3.00%	9.58%	Yes	9.58%
Protective Services: Sworn	10.87%	11.01%	Monitor	
Protective Services: Non-sworn	6.00%	8.50%	Yes	8.50%
Para-Professionals	15.38%	9.64%	Monitor	
Administrative Support	5.24%	9.38%	Yes	9.38%
Skilled Craft	4.55%	4.88%	Monitor	
Service Maintenance	4.90%	7.73%	Yes	7.73%
Totals	5.03%			

Individuals with Disabilities

Job Categories	% of IWD Employees in the Job Category	IWD State Goals %	IWD Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	10.24%	8.99%		
Professionals	8.37%	5.84%		
Technicians	5.99%	5.34%		
Protective Services: Sworn	2.72%	5.50%	Yes	5.50%
Protective Services: Non-sworn	4.00%	3.87%	Monitor	
Para-Professionals	7.69%	6.87%	Monitor	
Administrative Support	10.86%	7.39%		
Skilled Craft	0.00%	4.71%	Yes	4.71%
Service Maintenance	5.77%	5.25%		
Totals	7.46%			