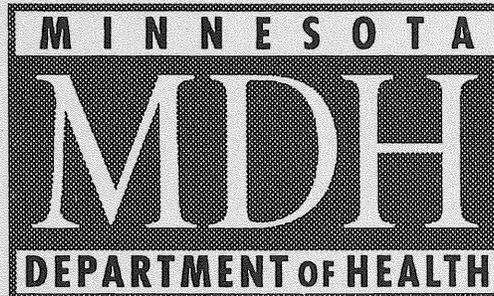


000546



# **Strategic Plan To Affirmatively Ensure Equal Employment Opportunity**

## **2000 - 2002**

*For more information please contact:*

*Human Resource Management  
121 E. 7<sup>th</sup> Place  
Suite 450 Metro Square  
St. Paul, MN 55101  
(651) 215-1240  
TTY (651) 282-3876*



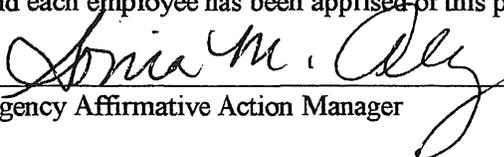
**MDH Affirmative Action Plan - Transmittal Form**

1. Our January 2000 data reflects that we are under-utilized in the following goal units for the protected groups indicated with an X. This measurement is based on the goals used during the reporting period.

GOAL UNITS	PROTECTED GROUPS		
	Women	Minorities	Disabled
Service			
Technical			X
Clerical			X
Professional		X	X
Health Care Professional			X
Engineering			X
Supervisory	X		X
Managerial			X
Commissioner's Plan			X

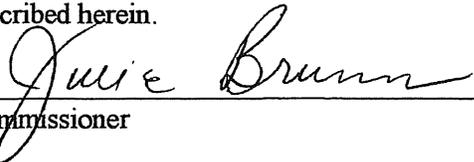
2. This Affirmative Action Plan is distributed in the manner described in section C of this plan and is available so that every employee is aware of the Department of Health's commitments to affirmative action for the year.

3. This plan contains an internal procedure for processing complaints of alleged discrimination from employees, and each employee has been apprised of this procedure.

  
 \_\_\_\_\_  
 Agency Affirmative Action Manager

\_\_\_\_\_  
 Date 1/28/2000

4. This plan contains clear designations of those persons and groups responsible for implementing the attached affirmative action plan as well as my personal statement of commitment to achieving the goals and timetables described herein.

  
 \_\_\_\_\_  
 Commissioner

\_\_\_\_\_  
 Date 1/28/00

5. This plan meets the requirements for affirmative action compliance and contains goals and timetables as well as methods for achieving them which are reasonable and sufficiently aggressive to deal with the identified disparities.

\_\_\_\_\_  
 Director, Office of Diversity & Equal Opportunity

\_\_\_\_\_  
 Date

**RECEIVED**

OCT 26 2000

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 STATE OFFICE BUILDING  
 ST. PAUL, MN 55155



**Minnesota Department of Health**  
**Affirmative Action Plan**  
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*Protecting, Maintaining and Improving the Health of All Minnesotans*

January 31, 2000

Darcel Lewis, Director  
Office of Diversity & Equal Opportunity  
Department of Employee Relations  
Centennial Building  
658 Cedar Street  
St. Paul, MN 55155



Dear Ms. Lewis:

I am pleased to present to you, the Affirmative Action Plan for the Minnesota Department of Health entitled "Strategic Plan to Affirmatively Ensure Equal Employment Opportunity". The department and this administration are firmly committed to a policy of equal opportunity and affirmative action employment as a strategy to assist the Department of Health in achieving its mission.

Our strong commitment to affirmatively attract and retain diverse talent is reflected in our aggressive goals and objectives for the next two years. We are further committed to the state's affirmative action efforts as well as the implementation of affirmative action efforts within our own agency.

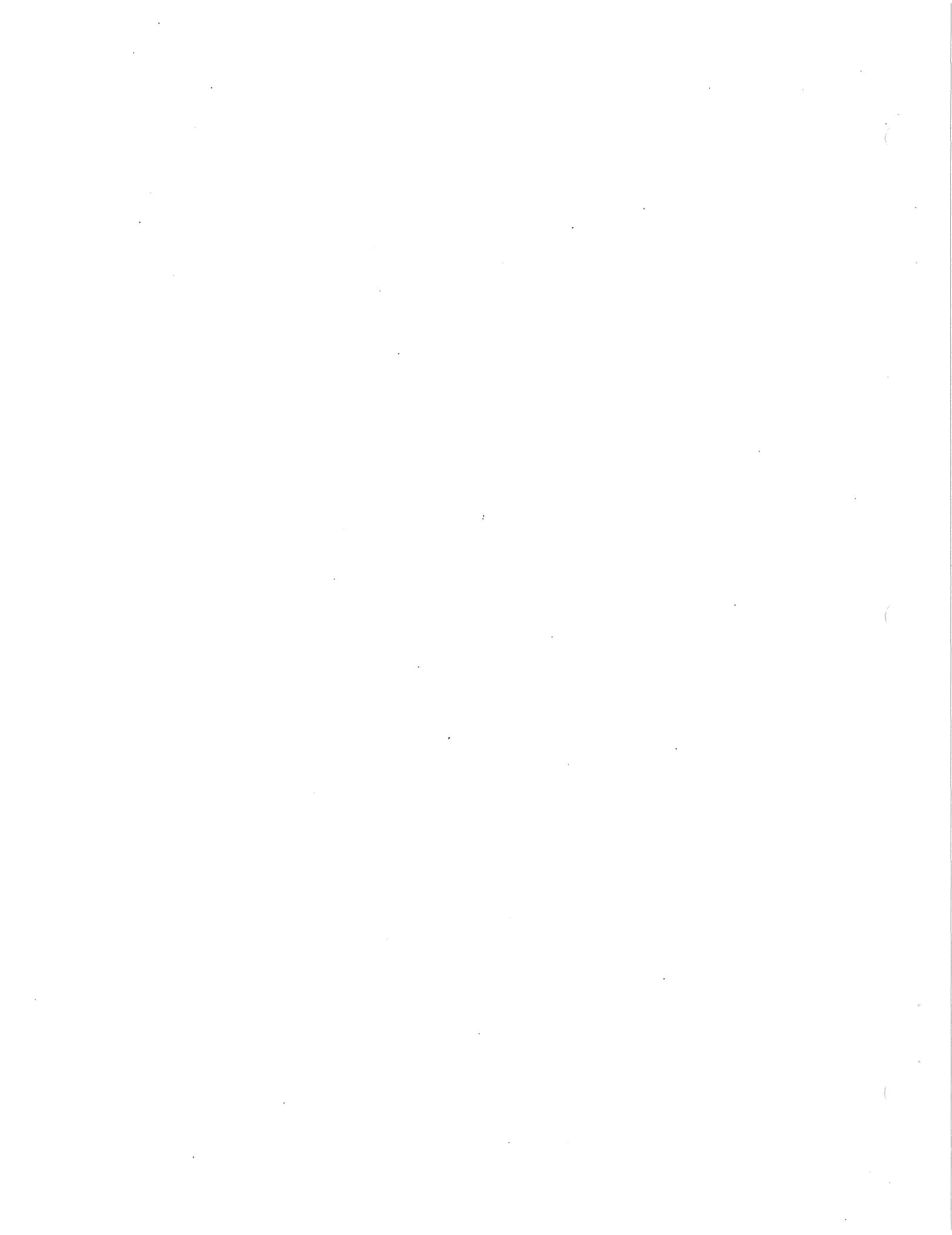
This Strategic Plan to Affirmatively Ensure Equal Employment Opportunity is aligned with our agency's overall strategic directions, operational goals and statewide priorities. We look forward to implementing these strategies in every area of the department.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jan Malcolm".

Jan Malcolm  
Commissioner

3



## B.

### **EQUAL EMPLOYMENT OPPORTUNITY/ ZERO TOLERANCE FOR HARASSMENT**

#### **Policy**

The Minnesota Department of Health has a policy of zero tolerance for discrimination, including unlawful harassment, on the basis of race, color, creed, national origin, sex, age, membership in a local commission, marital status, disability, religion, sexual orientation, marital status and status with regard to public assistance. Sexual harassment is a form of discrimination and is prohibited under this policy. The Department is further committed to ensuring that all employees have a working environment free from discrimination and will work proactively to eliminate barriers that inhibit equal opportunity. The agency will further provide reasonable accommodations to qualified individuals with disabilities in the application, selection and employment processes. Retaliation against individuals who bring forth a complaint is strictly prohibited. No employee shall intentionally use this policy or related procedure for reason of personal malice or abuse.

#### **Definitions**

1. Discrimination- unfair treatment, intentional or unintentional, based on an individual's or groups' protected class status which will deprive them of employment opportunities or otherwise adversely affect the individual's work environment or status as an employee.
2. Sexual Harassment- any behavior that is sexual in nature and is unwelcome, personally offensive, insulting and demeaning where:
  - submission to or rejection of such conduct is explicitly or implicitly made a term or condition of employment.
  - submission to or rejection of such conduct is used as a basis for decisions affecting a person's employment.
  - such conduct or communication has the purpose or effect of substantially interfering with an individual's employment, or creating an intimidating, hostile or offensive working environment.
3. Other Harassment- any behavior that is demeaning, offensive, insulting, belittling or degrading and is related to the protected class status of an individual or group. Harassment that is general in nature, and not related to an EEO protected status, is to be pursued under MDH policy 34.50-01.

4. Qualified Person With A Disability- an individual who has a mental, physical or emotional impairment that substantially limits their ability to perform a major life activity  
or; a person who has record of such an impairment  
or; is regarded as having such an impairment.

Reasonable accommodations are provided for applicants and employees who actually do have an impairment which substantially limits their ability to perform a major life activity.

#### **Standards**

All applicants, employees, vendors, contractors and volunteers of the Minnesota Department of Health are covered by this policy. All employees are responsible for treating co-workers in a manner consistent with this policy. Supervisors have an additional responsibility to maintain a work environment free from discrimination, including harassment.

#### **Procedure**

Procedures for carrying out this policy, for requesting a reasonable accommodation and the discrimination complaint process are stated in the MDH Diversity/Affirmative Action Plan. Further requirements may be outlined in the employees' collective bargaining agreements.

*Reference: MDH Diversity/Affirmative Action Plan  
Minnesota Human Rights Act (M.S. 363)  
Title VII of the Civil Rights Act  
Americans With Disabilities Act*

*Previous Policy Number: 2.00-01  
66.00-01*

*Responsible Manager: Agency Affirmative Action Manager*

*For more information: Your personnel representative or  
The Office of Workforce Diversity 215-1258*

*Revised: January 1998*

## B.

### AFFIRMATIVE ACTION POLICY

#### **Policy**

The Minnesota Department of Health will act affirmatively to eliminate under-utilization of protected groups in all facets of employment including, but not limited to: recruitment, selection, promotion, training and retention. The Department shall set reasonable hiring goals and all Department staff who have the authority to make hiring decisions shall adhere to the Department's pre-hire review process as outlined in the MDH Diversity/Affirmative Action Plan. Affirmative action is a proactive and appropriate approach to ensure that the workforce of the Department reflects the same configuration as the related labor force as a whole. All managers and supervisors with hiring authority, the human resource management staff and the director of the Office of Workforce Diversity are responsible for ensuring adherence to this policy. This policy applies to all competitive and unclassified appointments as described in the above referenced statutes.

#### **Definitions**

1. Protected Groups- Women, people with disabilities, and people of color (African-American/Black; Chicano/Latino/Hispanic; American-Indian/Native-American/Alaskan Native; and Asian/ Pacific Islander) and veterans are the groups "protected" by affirmative action.
2. Hiring Goals- A computation (using factors such as census data, representation in related training institutions, unemployment rates, representation of workforce in immediate labor area, availability of promotable and transferable employees within the organization, and the degree of training which the organization is reasonably able to undertake as a means of making all job classes available) that shows under-representation of protected groups in a given employment category. Unlike quotas, hiring goals provide flexibility and incentives to balance the representation throughout the agency.

#### **Procedure**

Procedures for carrying out the commitment to affirmative action are stated in this Plan.

*Reference: Diversity/Affirmative Action Plan  
Minnesota Statutes 43A.19, 43A.191, 43A09, 43A.421  
Previous Policy Number: 2.00-01  
Responsible Manager: Agency Affirmative Action Manager  
For more information: Your personnel representative or  
The Office of Workforce Diversity 215-1258  
Revised: January 1998*

## C.

### **Communication of Policies and Diversity/Affirmative Action Plan**

The Minnesota Department of Health's Diversity/Affirmative Action Plan and Equal Employment Opportunity/Affirmative Action Policies will be communicated and disseminated to all department employees in a variety of ways.

#### **Internal Communication:**

New employees will be informed of the departmental policies and this plan at their initial orientation session with their immediate supervisor and in meeting with their Human Resource Management representative. Each manager and supervisor will be provided with a copy of these policies and this plan. In addition, all supervisors and managers performance evaluation will include a review of their efforts to implement these initiatives.

Each manager and supervisor will be informed of changes in the plan and his or her responsibilities in administering and implementing it. They will also discuss the department's position related to EEO and affirmative action with their staff at staff meetings or other forums at least once every year.

A copy of this plan will be posted on the Human Resource Management bulletin boards located at all four of the department's metropolitan locations and in all of the district office locations in greater Minnesota.

This plan and related policies will be available on the department's intranet on the Human Resource Management home page.

#### **External Communication**

All job postings will include the statement "An Equal Opportunity Employer with a Strong Commitment to Workforce Diversity".

Department letterhead paper will include the statement "An Equal Opportunity Employer" and all advertisements for employment will add "With a Strong Commitment to Workforce Diversity".

All persons and organizations receiving grants from the department will be informed of the EEO and Affirmative Action policies.

A copy of this plan will be provided to employee bargaining units.

A copy of this plan will be provided to other interested parties upon request.

## D.

### **Responsibilities, Duties and Accountability**

Every employee of the Minnesota Department of Health is responsible for adhering to the department's policies related to EEO and affirmative action. Furthermore, all employees are expected to demonstrate respect for each other, our customers, clients and stakeholders. Specific responsibilities and duties are delegated to various positions within the department and are outlined below:

#### **COMMISSIONER OF HEALTH**

The Commissioner has the responsibility to oversee and ensure the implementation of this plan and to further ensure compliance with existing federal and state laws, rules and regulations.

#### **Responsibilities:**

- To appoint or designate the department's Agency Affirmative Action Manager and to engage in regular communication with that position to identify pertinent issues in the department.
- To include accountability for the administration of the department's Diversity/Affirmative Action Plan in her position description and in the position description of staff reporting directly to her.
- To include EEO/Affirmative Action and Diversity initiatives in the performance evaluations of all staff who directly report to her.
- To ensure that the department's managers and supervisors are informed of their individual responsibilities in the area of EEO/Affirmative Action and Diversity and require them to include responsibility statements for these areas in their position descriptions.
- To ensure that managers and supervisors are being held accountable, through the Performance Management process, for their responsibilities outlined in this plan.
- To take action on complaints of discrimination as outlined in this plan's complaint procedures.
- To state to all employees, both verbally and in writing, support for equal employment opportunity, affirmative action, diversity and the contents of this plan at least once per year.
- To change policy, procedure or practice as needed to remove barriers to the success of this plan.
- To evaluate, along with the Director of Human Resource Management, the performance of the Agency Affirmative Action Manager.

#### **Accountability:**

The Governor, and indirectly to the Commissioner of the Department of Employee Relations.

## D.

### **Responsibilities, Duties and Accountability**

#### ***DIRECTOR OF THE OFFICE OF WORKFORCE DIVERSITY***

The Agency Affirmative Action Manager, Sonia M. Alvarez, is responsible for developing and administering this plan and monitoring the progress and results on behalf of the Commissioner.

#### **Responsibilities:**

- To coordinate and monitor diversity/affirmative action activities and results.
- To fulfill all affirmative action reporting requirements
- To provide advice, information, service and expertise to managers and supervisors in fulfilling their responsibilities in diversity/affirmative action areas.
- To investigate complaints of unfair discrimination and report findings to appropriate managers and HRM Director and Commissioner.
- To disseminate and explain the department's policies and this plan to all employees.
- To determine affirmative action training needs and design, arrange or conduct necessary training and informational activities.
- To review hiring practices and proposed selections to ensure that protected group members in areas of disparity are available and considered.
- To establish goals and timetables and monitor progress in meeting them in areas where disparities of protected group members exist.
- To, on behalf of the Commissioner, approve or deny requests for not selecting qualified protected group members for vacancies in areas where disparities exist.
- To review policies, procedures, programs relating to diversity/affirmative action and recommend changes where appropriate.
- To advise agency management of the requirement to notify contractors and subcontractors of their affirmative action responsibilities.
- To review reasonable accommodations for people with disabilities and to oversee the administration of the ADA within the department.
- To maintain records of requests for reasonable accommodation, missed opportunities and complaints of discrimination or discriminatory harassment.

#### **Accountability:**

To the Commissioner of Health, the Assistant Commissioner for Finance and Administrative Management, the Human Resource Management Director and indirectly to the Director of Diversity and Equal Opportunity at the Minnesota Department of Employee Relations.

## D.

### Responsibilities, Duties and Accountability

#### ***SUPERVISORS AND MANAGERS***

Supervisors and managers are expected to ensure compliance with the department's EEO and affirmative action policies and this plan. They are further expected to ensure fair and equal treatment of all employees.

#### **Responsibilities**

- To strive for a respectful working environment for all employees and to take appropriate steps to correct conflict situations in the work unit. These individuals are expected to work with the Agency Affirmative Action Manager to develop constructive solutions through mediation, discussion and investigation of complaints and to advise all employees of their rights to file complaints.
- To work collaboratively with the Agency Affirmative Action Manager and the Human Resource Management Team to identify and eliminate barriers to the success of this plan.
- To affirmatively recruit, hire, train and promote qualified protected group members wherever disparities exist and to ensure equal treatment in all aspects of employment for all employees.
- To communicate and demonstrate a personal commitment to the department's EEO/AA policies and this plan for all employees in their areas of responsibility.
- To objectively assess the performance of all employees and develop, with each employee, a plan for professional development on a regular basis.
- To identify and communicate training needs in the areas of equal employment opportunity, affirmative action and diversity to the Agency Affirmative Action Manager.
- To ensure that all employees in their work unit are familiar with this plan and related policies and to discuss these concepts at regular staff meetings and other forums.
- To be active and visible participants in the department's diversity learning process and to encourage the participation of employees.
- To include accountability for the implementation of this plan and related policies in their position description and those of all unit employees.
- To communicate progress in this area to their managers. This includes developing, with their managers, performance measures to assess and recognize progress in this area for themselves and their entire work unit.

**Accountability:** Managers and supervisors are accountable to their managers and indirectly to the Commissioner, Deputy Commissioner and Assistant Commissioners.

## D.

### **Responsibilities, Duties and Accountability**

#### ***DIRECTOR OF HUMAN RESOURCE MANAGEMENT***

The Director of Human Resource Management is responsible for ensuring that human resources policies, procedures and practices are administered fairly and are uniformly applied to all employees, and to take positive action to remove all barriers to equal employment opportunity within the Department.

#### **Responsibilities**

- To provide leadership to the Human Resource Management Division staff and ensure their adherence to affirmative action principles in the decision making process for all personnel actions.
- To ensure that managers and supervisors are adhering to the pre-hire review process as outlined in this plan.
- To provide guidance in the development and utilization of selection criteria to ensure, to the extent possible, that it is objective, uniform, and job related.
- To identify and resolve problems which inhibit equal employment opportunity and to discuss problems and resolutions with the Agency Affirmative Action Manager.
- To discuss with staff, the goals, timetables and strategies of this plan at least once per year.

#### **Accountability:**

Accountable to the Commissioner of Health and the Assistant Commissioner of Finance and Administrative Management.

E.

**Goals and Timetables**

The availability established for this biennial reporting period, 2000-2002, was developed using the 1990 census data, 1997 unemployment and labor data, more recent statistical data from the U.S. Department of Health and Human Services and internal agency demographic information. The numeric hiring goals are based on the availability for each goal unit, our current representation and forecasted hiring opportunities for each. \*Except for people with disabilities for which we were instructed by the Department of Employee Relations to use 12.82% availability in all goal units.

***Agency wide Goals***

GOAL UNIT	WOMEN		MINORITIES		PEOPLE WITH DISABILITIES	
	% available	hiring goal per year	% available	hiring goal per year	% available	hiring goal per year
Service	39.23	Met	8.42	Met	12.82	Met
Clerical/Office Support	67.23	Met	9.06	Met	12.82	3
Technical	66.54	Met	6.55	Met	12.82	2
Professional	53.35	Met	10.22	4	12.82	4
Health Care Professional	92.09	Met	4.55	Met	12.82	2
Engineering	14.9	Met	7.4	Met	12.82	1
Supervisory	60.68	2	7.58	Met	12.82	3
Managerial	45.19	Met	6.66	Met	12.82	2
Commissioner's Plan	45.19	Met	6.66	Met	12.82	1

When the percent employed in any goal unit is less than the percentage goal, the goal has not been met. In these cases, supervisors must follow the Pre-Hire Review Process outlined in this plan. Conversely, when the percent employed is greater than the percentage goal, the goal has been met. Even when this is the case, it remains a violation of law to exclude candidates or discriminate against individuals because of their race, sex or disability status. In addition, when the goal for a goal unit has been met, the Department will still attempt to achieve and maintain a workforce that reflects the populations we serve.

## F.

### Strategic Objectives- MN Department of Health

#### *Mission:*

The Minnesota Department of Health's mission is to protect, maintain and improve the health of all Minnesotans. In order for our equal employment opportunity, affirmative action and diversity objectives to be effective, we have strategically linked all of our efforts to this mission.

Equal employment opportunity, affirmative action and diversity efforts are a process, not a program. This process involves integrating practices of equal opportunity, affirmative action and diversity into all aspects of agency operations. It also involves balancing our legal, prudential and ethical interests.

#### *Strategic Objectives:*

- **Meeting all civil and human rights legal/policy obligations**
  - preventing discrimination through continuous learning
  - eliminating under-utilization of groups disproportionately affected by discrimination
  - consistently measuring agency compliance
  - clarifying and modeling appropriate behavior by leaders in agency
  
- **Conserving agency resources through proactive and creative efforts**
  - a workforce that functions at its full potential
  - providing opportunities for self-sufficiency
  - implementing cost effective ways to attract diverse talent
  - reducing avoidable turnover of staff
  - intervening early in internal conflicts
  
- **Enhancing the credibility of MDH among all partners and stakeholders**
  - improving health status of populations affected by disparities through employment.
  - encouraging diverse talent to seek opportunities with MDH
  - MDH being a solid global competitor
  - developing and maintaining new reciprocal relationships with diverse populations
  
- **Holding all MDH responsible for practicing inclusion**
  - sharing positive recognition for progress with agency leaders
  - integrating methods of equal opportunity into every aspect of agency operations
  - creating an environment where people feel welcome, accepted and valued

## Strategic (program) Objectives for 2000 - 2002

### Meeting all civil and human rights legal/policy obligations

Goal	Actions	Responsibility	Timelines
Prevent discrimination through continuous learning.	Conduct EEO/AA Training for Managers and Supervisors	Human Resource Mgmt - Office of Workforce Diversity	Quarterly
	Conduct EEO/AA Training for ALL staff	Human Resource Mgmt - Office of Workforce Diversity	Quarterly (visiting each district office annually)
	Conduct ADA specific training for managers and supervisors	Human Resource Mgmt - Office of Workforce Diversity	Quarterly
	Conduct ADA specific training for ALL staff	Human Resource Mgmt - Office of Workforce Diversity	Quarterly
	Provide opportunities for diversity learning through presentation, immersion and circle dialogue.	Human Resource Mgmt - Office of Workforce Diversity DPAT - Learning Task Team	Learning opportunities held monthly (theme rotates quarterly)
	Make available information in the form of videos, books and articles to all staff.	Human Resource Mgmt - Office of Workforce Diversity	Ongoing
	Partner with other agencies to "exchange" training opportunities.	Human Resource Mgmt - Office of Workforce Diversity	Ongoing – as developed
	Design and deliver cultural competency training	Office of Minority Health	Ongoing
Eliminate under-utilization of groups disproportionately affected by discrimination	Recruitment and retention efforts identified in the "Recruitment Plan" and "Retention Plan" portions of this plan.	Human Resource Mgmt - Office of Workforce Diversity Managers and supervisors	As indicated
Consistently measure agency compliance	Improve system of monitoring hiring process.	Human Resource Mgmt - Office of Workforce Diversity - in partnership with other state agencies	On-going

	Provide quarterly reports on EEO and general workforce data to agency leaders.	Human Resource Mgmt - Office of Workforce Diversity	Quarterly - April 20 - July 20 - Oct 20 - Jan 20
	Strengthen system of tracking effectiveness of recruitment efforts.	Human Resource Mgmt - Office of Workforce Diversity	As part of quarterly reporting
	Strengthen system of measuring effectiveness of retention strategies	Human Resource Mgmt - Office of Workforce Diversity	On-going
<b>Agency leaders clarify and model appropriate behavior</b>	Senior Agency Leaders will be visible allies for equal opportunity and affirmative action in the agency	Senior Agency Leaders	On-going
	Manager and supervisor performance appraisals will include evaluation of their efforts to clarify and model appropriate workplace behavior.	Senior Agency Leaders Division Directors Managers	As Evaluations Take Place
	Conduct forums for discussion with managers and supervisors about their legal and organizational responsibilities.	Human Resource Mgmt - HRM staff jointly with Office of Workforce Diversity	On-going - integrated into standing management meetings and forums.
	Update and report progress toward achieving the Minority Health Management Plans	Division Directors Office of Minority Health	Ongoing.

## Strategic (program) Objectives for 2000 - 2002

### Conserve Agency Resources Through Proactive and Creative Efforts

Goal	Actions	Responsibility	Timelines
Enable the workforce to function at its full potential	Provide forums for MDH staff to share their experiences and learning in targeted public health initiatives (i.e. Diabetes Program, Bone Marrow Donor and Lead Surveillance).	DPAT Learning Task Team DPAT Outreach Task Team	Quarterly Circle Dialogues
	Provide opportunities for MDH staff to interact socially and share their own cultural experiences through exploring traditions.	DPAT Employee Health Promotion Committee Office of Policy & Communications	Twice per year
	Promote performance management and continuous performance feedback	Human Resource Mgmt	Ongoing
	Develop support mechanisms for work/life balance of employees.	MDH Work/Life Balance Team	Ongoing- Phase one completed by 6/00
	Work with division directors to identify new sources of funding for programmatic efforts.	Human Resource Mgmt - Office of Workforce Diversity Office of Minority Health Division Directors	As opportunities arise
	Retention Efforts identified in "Retention Plan" section of this plan	Human Resource Mgmt - Office of Workforce Diversity DPAT – Measurement Task Team	As indicated

<b>Provide opportunities for self-sufficiency</b>	Strengthen relationships with community-based social service employment agencies such as MRC, Courage Center, Summit Academy OIC, etc.	Human Resource Mgmt - Office of Workforce Diversity Managers & Supervisors	Monthly participation on curriculum committee, Business Advisory Committee. AND at least one annual in-house forum for MDH staff
	Participate in on-the-job-training programs in order to prepare people for transition from welfare to work.	Human Resource Mgmt - Office of Workforce Diversity Managers & Supervisors	At least twice per year
	Coordinate volunteer mentors to work with people making transition.	Human Resource Mgmt - Office of Workforce Diversity	By June 2000, compile list of volunteer opportunities for staff participation.
	Provide mentorship for employees who are new entrants to the workforce.	Human Resource Mgmt - Office of Workforce Diversity DPAT Measurement Task Team	First planning session to be convened March 2000 * see Retention Plan
<b>Implement cost effective ways to attract diverse talent</b>	See "Recruitment Plan" section of this plan	Human Resource Mgmt - Office of Workforce Diversity Managers & Supervisors DPAT Outreach Task Team	As indicated
<b>Reduce avoidable turnover of staff</b>	Also included in "Retention Plan" section of this plan	Human Resource Mgmt - Office of Workforce Diversity Managers & Supervisors DPAT Measurement Task Team	As indicated
	Conduct quantitative and qualitative analysis of agency separations to determine patterns of avoidable turnover.	Human Resource Mgmt. - Office of Workforce Diversity	Ongoing

	Apprise agency leaders of patterns of turnover and recommendations for improvement.	Human Resource Mgmt. - Office of Workforce Diversity	Quarterly reports as scheduled  In-service sessions in conjunction with HRM Team Leaders
	Reduce identified avoidable turnover through enhanced performance management, career mapping, employee orientation/training, rotational assignments, recognition programs, mentorship and early conflict intervention.	Human Resource Mgmt Senior Leadership Supervisors & Managers DPAT Measurement Task Team	As indicated in "Retention Plan"
<b>Intervene early in internal conflicts</b>	Develop relationships with managers and supervisors so that when conflicts arise, they are aware of intervention strategies available.	Human Resource Mgmt - Office of Workforce Diversity	Ongoing
	Promote and coordinate Workplace Mediation Project	Human Resource Mgmt - Office of Workforce Diversity Office of Dispute Resolution	Ongoing
	Process and resolve EEO complaints and ADA accommodation requests in a timely manner	Human Resource Mgmt - Office of Workforce Diversity	Ongoing
	Prevention of conflicts through mentorship and referral.	Mentors	Fall 2000 mentorship will begin

## Strategic (program) Objectives for 2000 - 2002

### Enhance the credibility of MDH among all partners and stakeholders

<b>Goal</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>
<b>Improve health status of populations affected by disparities through employment.</b>	Also included in "Recruitment Plan" and "Retention Plan" sections of this plan	Human Resource Mgmt - Office of Workforce Diversity Office of Minority Health	As indicated
	Inspire youth to consider careers in public health field.	Human Resource Mgmt - Office of Workforce Diversity DPAT Outreach Task Team Office of Minority Health Agency Volunteers	By June 2000 a list of opportunities will be compiled for agency participation.
	Work with colleges and universities to increase enrollment of students of color into health professions.	Human Resource Mgmt - Office of Workforce Diversity DPAT Outreach Task Team Office of Minority Health Agency Volunteers MN School of Public Health Other colleges and universities	By July 2000 convene a mtg with health related employers and schools.
	Increase diversity in applicant pools for MDH positions. * see also Recruitment Plan	Human Resource Mgmt - Office of Workforce Diversity DPAT Outreach Task Team Office of Minority Health Supervisors & Managers	Ongoing
	Ensure that qualified applicants from protected groups are given full consideration in the employment process.	Human Resource Mgmt - Office of Workforce Diversity Managers & Supervisors Senior Leadership	As positions are filled
	Increase public awareness and support for EEO/AA	Summit on Affirmative Action - Educational Task Force MN State Affirmative Action Assn	Twice per year
<b>Encourage diverse talent to seek opportunities with MDH</b>	Also included in "Recruitment Plan" section of this plan	Human Resource Mgmt - Office of Workforce Diversity	As indicated

	Educate potential applicants about how to gain access to MDH employment.	Human Resource Mgmt - Office of Workforce Diversity	Sessions offered to public at least quarterly.
	Utilize resume bank database as a consistent notification of employment opportunities.	Human Resource Mgmt - Office of Workforce Diversity	Ongoing additions/revisions to database and notification.
	Increase capacity of MDH staff to utilize publications serving diverse markets.	Human Resource Mgmt - Office of Workforce Diversity Communications Office	Quarterly in-service learning forums.
	Develop marketing tools that reflect diversity of agency work and staff.	Human Resource Mgmt - Office of Workforce Diversity Communications Office	May 2000 (contingent upon funding)
	Place image ads in publications targeting protected groups.	Human Resource Mgmt - Office of Workforce Diversity Communications Office	June 2000 (contingent upon funding)
	Improve website for job seekers.	Human Resource Mgmt	March 2000
<b>MDH to become a solid global competitor</b>	Also included in "Recruitment Plan" section of this plan.		As indicated
	Utilize available technology to attract interest of potential applicants from around the world.	Human Resource Mgmt. Internet coordinator	Ongoing
	Ensure all services and publications are accessible to people with disabilities and limited English Speaking populations	Communications Office	Ongoing See Language Protocol Manual
	Host annual meeting of EEO/Civil Rights practitioners from similar govt agencies around the nation (such as DHHS).	Human Resource Mgmt - Office of Workforce Diversity	May of every year To begin May 2001
	Remain abreast of best-practices, latest trends and new technology.	Human Resouce Mgmt - Office of Workforce Diversity	Ongoing

<b>Develop and maintain new reciprocal relationships with diverse populations</b>	Also included in "Recruitment Plan" section of this plan.	Human Resource Mgmt - Office of Workforce Diversity Office of Minority Health Supervisors & Managers All Staff	As indicated
	Provide opportunities for MDH staff to develop reciprocal relationships with populations affected by health disparities (populations of color, people with disabilities and economically disadvantaged).	Human Resource Mgmt - Office of Workforce Diversity DPAT- Learning Task Team DPAT – Outreach Task Team	Community Immersion learning experiences quarterly.  Quarterly in-house forums for MDH staff.
	Maintain current and develop new relationships with learning institutions locally and nationally. At the K-12 and college levels.	Human Resource Mgmt Office of Workforce Diversity DPAT- Outreach Task Team	Ongoing  List to be disseminated June 2000.
	Participate in collaboratives with other professionals such as through the Hispanic Health Network, MSAAA, TCDR, Summit on Affirmative Action, ADA Network, TCPHRA, SHRM, ASTD.	Human Resource Mgmt - Office of Workforce Diversity Supervisors & Managers Senior Leadership	As activities are planned
	Develop and maintain partnerships with other state agencies such as through the Interagency Diversity , Statewide Aff. Action Comm., Retention group.	Human Resource Mgmt - Office of Workforce Diversity	As activities are planned
	Develop and maintain relationships with non-profits such as:, Cultural Wellness Center, Cntr for Cross-Cultural Health, Urban Coalition, MCDC, Sabathani, Resource Inc., Urban Leagues, NAACP and others.	Human Resource Mgmt Office of Workforce Diversity DPAT- Outreach Task Team	Ongoing contributions to the advisory councils, boards of directors, curriculum committees, etc.

## Strategic (program) Objectives for 2000 - 2002

### Hold all MDH Staff responsible for practicing inclusion

Goal	Actions	Responsibility	Timeframe
Share positive recognition for progress with agency leaders	Include equal employment opportunity, affirmative action and diversity components into the position descriptions for all agency leaders.	Senior Mgmt to assure Other agency leaders to implement	By March 31, 2000
	Distribute quarterly reports on division progress to Senior Mgmt	Human Resource Mgmt	Quarterly as scheduled
	Integrate methods of equal opportunity into every aspect of agency operations (workplans, etc)	Agency Management Team Supervisors and Managers Part of Minority Health Management Plan	To begin immediately
	Consider EEO/AA/Diversity in the performance evaluations as a specific area or as an integral part of other rating factors.	Agency Management Team Supervisors and Managers	As evaluations take place
Create an environment where people in all areas of the agency feel welcome accepted and valued	Also included in "Retention Plan" section of this plan.	Human Resource Mgmt - Office of Workforce Diversity Managers & Supervisors Senior Leadership	
	Develop and implement mentorship initiative.	Human Resource Mgmt - Office of Workforce Diversity	
	New supervisor/manager orientation to provide tools for fostering.	Center for Workforce Development	Ongoing
	Measure "human relations aptitude" of all staff who interact with others in the course of their work.	Managers & Supervisors	In the hiring and performance evaluation stages of employment

## G.

### Recruitment Report/Plan

The Minnesota Department of Health will actively recruit talent from diverse backgrounds for all positions in the agency. Recruitment for agency positions is the responsibility of every manager and supervisor who has authority to make hiring decisions. The Human Resource Management division will partner with agency managers and supervisors and provide them with guidance and assistance as needed. The Office of Workforce Diversity will lead the agency's recruitment efforts by establishing meaningful relationships with diverse communities and provide technical support as needed. During recent years, the Minnesota Department of Health has significantly increased its efforts to recruit diverse talent. In addition to the required methods of posting opportunities (such as the Minnesota Career Opportunities Bulletin), we have expanded our efforts in the following ways:

### RECRUITMENT REPORT

#### **Job Fairs:**

We attended a number of job fairs including: Summit Academy OIC's Job Fair, Personnel Strategies Diversity Recruitment Fair, the Job Success Fair for People with Disabilities, the University United Job Fair, First Friday's Career Expo, the University of Minnesota School of Public Health/School of Social Work Career Fair, the American Indian Science and Engineering Society's Annual Conference and the Multi-Cultural Health Career Expo. Total cost for job fair participation was \$2,810 in 1999.

From 1998 – 1999 the following direct placements were made as a result of these fairs:

- Personnel Strategies: 1
- Summit Academy OIC: 1
- Job Success Fair: 1
- School of Public Health Fair: 1

❖ NOTE: Participation in all job fairs may have resulted in indirect placements for which we are unable to track.

#### **Resume Bank:**

Our automated system for retaining the resumes of potential applicants received at job fairs and other community contacts have resulted in an increased number of placements. These individuals were notified of vacancies for competitive and unclassified positions. The expenses incurred for this strategy was merely the initial cost of the software (under \$300) and the postage expenses.

We have also added a new component to the rating process for classified positions in the agency. When individuals apply for competitive vacancies but do not score high enough to be considered for that particular position, they are advised to submit a profile form for future notification of other vacancies. \* SEE RESUME BANK PROFILE FORM

The placement rates for the resume bank are as follows:

**Resume Bank Database Progress Update**

	1997	1998	1999
Office & Admin	7	16	18
Information Technology		2	1
Technical			1
Other Professional	2	4	3
Service	1		
Intern/Student			4
<b>Total Placements</b>	10	22	27

**Mailing Lists/Electronic Notification:**

We have developed a comprehensive list of national recruitment resources that train and provide employment services to individuals in the job classes that we hire. The only expenses for this strategy have been postage costs.

The recent development of an electronic notification system allows supervisor and managers to send job announcements electronically to recruitment sources across the nation. The lists are categorized in the following ways:

- Colleges/universities of Public Health/Health Sciences (nationally)
- Professional Associations for Public Health/Health Science

All announcements for agency promotional opportunities are sent electronically to all MDH staff.

**Advertising:**

Managers and supervisors have been encouraged to utilize community newspapers to advertise vacancies in addition to mainstream advertising resources. Sources used include, but are not limited to: Insight News, the Minneapolis Spokesman, the Minnesota Women's Press, La Prensa de Minnesota, Access Press, the Asian-American Press, the Circle and professional association newsletters. They actively utilize the Ludlow Advertising service contracted by the Dept. of Employee Relations.

**Credibility/Visibility:**

We have increased our visibility and credibility in diverse communities by participating in community

events such as: the Juneteenth celebration in Minneapolis, Cinco de Mayo, Lucille's Kitchen Policy Forum, GLBT Pride Festival, Richfield Library Community Outreach, Multi-Cultural Forum, the MN Cultural Diversity Center's annual videoconference, the Multi-Cultural Health Expo, the AISES Conference, and the Summit on Affirmative Action. We are also represented on the boards of directors and membership rosters for the Center for Cross Cultural Health, the MN Cultural Diversity Center, the Urban Coalition and the Hispanic Health Network. These efforts included contributions of the agency Communications Office and the Office of Minority Health, as well as involvement from agency program staff.

**Educational Outreach:**

The department reaches out to educational institutions to educate youth about career opportunities found within the department. Some of our efforts have included: St. Paul Public Schools Minority Encouragement Program, Inver Grove Heights School District International Mentor Program, and Women Achieving New Directions. Our employees serve as guest speakers in classrooms, support groups and as mentors through the schools' programs. We also have invited several groups to tour our laboratory facility to encourage their interest in the sciences. This past year, we began participation in a comprehensive job shadow program. We have also strengthened our internship initiative and have had many successes.

**Relationships:**

We have developed meaningful relationships with various community social service organizations that provide employment placement services such as: Resource Inc., Frogtown Catholic Charities, City of Mpls Affirmative Action Office, Women Achieving New Directions, Courage Center, Working Opportunities for Women and Summit Academy OIC.

**Computer Posting:**

Our internet Web Page lists our career opportunities with links to DOER's home page.

## **RECRUITMENT PLAN**

**Job Fairs:**

Each quarter of the calendar year, we will attend at least one job fair that is targeted toward protected group populations. Special emphasis will be given to those populations where under-representation exists. The specific job fairs already identified are: PSI's Dr. Martin Luther King Diversity Job Fair, the Job Success Fair for People with Disabilities, Summit Academy OIC's Job Fair, University United's Job Fair, the Private College Job Fair and the Multi-Cultural Health Expo and Career Fair.

**Resume Bank:**

The Office of Workforce Diversity will continue to utilize the resume bank database to notify interested parties of agency vacancies for all positions within the agency. Individuals hired through this process will continue to be tracked to measure their rate of success. Additional emphasis will be given to fill professional level positions in the agency.

We will offer quarterly sessions for all individuals interested in working for MDH to educate them on the state hiring system and career opportunities with MDH. These forums will also be made available to current temporary or unclassified MDH staff who want to learn how to gain access to permanent employment with the agency.

**Mailing Lists/Electronic Notification:**

A list of recruitment resources will be available to all managers and supervisors through the department intranet system. New electronic notification lists will be added in the coming year:

- Schools of Nursing (nationally)
- Professional Nursing Associations
- Professional Associations for Administrative/Operations (including PA and finance)
- Educational Institutions Training Information Technology Professionals

**Advertising:**

In addition to advertising specific vacancies in community newspapers as listed above, the department will invest additional resources in image advertising which represent the agency as an equal opportunity employer with a strong commitment to workforce diversity.

We will improve our system to track the success of advertising efforts by reviewing state applications, EEO disclosure forms and resume bank profile forms. A quarterly review will be conducted and reported along with other employment trends information as scheduled.

*\* Current statewide data systems do not provide the needed tools to perform this analysis electronically.*

**Visibility:**

The Human Resource Management division, the Office of Workforce Diversity, the agency Communications Office, the Office of Minority Health and other agency program staff will continue to partner in representing the agency at community events such as: Cinco de Mayo, Juneteenth and other activities as identified by the DPAT Outreach Task Team. Managers will encourage staff who have not had exposure to these communities to accompany staff to these events.

**Educational Outreach:**

We will continue to work with area learning institutions to educate youth about MDH careers. We will broaden our current relationships to include schools in greater Minnesota as well as increasing the number of MDH employees involved in the process. A summer youth immersion experience will be

organized and held in 2001. We will also continue to promote internships and job shadowing experiences for students in a variety of fields.

New relationships with educational institutions in other states will be initiated in partnership with the Office of Minority Health.

**Relationships:**

We will strengthen our current relationships with community partners as well as develop new ones.

These relationships will be cultivated through:

- In-service learning opportunities for MDH staff
- Immersion experiences in the community
- Partnerships with community organizations

Incentives will be provided for agency staff who volunteer to conduct informational sessions, participate in external mentorship programs, and serve on business advisory committees in community social service organizations.

We will offer quarterly in-service learning forums for community resource contacts to present information about their services to MDH staff. Community immersion experiences will be offered quarterly. Partnerships with other organizations will conserve resources and add value to our efforts.

**Computer Posting:**

As our technology improves, we will expand our Web Page to include more information about the Minnesota Department of Health as an employer.

## H.

### RETENTION REPORT/PLAN

The Minnesota Department of Health will strive to affirmatively ensure equal employment opportunity by retaining a diverse composite of talented and qualified employees, with emphasis on under-represented individuals. The responsibility for these retention efforts to be successful lies with all employees. The department's retention strategy is a multi-faceted approach, guided by the Health Steering Team, agency management, HR Director, and Director of Workforce Diversity. Jill Sondergaard, Recruitment/Retention Specialist in Human Resources Management, is charged with leading the agency's retention efforts.

Through experience, we have found that the best way to retain valuable employees is to provide them with a variety of mechanisms to feel supported within the workplace. Our primary focus will be: to anticipate future needs for talent, cultivate our employees' knowledge, skills, and abilities internally, and to continuously enhance all of our efforts so that employees feel proud to work here.

The Retention Specialist made recommendations to the Office of Diversity and Equal Opportunity/Department of Employee Relations to convene a statewide group that will look at issues that affect recruitment and retention, particularly those affecting protected group status. This group has begun to meet and will continue to share best practices and perform benchmarking studies to develop specific, measurable outcomes. We will also learn from the experiences and practices of local and national companies through additional research, networking and benchmarking. The Retention Specialist has begun working with the federal agencies of ASTHO (Association of State and Territorial Health Officials) and Department of Health and Human Services to perform a national study on employee development and retention.

The following report summarizes retention efforts from 1998-2000, including a separation analysis. The plan, in addition to previous retention efforts, identifies specific methods for the years 2000-2002.

### RETENTION REPORT

#### **Work Environment Improvement**

Employers who provide a safe environment where employees are free to share their ideas and opinions are more likely to retain diverse talent. The term, "Shared Leadership" is no longer used. However, the agency remains committed to workforce development and open communication. Previously, all employees of the agency participated in a large-scale intervention and identified specific remedies for issues that may cause valuable employees to leave the organization. Solutions have been implemented agency wide. In addition, the

department implemented a Leadership Development training program for all managers and supervisors. The training has been well received and addressed ways they can be more effective in leading their work units and meeting their employees' needs.

#### **P.I.E. (Pride in Excellence)**

An employee recognition ceremony and celebration event was held in April of 1998. Over two hundred employees received an "Outstanding Performance Award". The "unsung heroes/heroines" of the agency were nominated by their peers.

#### **Performance Management**

When employees are clear about their expectations, have constructive feedback on an on-going basis and work with their supervisors to construct an individual development plan they are less likely to leave an organization. A performance management toolkit was developed and is available via the intranet as well as in document format. The Human Resources Management reports on a monthly basis to agency management, the number of completed performance reviews within a one year time period, the number of completed individual development plans within a one year time period, and the number of updated position descriptions within a three year time period.

#### **Early Conflict Intervention**

Employers who quickly respond to employee disputes are less likely to lose valuable employees. The department strongly believes in early detection and intervention of employee conflicts. The Human Resources Management team, including the Office of Workforce Diversity, provides support and guidance to managers and supervisors to resolve conflicts. Staff of the Office of Workforce Diversity have developed and held four small group intervention sessions in the past two years. The services of the Employee Assistance Program have also been widely used in the agency to intervene in employee group conflicts.

Remedial action, when necessary, has been taken when inappropriate behaviors are involved. Employees negatively affected by conflict have been referred to the Employee Assistance Program for neutral support and advice. The agency participates in a statewide Workplace Mediation Pilot Project coordinated by the Bureau of Mediation Services' Office of Dispute Resolution. When appropriate, the department contacted a mediator from their pool of trained professionals.

#### **Diversity Partners Action Team (DPAT)**

The best way to retain employees from diverse backgrounds is to create an environment conducive to change. The partners of DPAT advise the Office of Workforce Diversity on best methods for promoting and supporting a diverse workforce within MDH so that our agency truly reflects, and is better able to serve, all the citizens of the State of Minnesota. A number

of employees participated in a variety of diversity learning activities. DPAT developed additional activities that recognized the diversity in learning styles and ways to work towards eliminating all forms of bias. This included: two forums (one in the winter and one in the summer) where employees celebrated the rich array of cultural, religious and ethnic traditions and a series of cross-cultural dialogues. Both of these methods were very well received.

DPAT was strategically reorganized in late 1999. By concentrating efforts in three areas: Learning, Outreach and Measurement, this advisory group has a more concrete focus. To date, these three task teams have begun to plan activities and advise on practices in their areas of concentration.

### **Mentorship**

The initial phase of developing a comprehensive mentorship initiative have begun by conducting foundational analysis to provide rationale for a mentorship initiative. The qualitative data analysis provides the groundwork for the planned mentorship efforts.

### **Separation Analysis**

Our efforts, begun in 1998, have resulted in the identification of trends in turnover that have led us to implement additional research. We found that the separation reports available to agencies statewide do not provide the data required to submit a compliant affirmative action plan. We have been successful in overcoming these challenges by developing our own reconciliation/tracking system to complement the technology available through the state. Our analysis of separation includes quantitative (numbers) and qualitative (narrative) data.

**The following is included in the Appendix:**

- A. *Summary of Total Employee Separations for 1998 and 1999***
- B. *Computerized breakdown of Separations* (including layoffs) only of employees (excluding student workers and interns) who left state service. These reports show protected group data and are categorized by: division, reason, bargaining unit, type of position, term of position, position time, geographic location and job classifications.**
- C. *Executive Branch Protected Group Separation Report (1/1/98-12/31/99)***
- D. *Exit Interview Summary***
- E. *Exit Survey***

Our analysis revealed that there are disproportionate rates of separation with employees of color and employees within AFSCME, particularly administrative classifications. While the planned efforts to reduce "turnover" will be implemented agency wide, areas identified through analysis are a priority.

### **Quantitative Data**

Current data systems (SEMA4) have presented a number of challenges in gathering accurate

and meaningful information about employee turnover. They include:

- Significant data errors and inconsistencies in entering statewide.
- Complex way to track employees who left for another agency, returned to former agency (non-certification) or employees who separate, have a break in service and are re-hired within the same year.
- The Executive Branch Protected Group Separation Report (PDHR6126) that DOER made available in August of 1998 is difficult to read and the numbers do not match up with our summary of total separations.

This is our methodology:

- Crystal Reports Professional is the software program used to extract data from the IA Warehouse and Sema4; however the way that it is set up, only captures the separations of employees who left state service and not those who went to other agencies. We have a separate report with the same format showing separations of student workers and interns.
- We created a report that shows employee movement between agencies; however due to restrictions, it does not show protected status information and the report still misses some employees.
- The reports are reconciled by hand with the personnel files.
- Separations that do not show up on the reports are verified and added to a spreadsheet and also summary.

For agency use only: the reports are exported to a spreadsheet in order to provide detailed information, graphs and charts used for analysis and disseminating valuable information to management, as well as the entire agency.

### **Qualitative Data**

We implemented a qualitative mechanism for assessing employee turnover, an exit interview system. During 1998-2000, a total of 33 exit interviews were conducted by the Recruitment/Retention Specialist. To better find out why employees choose to leave the department, an exit survey was designed. When notification is received that an employee is leaving, an email is sent inviting them to fill out an exit survey. The employee is given the URL web address to fill it out online. The employee can also print the survey out or request it to be sent to them by the Human Resources Management office. This confidential reporting system has been in existence since late 1999 and has not yet gathered enough data to be statistically significant.

## RETENTION PLAN

To improve the rate of retention of talented employees, we will continue with current efforts and integrate new approaches. These efforts will consist of:

- Conducting quantitative and qualitative analysis of agency turnover.
- Advising agency leadership of trends and solutions.
- Implementation of efforts to reduce turnover in areas identified through analysis.

### Conducting quantitative and qualitative analysis of agency turnover

#### **Quantitative**

We will continue to monitor the patterns of separation and other employment trends that may affect turnover such as:

- \_ New-hire success rates
- \_ Promotion patterns
- \_ Transfers and other employment status changes
- \_ Length of service
- \_ Use of limited term appointments

Statistical data will be available on both a quarterly and annual basis.

#### **Qualitative**

In order to apply the most appropriate turnover reduction strategies, first, the cause of turnover behavior must be determined.

- \_ The current mechanism is the Exit Survey
- \_ A six-month employee retention survey will assess the employee's experience
- \_ The supervisor will be reminded to meet with an employee at the six-month mark

Anecdotal information will be available on both a quarterly and annual basis. In addition, monthly monitoring of new employees will measure the length of time an employee stays at 3, 6, 9 and 12 month intervals. NOTE: This mechanism complements the existing tracking of the new hires from the Resume Databank.

### Advising agency leadership of trends and solutions.

- \_ Each quarter, the Senior Leadership Team will be provided with a "snapshot" of employee retention data (quantitative and qualitative).
- \_ Twice per year, the Retention Specialist will meet with division directors to advise them of their

own divisional trends and make recommendations to remedy disproportionate patterns.

High-level data analysis will be available on the department intranet for all employees. This information will be updated quarterly.

### **Implementation of efforts to reduce “avoidable” turnover**

A number of creative efforts to reduce avoidable turnover will be implemented from 2000-2002.

Avoidable turnover includes voluntary resignations of classified and unclassified positions (including transfers to other state agencies) and non-certifications (employees who do not pass the designated probation period). The efforts will be based on trends identified through data analysis and include, but are not limited to:

- Employee Orientation
- Employee Opinion/Work Environment Survey
- Performance Management
- Early Conflict Intervention
- Strategic Staffing
- Rotational Assignments
- DPAT (Diversity Partners Action Team)
- Employee Recognition
- Work Life Balance Initiatives
- Mentorship

### **Employee Orientation Efforts**

- Managers and supervisors new to the department will be offered a special orientation opportunity. This effort is organized by the Center for Workforce Development.
- All new employees are offered a New Employee Orientation Session which is a half-day program that provides information about agency resources (including EEO/AA and diversity).
- Career mapping services will be available to employees who are interested in moving up through the organization.
- Employees in limited term appointments will be invited to participate in the quarterly educational sessions so that they can learn how to secure a permanent appointment with the agency.
- Entrance interviews and a six month employee retention survey will be implemented to assess what attracted this person to the agency and to find out what support both the employee and supervisor need in order for the employee to succeed.

### **Employee Opinion/Work Environment Survey Methods**

Organizations that continue to assess their work environment and listen to the opinions of their employees are more likely to respond to areas in need of improvement. We will work to implement methods to assess employee satisfaction through surveys and focus groups.

- All-employee opinion survey to be conducted upon approval from agency leadership.

- Employee focus groups to be held beginning June 2000

### **Performance Management**

When employees are clear about their expectations, have constructive feedback on an on-going basis and work with their supervisors and work teams to construct an individual development plan they are less likely to leave an organization. The goal can be met by holding each manager accountable for 100% completion of performance reviews.

Human Resources Management will continue to consult and coach supervisors on performance reviews, individual development plans, and ongoing feedback. HRM produces reports that are generated by division, showing the percentage of performance reviews completed; therefore, this will be used to provide an incentive for divisions to improve their numbers. A performance management toolkit is available on the MDH intranet website as a resource. OWD and HRM will work with supervisors and representatives of the bargaining units to identify barriers employees have in meeting performance expectations and work on initiatives that will produce measurable results.

### **Early Conflict Intervention**

The department will continue its current efforts to retain employees by resolving conflicts at the earliest possible level such as the Workplace Mediation Project. The OWD and HRM staff will meet with work units as needed and customize training, including preventative. Some examples include, but are not limited to, team dynamics, managing conflict within the workplace, and respecting differences.

### **Strategic Staffing**

A time of anticipation has fast approached and we will experience a rapid growth in retirement rates. OWD and HRM will monitor the retirement rates and provide these projections to agency management. A coordinated approach will be developed that will provide resources and information on specific steps to be taken to consider issues such as demographic staff composition, cultural sensitivity, human relations aptitude, diversity dynamics and inclusive processes. The Measurement Task Team will provide broad input and OWD will facilitate implementation with the agency senior leadership. This process will begin by March 31, 2000.

### **Rotational Assignments**

Employees can share their areas of expertise throughout the agency by doing rotational assignments and serving on workgroup projects. The outcomes for this initiative will be an increase in capacity for each participating employee. This is an innovative approach to what some other organizations may call "high potential leadership development" and "succession management". This will require more development and the planning will begin at the end of calendar year 2000.

### **Diversity Partners Action Team (DPAT)**

The best way to retain employees from diverse backgrounds is to create an environment conducive to change. The partners of DPAT advise the Office of Workforce Diversity on best methods for promoting and supporting a diverse workforce within MDH so that our agency truly reflects, and is better able to serve, all the citizens of the State of Minnesota. A number of employees participated in a variety of diversity learning activities. DPAT meets the needs of employees by developing new and innovative approaches to ensuring inclusion within the department. DPAT now involves three different task teams:

- The Learning Task Team will identify development needs and opportunities that foster a greater understanding of the strengths, challenges and dynamics of diverse populations within and outside of the department. Monthly diversity learning activities will consist of three different styles of learning: presentations, community immersion field trips, and circle dialogues.
- The Outreach Task Team will build connections between MDH staff and the populations we serve. They will identify opportunities for MDH to be more positively visible throughout the state.
- The Measurement Task Team will assess the degree to which the department is making progress in the representation, participation and utilization of all employees in the department. They will recommend systematic solutions to the recruitment, selection, promotion, recognition, development and retention of employees within the agency.

### **Employee Recognition**

Employees will continue to be recognized for their contributions through a variety of methods. Some of the methods include: An "All Employee Appreciation Day", which would be an annual celebration event to thank all employees for their contributions and to talk about the successes and challenges for the department. A formal recognition program to recognize individual employees and workgroups. A database or intranet website mechanism to share "thank you's" and "good job" between employees. This mechanism would also include letters from the department's stakeholders, recognition of program accomplishments, employee highlights, and community and civic awards employees receive. This initiative is contingent upon approval from agency leadership.

### **Work Life Balance Initiative**

The Employee Health Promotion Committee, the Office for Workforce Diversity, the Office of Safety and the Office of Planning and Evaluation have developed a work/life initiative for the department. The next steps include: articulating the business case to agency management, assessing existing resources and communicating the resources to the agency. We will evaluate the utilization of resources by assessing the needs and opinions of the employees through the annual

employee opinion survey. We will also continue to work with the Employee Assistance Program's analysis of agency utilization. We will continue to promote flexible schedule arrangements.

### **Mentorship**

Mentoring is a process of developing relationships. Mentors may assist with personal career development as well as technical training. Relationships are generally sought out because another person has certain attributes, wisdom, and experience which that person desires. The nature of the mentorship depends on the participants, their efforts, capabilities and needs. Our separation analysis revealed disproportionate rates of separation among employees in entry-level classifications, particularly administrative and employees of color. Therefore, the initial mentorship initiative, Operation Success, will focus on entry level and employees of color. A planning meeting will take place by March 31, 2000 and the implementation will begin in the Fall of 2000.

I.

## **Internal Auditing and Reporting Systems**

The Minnesota Department of Health is required by federal and state law to maintain various personnel records for the purpose of preparing reports. To meet this requirement, a centralized reporting system has been established and will be maintained by the Human Resource Management Division and the Agency Affirmative Action Manager (the Director of Workforce Diversity).

In the event that the Department of Employee Relations and/or a federal enforcement agency should conduct an on-site audit and evaluation of the Department's efforts to comply with laws, regulations and orders mandating affirmative action, the following information will be made available:

- A copy of the Department's Diversity/Affirmative Action Plan and Equal Employment Opportunity Policies.
- Copies of workforce and/or utilization analysis which may have been done within the past two years.
- Copies of all certification lists from which hiring was done in the past twelve months.
- Copies of all personnel and affirmative action policies or procedures that are unique to the Minnesota Department of Health
- Copies of all hires, promotions, transfers, termination, disciplinary action and discrimination complaints for at least the past 2 years.
  
- Through automated systems (Access, SEMA4, Crystal Reports) progress is measured and communicated to agency management including all division directors and executive team members who shall disseminate that information to their respective areas of responsibility.
- A pre-review of layoff decisions will be conducted to determine any adverse impact on protected group employees.

## K.

### Pre-Hire Review Process

The Minnesota Department of Health will act affirmatively to recruit and hire qualified individuals from protected groups. The following process describes the steps necessary prior to a supervisor making an offer of employment.

#### Pre-Hire Review Process

<b>Responsible Entity</b>	<b>Action Required</b>
<b>Human Resource Management in partnership with Supervisors and Managers</b>	Ensure that position descriptions accurately reflect the required knowledge, skills and abilities required to perform the essential functions of the position. Revise if necessary.
<b>Human Resource Management</b>	Upon receipt of a request to fill a position, the HRM staff will notify the supervisor of unmet affirmative action goals. They will determine if an eligible lists already exists or if a new examination is required. HRM team leader will advise if there are qualified candidates from under-utilized groups in the pool of eligible candidates.
<b>Supervisors &amp; Managers</b>	If a new job announcement is necessary, the hiring supervisor will be encouraged to target recruitment activities that will address any unmet goals. Supervisors are further encouraged to utilize the Recruitment Checklist. Individuals in the resume bank database will be notified of all agency postings.
<b>Supervisors &amp; Managers</b>	Job related and objective questions will be prepared and asked during the interviews consistently to all candidates. Supervisors are encouraged to review interview questions with the agency a.a. manager or HRM rep. to ensure that they are non-discriminatory and address diversity components where relevant.
<b>Senior Leadership</b>	Managers and supervisors will be accountable to Senior Leadership for meeting affirmative action goals. Patterns of hiring (including numbers of affirmative hires, missed opportunities and justified non-affirmative hires) will be considered in their performance reviews.

## **Pre-Hire Review Continued**

Affirmative attempts to eliminate under-utilization can be undertaken at several points in the employment process. The agency affirmative action manager and the Senior Management of the agency will encourage all hiring supervisors to consider the following issues during the course of employing individuals in the agency. The following questions address the areas in which supervisors can affirmatively ensure equal employment opportunity:

### **❖ Anticipating a Need**

- What is the composition of the current staff complement?
- Is there under-representation within the agency/division/unit?
- What is the current capacity of staff to understand and meet the needs of a diverse constituency?

### **❖ Establishing a Position**

- What knowledge, skills and abilities are needed in order to perform the essential functions of the position?
- Who will be most impacted by the work of this position?
- Are there any special skills required (such as bi-lingual capability or specific cultural sensitivity)?
- Are there affirmative action goals for this job group?

### **❖ Identifying Recruitment Resources**

- What media resources are available? Are they targeted to address under-utilization?
- What internal resources are available (including staff within the agency)?
- What electronic notification methods are available?
- What relationships with recruitment sources exist?
- What external events/activities can be used to promote this position?

### **❖ Assessing Composition of the Applicant Pool**

- Does HRM indicate that there is a diverse pool of qualified applicants for this position?
- If the pool is not diverse, can the position be re-posted?
- If HRM indicates that there are qualified individuals from protected groups where disparities exist, how can the supervisor affirmatively meet those goals?

### **❖ Selecting Competent, Caring and Committed Staff**

- Do candidates possess the required knowledge, skills and abilities to perform the essential functions of the position?
- Do they possess the capacity to understand and meet the needs of those impacted by the work?
- Have they demonstrated the ability to work in diverse team environments?

❖ **Retaining Diverse Talent**

- Does staff have the needed training, support and feedback to be successful?
- Is the work culture conducive to their professional growth?
- Are there support mechanisms in the agency that will assist them in being productive?

❖ **Measuring Performance**

- Have they demonstrated competence in performing the essential job functions?
- What accomplishments have they made?
- What contributions have they made to the agency-wide goals and objectives?
- Have they demonstrated an ability to interact effectively with co-workers and stakeholders?
- What development goals would assist them in being more effective in their work?

## Pre-Hire Review Affirmative Recruitment Checklist

This checklist is a tool that can be used by hiring managers and supervisors as they seek to attract diverse applicants for positions in the agency. This list will be updated on an ongoing basis as new resources are identified. Supervisors are encouraged to complete a checklist for all positions where external applicants are sought.

**NOTE:** *Prior to posting a position in any of the following ways, supervisors are expected to work with their HR Team Leader to ensure that the posting meets departmental requirements.*

### Print Media Sources

Source	Utilized
Insight News	
Asian Pages	
The Circle	
Access Press	
MN Women's Press	
Spokesman/Recorder	
Asian American Press	
La Prensa de Minnesota	
Native American Press	
Mpls Star Tribune	
St. Paul Pioneer Press	
Community Newspapers	
Other:	

### Radio/Television Media Sources

Source	Utilized
KMOJ Radio Employer's Roundtable	
KFAI Talk Forums	
Other:	

### Internal Resources

Source	Utilized

All employee e:mail	
Human Resources – Office of Workforce Diversity resume bank	
Diversity Partners Action Team – meeting announcement	

**External Notification Methods**

<b>Source</b>	<b>Utilized</b>
Electronic mail notification lists	
Mailing lists	
Promoted at job fair or community event	
Sent to colleges/universities	
Professional association newsletters or other communication	
Sent to community based organizations	
Other:	

## K.

### **Internal Complaint Procedure**

This procedure applies to complaints which allege discrimination (including harassment) on the basis of race, color, creed, religion, national origin, sex, marital status, membership or activity in a local commission, status with regard to public assistance, disability, age or sexual orientation. Prohibition of discrimination is described in the policy which is also part of this plan. Sexual harassment is a form of discrimination based on sex and is covered by this procedure.

#### **General Provisions**

- Any employee who believes that he or she has been subjected to discriminatory behavior or who believes he or she has witnessed such behaviors is encouraged to report this information.
- Those filing a complaint or servicing as a witness shall do so without fear of coercion, reprisal or intimidation. Regardless of the outcome of the investigation, the MDH will take no adverse or retaliatory action against an employee who reports conduct considered to be a violation of this policy.
- In the course of a complaint investigation, all documentation associated with the complaint is considered confidential. The status, however, is public information.
- Complaints will not be accepted after an employee terminates employment with the Department or if the same matter is being pursued simultaneously through another formal grievance or appeal process, unless the complaint is directly related to the employee's separation.
- Complaints that are not based on one of the protected characteristics mentioned above shall not be resolved through this procedure.
- The complainant through the Affirmative Action Manager, shall be advised of his or her right to file a charge of discrimination within 365 days after the occurrence of the event with the Commissioner or the Department of Human Rights or the Equal Employment Opportunity Commission.

#### ***Internal Formal Procedure***

Prior to filing an internal formal complaint under this procedure, employees are encouraged to first consult with the agency affirmative action manager to determine if it is an appropriate matter for resolution under this procedure. If the issue is one appropriate for resolution through this Plan, the Affirmative Action Manager will advise the employee on how to proceed, including the completion of the discrimination complaint form (attached). If not, the employee will be advised of other options for resolution.

Employees should file the formal complaint within 30 days of the occurrence of the event giving rise to

the complaint. Complaints filed between 30 and 365 days of the event may, at the discretion of the Affirmative Action Manager, be accepted and investigated.

### **Step 1**

The formal complaint should be presented to the Department's Affirmative Action Manager within 30 days of the occurrence of the event giving rise to the complaint. After receipt of a formal complaint, the Affirmative Action Manager shall determine whether or not the complaint alleges discrimination based on the individual's protected group characteristic (race, creed, color, sex, age, marital status, national origin, disability, religion, reliance on public assistance, membership or activity in a local commission or sexual orientation).

If the complaint is timely and proper for resolution through this complaint procedure, the Affirmative Action Manager shall immediately initiate an investigation. If the complainant is suffering irreparable or immediate harm in the absence of immediate action, the Affirmative Action Manager may take whatever action is necessary to remedy the situation while the complaint is being investigated.

### **Step 2**

Within a reasonable period of time, the Affirmative Action Manager shall investigate the complaint. The investigation may include interviews with or statements from all parties involved including the complainant, respondent, complainant's supervisors, witnesses and co-workers as well as a review of all pertinent records or documents relating to the complaint.

### **Step 3**

The Affirmative Action Manager shall prepare a report of his or her findings resulting from the investigation of the complaint. The report shall be presented to the responsible party in the Department who is authorized to take action to resolve or correct the matter. Such corrective action may include discipline up to and including discharge when the investigative findings give merit to the complaint allegations.

\* NOTE: Certain procedural requirements exist in various union contracts which apply to complaints of alleged sexual harassment. For more specific information regarding these requirements, please refer to the applicable contract or inquire with the Affirmative Action Manager.

# Minnesota Department of Health

## Internal Formal Discrimination Complaint Form

*The information you provide on this form will be used as part of the investigative process in determining if any MDH policy related to equal employment opportunity has been violated. The statements you provide in this complaint form, and any subsequent statements you make related to this complaint, will be used by the EEO Officer and others whose jobs reasonably require access to the data in order to determine if such misconduct did in fact occur and, if so, whether any disciplinary or remedial action should be taken.*

*In the event that any disciplinary or remedial action is taken, the information you provide may be used in subsequent hearings or proceedings related to this matter and you may be required to testify. The information may also be released to other persons and/or entities as required or allowed by law and/or upon direction by proper authority and/or pursuant to court order.*

<b>Name</b>	<b>Division/Section/Unit</b>	<b>Phone</b>
<b>Job Title</b>	<b>Supervisor</b>	

\*\*\*\*\*

**Which protected status do you feel was the basis for the alleged discrimination? (check all that apply)**

<input type="checkbox"/> Race	<input type="checkbox"/> Color	<input type="checkbox"/> Religion	<input type="checkbox"/> Age	<input type="checkbox"/> Reprisal for filing
<input type="checkbox"/> Marital	<input type="checkbox"/> National	<input type="checkbox"/> Status with regard	<input type="checkbox"/> Sexual	<input type="checkbox"/> prior complaint
<input type="checkbox"/> Status	<input type="checkbox"/> Origin	<input type="checkbox"/> to public assistance	<input type="checkbox"/> Orientation	<input type="checkbox"/> Date filed: _____
<input type="checkbox"/> Sex	<input type="checkbox"/> Creed	<input type="checkbox"/> Disability	<input type="checkbox"/> Membership in a local commission	

**Please describe the the reason you believe that you were discriminated against. Describe the incident(s) in detail, with the most recent incident first (include names and types of behavior). Attach additional sheets if necessary. If you have documentation you believe is relevant to your complaint, please attach it to this complaint form.**

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**Who do you feel discriminated against you?**

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Name	Division/Section/Unit	Job Title
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## L.

### **Reasonable Accommodations & Employment of People with Disabilities**

#### ***Policy***

The Department of Health is committed to recruit, select and retain qualified people with disabilities. Accommodations will be provided to qualified individuals, whether an employee or job applicant (including employees seeking promotion), when such accommodations are directly related to performing a job or competing for a job. Expenses incurred in this process can be funded by the indirect cost pool allocation or by the division/section/unit budget. Accommodations will not be provided for non-job related personal needs including transportation to and from work.

Examples of such accommodations may include, but are not limited to:

- modification of equipment or assistive devices such as special telephone equipment, TTY/TDD communication equipment, or audiovisual aides.
- job site modifications such as equipment height, addition or outlets, relocation of job site to an accessible area, special parking facilities or other types of similar modifications.
- job restructuring such as flexible work hours or removal of marginal job functions.
- support services such as interpreters, job coaches or readers.
- reassignment to a vacant position for which the employee is qualified.

Accommodations will be made when:

- A person has a disability as defined by the law; and
- the department knows of the disability; and
- the person seeks an accommodation; and
- the accommodation is necessary to enable the person to perform the essential functions of the job or to enjoy the same benefits and privileges; and
- the accommodation is reasonable, does not impose an undue hardship, and does not pose a genuine direct threat.

#### **Supported Work Program**

The Department will support and encourage the use of the State's Supported Work Program. This program is designed to provide people with severe physical, mental health and developmental disabilities employment opportunities within State Government. The use of this program will be encouraged through the cooperation of managers and supervisors. Each Division of the Department will analyze the requirements of this program and determine the extent to which it might be of value in each Division. Specific positions will be identified which could provide the type of work and development envisioned by this program.

The Agency Affirmative Action Manager will monitor the implementation and administration of this program and provide assistance and advice to managers and supervisors regarding its use. A goal of 3 such positions has been identified for Supported Work Program opportunities during the course of the 1998-2000 Diversity/Affirmative Action Plan.

### **Definition of a Disability**

In order to qualify for a reasonable accommodation under this plan, an individual must have a disability as defined by the Americans with Disabilities Act and the Minnesota Human Rights Act. The definition consists of three parts:

1. A physical, mental or emotional impairment that substantially limits the ability to perform one or more major life activities. Major life activities are functions that can be performed by the average person in society with little or no difficulty. Examples include, but are not limited to: seeing, walking, caring for ones self, talking, hearing, breathing, concentrating, learning, lifting, etc. The name of the diagnosis does not necessarily indicate a disability under this definition. It depends on the impact that the impairment has on the individual, the anticipated duration and the nature and severity of the impairment. This is the only prong of the definition that would necessitate the provision of an accommodation.
2. The person is regarded as having such an impairment. This prong of the definition protects individuals from being discriminated against if they are regarded as having an impairment that substantially limits any major life activity.
3. The person has a record of having such an impairment. Even when an individual no longer has an impairment that substantially limits a major life activity, they are protected from being discriminated against if they have a record of such an impairment.

### ***Process for Employees Requesting a Reasonable Accommodation***

#### **Step 1**

The employee or applicant must inform the department that they have a need for a reasonable accommodation under this process. They do not have to use the words "disability" or "reasonable accommodation", but they must indicate that they have a condition which necessitates a modification to their job or the application process. This disclosure can be provided either to the supervisor or manager, to the Human Resource professional who is an ADA designee or to the Affirmative Action Manager, Sonia M. Alvarez, who is the ADA Coordinator. Employees are encouraged to use the Reasonable Accommodation Request form, but its use is not required.

#### **Step 2**

Upon receipt of the request, the supervisor should meet with the employee to determine the job's purpose and its essential functions. The supervisor should consult with the individual to determine the specific abilities and limitations as they relate to the essential job functions. Together, they can identify the barriers to job performance and how these barriers could be overcome with an accommodation.

During this consultation, the supervisor and employee should identify potential accommodations and assess how effective each would be.

If the supervisor or manager approves the request for reasonable accommodation, they should forward the following information to the Affirmative Action Manager: name of employee, request made, request provided, cost of the accommodation and anticipated duration of such accommodation. The supervisor or manager may provide these accommodations when no further information about the disability (such as nature, severity, duration and impact) is necessary. If the accommodation requested will cost \$5,000 or more, the ADA Coordinator will forward the request along with his or her recommendations to the agency head within three working days.

If the supervisor or manager needs more information about the nature of the impairment of the employee, he or she should refer that employee to the agency ADA Coordinator or Designee. The ADA Coordinator or Designee will meet with the employee to get authorization to release information from the treating physician, therapist or other professional who is familiar with the employee's condition. An inquiry will be sent to the treating physician to determine if the employee's condition meets the definition of a disability, the impact that it has on their ability to perform their job and recommended accommodations so that the person can be successful. All medical information will be retained in a file separate from the employee's personnel records. The supervisor or manager will only be provided with information about the impact of the impairment in relation to the employee's job duties and the accommodations recommended.

#### *Process for Applicants Requesting a Reasonable Accommodation*

All initial communication between a job applicant and a supervisor or personnel officer regarding a position in the agency shall indicate the willingness of the agency to make a reasonable accommodation upon request, prior to the job interview. If an applicant indicates a need for an accommodation, the supervisor or personnel office may approve the request and provide the accommodation requested. Applicants must indicate what accommodation is necessary to help them compete for the position.

If the supervisor or manager approves the request for reasonable accommodation, they should forward the following information to the Affirmative Action Manager: name of employee, request made, request provided, cost of the accommodation and anticipated duration of such accommodation.

#### *\* Denials of Requests*

All denials of requests for accommodations will be documented and kept on file by the ADA Coordinator. The employee will be notified of the denial in writing and advised of their right to file a complaint of discrimination under the affirmative action plan procedure and their right to file a complaint with the Minnesota Department of Human Rights or the U.S. Equal Employment Opportunity Commission or any other appropriate agency.

**Minnesota Department of Health**  
**Employee Request for Reasonable Accommodation**

\_\_\_\_\_  
**Employee Name** **Date of Request**

\_\_\_\_\_  
**Division/Section/Unit** **Job Title/Classification**

\*\*\*\*\*

**1. Do you have an impairment that substantially limits your ability to do things that the average person can do with little or no difficulty (such as walking, lifting, seeing, hearing, concentrating, etc)? If so, please describe the impact that the impairment(s) has on you, including the how long it will last and severity of the impairment.**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**2. How does your condition impair your ability to perform your job duties?**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**3. What type of reasonable accommodation are you requesting? Please be specific.**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. Which essential job functions will this accommodation allow you to perform? How?**

**\*Please attach a current position description**

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
**Employee Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Supervisor Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**ADA Coordinator/Designee**

\_\_\_\_\_  
**Date**

\_\_\_ **Approved**    \_\_\_ **\*\*Disapproved (Must provide written explanation to requesting employee)**

## **M.**

### **Emergency Procedures**

#### ***Notice of Need for Assistance***

On the first day of employment or shortly thereafter, the employee with a disability and their supervisor will make arrangements for evacuation and emergency situations. The supervisor shall notify the Floor Warden or Wing Monitor of the employee's work location and need for assistance. The supervisor will assist the employee in locating two other employees who will assist the employee in the case of an emergency.

#### ***Buddy System***

The following describes the Buddy System as it relates to building emergencies and the notification and evacuation of persons with hearing and mobility disabilities. A visual disability can be considered a mobility disability if the employee would be slower than others in evacuating. Please review the general procedures for your facility. The Buddy System is based on two or three other employees who are assigned to each employee needing assistance. Buddies should be identified prior to emergencies by discussion between the employees and the supervisor.

During an evacuation, two buddies will remain with the employee with a mobility disability. One buddy and an emergency team member will notify command center (information or guard desk) or the location by floor and stairway and number of employees waiting for assistance.

#### ***Building Emergencies***

In the event of a fire or other building emergency, the supervisors of employees with hearing impairment shall notify employees of the emergency. Supervisors of employees with mobility disabilities will be responsible for evacuation of such employees in accordance with evacuation plans.

#### ***Weather Emergencies***

##### **During the work day**

When a weather emergency is declared during the work day, supervisors of employees with hearing impairments shall notify such employees of the weather emergency. This notice may be done through the use of buddies. Notice to move to shelter areas during a weather emergency will be provided over the public address system. Employees with mobility disabilities, either temporary or permanent, should move to the designated shelter area described in the emergency procedures. Do not use elevators. Supervisors shall direct visitors with mobility disabilities to an emergency team member for assistance.

##### **Before the work day**

When a weather emergency is declared by the Commissioner of Employee Relations, the announcement will be made over WCCO radio, before the start of the work day that agencies will be closed, except for essential employees. Supervisors should follow the steps outlined below to ensure that employees who have hearing impairments receive the information.

Consult with employees prior to the emergency to determine what appropriate action and method of notification works best for that employee.

If the employee has a TDD/TTY machine, the supervisor may make arrangements with the employee to contact them through the Direct Connect Minnesota Relay Service.

If another method of notice is possible and appropriate, the supervisor shall use this method.

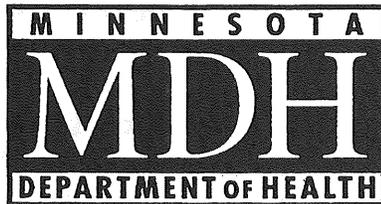


# APPENDIX



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# Minnesota Department of Health



## Resume Bank Profile Form

**Human Resource Management Division**

**Office of Workforce Diversity**

**P. O. Box 64975**

**Saint Paul, MN 55164-0975**

**(651) 215-0703 Fax: (651) 215-1259**

**The Minnesota Department of Health is an equal opportunity/affirmative action employer with a strong commitment to workforce diversity.**

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# About This Form

Thank you for your interest in working for the Minnesota Department of Health (MDH). Although we may not currently have a vacant position for which you are qualified, we will retain your resume so we can notify you of future opportunities. We have nearly 200 different types of jobs in 18 job groupings. The Minnesota Department of Health is just one of many agencies in the executive branch of state government. We are part of the state civil service hiring system, along with over 100 other agencies. To find out about job opportunities with the State of Minnesota, you may contact the Minnesota Department of Employee Relations (DOER) Job Information Line at (651) 296-2616 or (651) 282-2699 (TTY). Information about state jobs is also available on the World Wide Web at <http://www.doer.state.mn.us>, or you may contact DOER's electronic mail address at [job.info@state.mn.us](mailto:job.info@state.mn.us).

This form was designed to gather information about your knowledge, skills, experience and interests so that we may inform you about opportunities as they arise. While it is not possible to let you know about every job opening in the agency, we can send you announcements of positions in the job groups of your choice. Once you submit this form along with a copy of your current resume, we will add your name to our database where it will remain for six months unless you ask us to remove it. Submission of this form and resume does NOT constitute application for employment nor is it a substitute for the State of Minnesota Application for Employment. This form is only being used for information about MDH positions and does not include information from other agencies in state government. Rather, it will be used as a mechanism to inform you about MDH opportunities and provide supervisors with information about your interests. Submitting this form does not guarantee that you will be notified of every position for which you are qualified, nor does it guarantee employment with MDH or any other state agency. All information contained on this form will be used in accordance with Minnesota Statute 13.43, governing data practices.

This material can be made available in alternative formats such as Braille or large print by contacting (651) 215-1258.

*⇒ Insert your resume into this packet, fold along the dotted line and mail using the self-mailing feature. No postage is needed!*

# About You (Please Print)

Name \_\_\_\_\_

Address \_\_\_\_\_

Day/Message Telephone \_\_\_\_\_ E-Mail \_\_\_\_\_

## ***Skill Summary***

Please indicate any skills you may have in the following areas. Leave blank any skill areas that do not apply.

### **Computers**

Please list the specific software, hardware, computer languages and other applicable skills you have.

Databases: \_\_\_\_\_

Networks: \_\_\_\_\_

Spreadsheets: \_\_\_\_\_

Graphics: \_\_\_\_\_

Word Processing Systems: \_\_\_\_\_

Typing Speed (words per minute): \_\_\_\_\_

Other: \_\_\_\_\_

### **International Languages**

Please indicate any languages you are fluent in (other than English).

\_\_\_\_\_

\_\_\_\_\_

### **Professional Licenses**

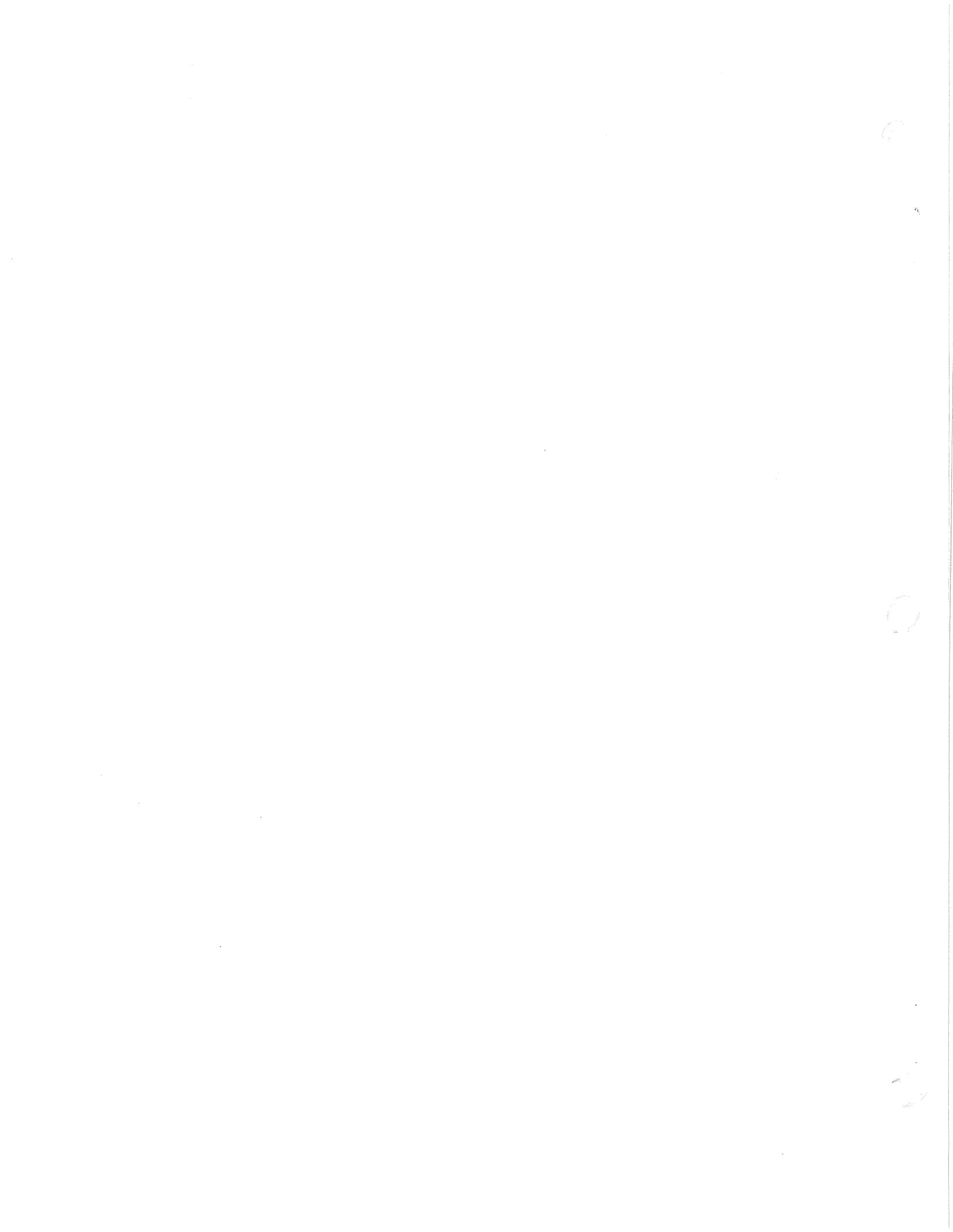
Please indicate any professional licensure you have that would apply to a job you are interested in. Do not include your drivers license unless it is a commercial or other special license.

\_\_\_\_\_

### **Education**

Highest degree attained \_\_\_\_\_ Major area of study \_\_\_\_\_

Other applicable areas of study \_\_\_\_\_



School Name/Colleges/Universities of Public Health/Nationally	E-Mail Address
All Nations Amp Salish Kootenai College	judy_m._gobert@skc.edu
American College of Toxicology (ACT)	ekagan@actox.org
American Indian Graduate Center	aigc@aigc.com
Arizona State University East	phillip.huebner@asu.edu
Bluefield State College	tharrison@bscvax.wvnet.edu
East Mississippi Community College	dmullins@emcc.cc.ms.us
Hahnemann University Hospital(Allegheny)	jforce@drexel.edu
Harvard Medical School	joan_reede@hms.harvard.edu
Harvard University Native American Program	eileen_egan@harvard.edu
Johns Hopkins University School of Hygiene & Public Health	baddison@jhsph.edu
Laurentian University	lmanitowabi@nickel.laurentian.ca
Mayo Medical School	morris.leibert@mayo.edu
Mayo School of Health Related Sciences	kray@mayo.edu
Michigan State University	vandecar@pilot.msu.edu
Montana State University	crystalc@montana.edu
North Carolina State University, College of Engineering	ahlowery@eos.ncsu.edu
Northern Michigan University, Center for Native American Studies	dfowler@nmu.edu
Rollins School of Public Health	msalpet@sph.emory.edu
San Diego State University Graduate School of Public Health	bholmes@mail.sdsu.edu
Southern Illinois University at Carbondale, Graduate School	pmcneil@siu.edu
St. Johns's University of Pharmacy Allied Health Professions	careers@stjohns.edu
Texas A& M University, college of Engineering	teresa@EAPO.tamu.edu
The U of Minnesota, Twin Cities College of Biological Sciences	careercentere@cbs.umn.edu
The University of Arizona Health Sciences Center, Graduate	makey@u.arizona.edu
The University of California at Los Angeles (UCLA)	riggs@admin.ph.ucla.edu
The University of Iowa	joe-coulter@uniowa.edu
The University of Michigan Business School (MBA applications)	umbusmba@umich.edu
The University of Michigan, Dept of Mathematics	meggim@math.lsa.umich.edu
The University of Minnesota, School of Public Health	pasiu001@tc.umn.edu
The University of Oklahoma Health Sciences Center (HSC)	moll-tovar@ouhsc.edu
The University of Oklahoma Native American Studies, College of Arts and	jbread@ou.edu
The University of Pittsburgh Graduate School	forda+@pitt.edu
The University of South Florida College of Medicine	rmanning@com1.med.usf.edu
The University of Texas Houston Health Science Center	mmocco@utsph.sph.uth.tmc.edu
The University of Washington School of Public Health & Comm	sphcm@u.washington.edu
The University of Wasington, Office of Minority Affairs	apache@u.washington.edu
Tulane School of Public Health & Tropical Medicine	kball@mailhost.tcs.tulane.edu
University of Colorado at Boulder, College of Engineering & Applied Scienc	alphonse.keasley@colorado.edu
University of Colorado Health Sciences Center	Linda.Yardley@UCHSC.edu
University of Massachusetts, Undergraduate Admissions	michelle@acad.umass.edu
University of Minnesota	berk1002@tc.umn.edu
University of Missouri-Rolla, School of Engineering	sharonb@umr.edu

<b>Professional Associations for Public Health/Health Science</b>	<b>E-Mail Address</b>
American Society for Microbiology	www.asmtusa.org
American Society of Plumbing Engineers (CIPE)	aspehq@aol.com
Asian & Pacific Islander American Health Forum (APIAHF)	hforum@apiahf.org
Environmental Careers Organization (EOC)	www.eco.org
Health Education Training Centers Alliance of Texas (HETCAT)	holguin@uthscsa.edu
Minnesota Society for Public Health Education	ALyons@heart.org
National Association of Advisors for the Health Professions (NAACP)	www.naahp.org
National Association of Medical Minority Educators (NAMME)	medprep@som.siu.edu
National Society of Black Engineers	rlyons@nsbehq.nsbe.org
National Society of Hispanic MBA'S	wrong number
Society of Toxicology	www.toxicology.org
The National Institute of Environmental Health Sciences (NIEHS) Minority	shreffl1@niehs.nih.gov

**Summary of MN Department of Health Total Employee Separations**

**January 1-December 31, 1998**

This includes employees who leave state service, leave for a position with another state agency and employees who are non-certified and returned to their former agency.

<u>Separation Type</u>	<u>Total</u>	<u>Female</u>	<u>Minority</u>	<u>Disabled</u>
Layoff	0	0	0	0
Retirement	8	7	0	0
Dismissal*	2	1	1	0
Resignation	73 (7)	55 (5)	14 (5)	2
Term-No Rights**	44 (21)	33 (17)	10 (7)	0
All Others***	14	11	0	8
Transfer to another agency	24	17	4	2
Return to former agency	5	4	1	0
Total Separations	170 (28)	128 (22)	30 (12)	13
Total (incl. students/interns)	198	150	42	13
Approximate Agency Size	1250	865 69.20%	132 10.56%	78 6.24%
Turnover Rate****	15.84%	17.34%	31.82%	16.67%

**January 1-December 31, 1999**

This includes employees who leave state service, leave for a position with another state agency, employees who are non-certified and returned to their former agency. In addition, we included employees who separated and were re-hired by Health or another state agency.

<u>Separation Type</u>	<u>Total</u>	<u>Female</u>	<u>Minority</u>	<u>Disabled</u>
Layoff	3	3	0	0
Retirement	13	9	0	0
Dismissal*	5	5	1	2
Resignation	73 (4)	56 (2)	10 (1)	4
Term-No Rights**	35 (21)	26 (17)	7 (6)	0
All Others***	3	1	0	1
Transfer to another agency	42	34	5	3
Return to former agency	2	1	1	1
Separated, Health re-hired	5	5	1	0
re-hired another agency	2	1	0	0
Total Separations	183 (25)	141 (19)	25 (7)	11
Total (incl. students/interns)	208	160	32	11
Approximate Agency Size	1295	897 69.27%	137 10.58%	83 6.41%
Turnover Rate****	16.06%	17.84%	23.36%	13.25%

( ) Student Workers and Interns

\* Dismissal includes non-certifications

\*\* Term-No Rights indicates end of appointment for temporary and unclassified positions

\*\*\* All Others includes death, failure to return from layoff, expiration of layoff rights, failure to return from leave, and all separations coded as Other

\*\*\*\* Turnover Rate is the # of Separations/Agency Size

Minnesota Department of Health  
Exit Interview Summary-Jill Sondergaard

II - D  
1 of 1

Research reflects that exit interviews can help reveal to employers areas within the organization that need improvement. The questions were designed to be open-ended and did not point to specific reasons an employee can check off "why they have decided to leave". Employees were given a standard statement that notified them that if they addressed instances of unlawful discrimination or harassment, it would be reported. For the purpose of this update, the responses are categorized by responses the employees gave. The numbers from each "category" will not equal the total number of exit interviews, because some have stated several reasons for their decision to leave the agency.

Summary of Exit Interviews (between the period August 25, 1998-December 31, 1998)  
Total Employees Interviewed = 18 (4 doing internal movements requested to meet)

Promotion opportunity with another State Agency

1

Promotion opportunity outside of State Service

4

Lateral opportunity within Agency

4

Lateral opportunity with another State Agency

2

Career change outside of State Service

3

Out-of-State Relocation

3

Return to School

1

Unsatisfied with Compensation

8

Limited Career Mobility

6

Personal/Family Reasons

2

Work Culture/Environment Issues

11

Parking Costs

7

Shorter Commute

3

Summary of Exit Interviews (between the period January 1, 1999-August 11, 1999)  
Total Employees Interviewed = 15

Promotion opportunity with another State Agency

2

Promotion opportunity outside of State Service

4

Lateral opportunity with another State Agency

4

Career change outside of State Service

1

Voluntary demotion with another State Agency

1

Return to School

2

Work Culture/Environment Issues

7

Parking

6

Shorter Commute

3

Unsatisfied with Compensation

2

Limited Career Mobility

6



## Exit Survey Minnesota Department of Health

Thank you for your service to the Department of Health and to the citizens we serve. Because we are committed to improving the work environment, we value your opinions about your employment with us. There are a variety of reasons persons select the MDH and the State of MN as a place to work, retire from, or leave; therefore, the intent of this survey is to capture those diverse perspectives as best as possible. The questions were designed to look at overall reasons 'people choose to leave' and 'what, if anything, may have influenced them to stay'.

This questionnaire is NOT a method to address instances of unlawful discrimination or harassment. The department has an internal complaint procedure which can be accessed by contacting the Office of Workforce Diversity at (651) 215-1258 or submitting a written complaint to the Office of Workforce Diversity-121 E. 7th Place, Metro Square Suite 450, St. Paul, MN 55101. Charges of discrimination may also be filed with the MN Department of Human Rights or the US Equal Employment Opportunity Commission.

### **INSTRUCTIONS TO COMPLETE:**

This confidential survey will be used to help update a summary regarding employee separations. It should take about 10 minutes to complete.

**Please return the survey in the enclosed postage paid business reply envelope.**

*For a confidential, personal interview with a Human Resources Management team member, call (651) 215-1240.*

**Thank You for participating in this survey.**

**This material will be made available in alternative format upon request**



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### EMPLOYMENT INFORMATION

**1. How long did you work for MDH?**

- Less than one year
- 1-2 years
- 3-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21 years or more

**2. During your employment with MDH, did you work:**

- in the same section and division the entire time
- in a variety of sections within the same division
- in a variety of divisions

**3. Prior to MDH, were you employed with another State Agency(s) if so, how long total?**

- Less than one year
- 1-2 years
- 3-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21 years or more
- Never employed at another state agency

**4. Briefly describe the factor(s) that influenced you to originally seek employment with MDH?**

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### YOUR DECISION TO LEAVE

**5. What is your reason for leaving? (please select the response that best reflects your reason) - reasons are continued on next page -**

- Voluntary resignation for another job outside of State of MN employment
- Voluntary resignation, but do not have another job lined up
- Promotion with another state agency
- Making a lateral move to another state agency
- Taking a demotion to go to another state agency
- End of unclassified appointment
- End of temporary/emergency/seasonal/student worker/intern appointment
- Retirement
- Other (please describe): \_\_\_\_\_

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**6. Briefly describe the factor(s) that influenced your decision to leave?**

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**OVERALL SATISFACTION**

**7. Compared to other organizations you have worked at, how satisfied were you with MDH as a place to work?**

- Very Satisfied
- Satisfied
- Neither Satisfied or Dissatisfied
- Dissatisfied
- Very Dissatisfied

**8. Briefly describe the factor(s) that may have influenced you to stay?**

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**9. Could any of the following have influenced you to stay....if so, which ones?**

- Mentorship Program (matched to another employee to learn the organizational culture)
- Job Shadow Program (learn from other employees about the work they do)
- Internal Career Advancement Program (understanding career tracks within the system)
- More internal training opportunities for professional development
- More external training opportunities for professional development
- Specific program designed to manage work and life concerns
- Cross functional Training (learning tasks outside the position you were hired for)
- Leadership training (learning what is needed to manage people and projects)
- Rotational Assignments (mobility program to gain experience in other functional areas)
- Other (please describe): \_\_\_\_\_

**WORK ENVIRONMENT**

**10. Did you understand how you and your job contributed to the Department as a whole?**

- Yes
- No

**11. Did you have ample opportunity within your section to communicate with your co-workers? (i.e. staff meetings, work projects, social gatherings)**

- Yes
- No

**12. Did you have ample opportunity to communicate with other sections and or divisions? (i.e. staff meetings, work projects, social gatherings)**

- Yes
- No

**13. Did you feel your immediate supervisor:**

**Always Sometimes Never N/A**

- Demonstrated fair treatment  Always  Sometimes  Never  N/A
- Stated clear job performance expectations  Always  Sometimes  Never  N/A
- Provided recognition for a job well done  Always  Sometimes  Never  N/A
- Advised you of training opportunities  Always  Sometimes  Never  N/A
- Supported your request(s) to attend training opportunities  Always  Sometimes  Never  N/A
- Helped you set individual development goals  Always  Sometimes  Never  N/A
- Resolved complaints and problems promptly  Always  Sometimes  Never  N/A
- Was available when you had questions  Always  Sometimes  Never  N/A

**14. Did you take an active role in managing and improving your own performance?**

- Yes
- No

**15. What opportunities did you take advantage of in order to improve your employment with the Minnesota Department of Health?**

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**16. How frequently were you provided a formal review of your performance?**

- Occasionally  Ongoing
- Never  Annually

**17. Did you have the adequate tools and resources to do your job? (i.e. software, email, telephone)**

- Yes
- No

**COMMENTS**

**18. Do you have any comments you'd like to make?**

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DEMOGRAPHIC INFORMATION

19. Which division are you leaving?

- Community Health Services
- Disease Prevention & Control
- Environmental Health
- Executive Office
- Facility & Provider Compliance
- Family Health
- Finance and Administrative Services
- Health Policy and Systems Compliance
- Policy and Communications
- Public Health Lab

20. Your primary work location?

- Metro Square
- Golden Rule
- 717 Delaware
- Snelling Office Park
- Outstate Minnesota
- Other (please describe): \_\_\_\_\_

21. Which Bargaining Unit were you last in?

- AFSCME (203,206,207)
- Nurses (205)
- Engineers (212)
- MAPE (214)
- MMA (216)
- Managers (220)
- Unrepresented Mgr
- Unrepresented Non-Mgr

22. Your employment end date (mm/yyyy, i.e. 06/1999): \_\_\_\_\_

The following information is VOLUNTARY and PRIVATE.

This information will be used to measure to which degree there are disproportionate patterns of employee separation.

23. Gender:  Female  Male

24. Age Group:  Under 25  26-39  40-55  Over 55

25. Race/Ethnicity: (with which group do you primarily identify):

- African American/Black
- Asian or Pacific Islander
- Euro-American/White
- Hispanic/Chicano/Latino
- Native American/Alaskan Native

26. A person with a disability is defined as one who has a mental, physical or sensory condition that substantially limits one or more major life activities (such as walking, seeing, concentrating, learning), has a record of such a condition, or is viewed as having such a condition. In light of this definition, do you consider yourself to be a person with a disability?

- Yes
- No

Thank you for participating in this survey!

This data will be used and held in accordance with the Minnesota Data Privacy Act (M.S. 13.43)